REGISTERED NUMBER: 04359421 (England and Wales)

STRATEGIC REPORT, REPORT OF THE DIRECTORS AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2017 FOR SMARTSOURCING PLC

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SMARTSOURCING PLC

COMPANY INFORMATION
FOR THE YEAR ENDED 31 DECEMBER 2017

DIRECTORS:	A R Martin J M Hall L M Martin
SECRETARY:	N B Levy
REGISTERED OFFICE:	Tanglewood 90-92 Vicarage Hill South Benfleet Essex SS7 1PE
REGISTERED NUMBER:	04359421 (England and Wales)
AUDITORS:	Goldwyns Limited Statutory Auditors Chartered Accountants Rutland House 90-92 Baxter Avenue Southend on Sea Essex SS2 6HZ

STRATEGIC REPORT
FOR THE YEAR ENDED 31 DECEMBER 2017

The directors present their strategic report for the year ended 31 December 2017.

REVIEW OF BUSINESS

The results for the year and financial position of the company are shown in the annexed financial statements.

- Turnover increased in the year by 17.7% to £28.3m.
- Operating profit increased in the year by 132% to £802.8k.
- Shareholders' funds increased to £1.1m.

The company's results reflect the success of both the organisational restructuring which took place in 2016 and the clear strategic approach adopted to address the key changes in IR35 legislation impacting the public-sector contractor community from 5 April 2017.

The results also reflect the successful targeting of new business and generating further growth in turnover and profitability. The company outperformed all previous years, attaining the highest level of contractors placed by the end of the year.

Throughout the year, the company continued to maintain focus on the core business activities with expenditure and productivity closely monitored.

In 2018, the company's strategy is to develop new client opportunities and increase our client portfolio through tenders, frameworks and direct sales. The company will continue to work with Government as a SME Panel member supporting its agenda to achieve SME spend targets.

The directors continue to have confidence in the prospects for the business and, despite the challenges that the company is expected to face in 2018, are confident of maintaining profitable growth assuming there are no unforeseen economic downturns.

PRINCIPAL RISKS AND UNCERTAINTIES

The management of the business and the execution of the company's strategy are subject to a number of key risks:

- the uncertainty surrounding the transition from the current Contingent Labour One framework to Public Sector Resourcing (PSR) Framework beginning in June 2018. While PSR is likely to be more widely adopted by the public sector, distribution of opportunities is presently unclear; and
- an unforeseen UK economic downturn due to BREXIT or other factors.

RESEARCH AND DEVELOPMENT

SmartSourcing plc continues to invest in E-resourcing technologies and systems to underpin accreditation to ISO 9001 (Quality), ISO 14001 (Environmental) and IS0 27001 (Information Security Management) as an essential part of its overall service delivery strategy as well as a fundamental and pivotal element of maintaining competitive edge in tendering for new business.

ON BEHALF OF THE BOARD:

N B Levy - Secretary

18 June 2018

REPORT OF THE DIRECTORS
FOR THE YEAR ENDED 31 DECEMBER 2017

The directors present their report with the financial statements of the company for the year ended 31 December 2017.

PRINCIPAL ACTIVITY

The principal activity of the company in the year under review was that of a specialist recruitment and consultancy organisation.

DIVIDENDS

During the year an interim dividend of £100,000 was paid. The directors have recommended a final dividend for the year of £3.20 per share. The total distribution for the year ended 31 December 2017 will therefore amount to £600,000.

DIRECTORS

The directors shown below have held office during the whole of the period from 1 January 2017 to the date of this report.

A R Martin
J M Hall
L M Martin

STATEMENT OF DIRECTORS' RESPONSIBILITIES

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). 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 accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

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

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

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

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

ON BEHALF OF THE BOARD:

N B Levy - Secretary

18 June 2018

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF SMARTSOURCING PLC

Opinion

We have audited the financial statements of SmartSourcing plc (the 'company') for the year ended 31 December 2017 which comprise the Income Statement, Other Comprehensive Income, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement and Notes to the Cash Flow Statement, Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

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

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2017 and of its profit 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.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The directors are responsible for the other information. The other information comprises the information in the Strategic Report and the Report of the Directors, but does not include the financial statements and our Report of the Auditors thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Report of the Directors have been prepared in accordance with applicable legal requirements.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF SMARTSOURCING PLC

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Report of the Directors.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors
As explained more fully in the Statement of Directors' Responsibilities set out on page three, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for 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 the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements
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 a Report of the Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Auditors.

A R Millman FCA (Senior Statutory Auditor)
for and on behalf of Goldwyns Limited
Statutory Auditors
Chartered Accountants
Rutland House
90-92 Baxter Avenue
Southend on Sea
Essex
SS2 6HZ

21 June 2018

INCOME STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2017

	Notes	2017 £	2016 £
TURNOVER	3	28,325,001	24,063,401
Cost of sales		26,024,604	22,285,680
GROSS PROFIT		2,300,397	1,777,721
Administrative expenses		1,497,602	1,431,619
OPERATING PROFIT	5	802,795	346,102
Costs of reorganisation	6	-	(100,500)
Potential acquisition costs	6	-	(38,576)
		802,795	207,026
Interest payable and similar expenses	7	18,464	9,311
PROFIT BEFORE TAXATION		784,331	197,715
Tax on profit	8	144,994	20,675
PROFIT FOR THE FINANCIAL YEAR		639,337	177,040

The notes form part of these financial statements

OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2017

	Notes	2017 £	2016 £
PROFIT FOR THE YEAR		639,337	177,040
OTHER COMPREHENSIVE INCOME		-	-
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		639,337	177,040

The notes form part of these financial statements

BALANCE SHEET
31 DECEMBER 2017

	Notes	2017 £	£	2016 £	£
FIXED ASSETS					
Intangible assets	10		-		-
Tangible assets	11		8,693		7,777
Investments	12		-		-
			8,693		7,777
CURRENT ASSETS					
Debtors	13	3,182,185		2,243,367	
Cash at bank and in hand		149,212		70,349	
		3,331,397		2,313,716	
CREDITORS					
Amounts falling due within one year	14	2,231,970		1,752,710	
NET CURRENT ASSETS			1,099,427		561,006
TOTAL ASSETS LESS CURRENT LIABILITIES			1,108,120		568,783
CAPITAL AND RESERVES					
Called up share capital	17		156,250		156,250
Share premium	18		43,750		43,750
Retained earnings	18		908,120		368,783
SHAREHOLDERS' FUNDS			1,108,120		568,783

The financial statements were approved by the Board of Directors on 18 June 2018 and were signed on its behalf by:

A R Martin - Director

The notes form part of these financial statements

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2017

	Called up share capital £	Retained earnings £	Share premium £	Total equity £
Balance at 1 January 2016	156,250	591,743	43,750	791,743
Changes in equity				
Dividends	-	(400,000)	-	(400,000)
Total comprehensive income	-	177,040	-	177,040
Balance at 31 December 2016	156,250	368,783	43,750	568,783
Changes in equity				
Dividends	-	(100,000)	-	(100,000)
Total comprehensive income	-	639,337	-	639,337
Balance at 31 December 2017	156,250	908,120	43,750	1,108,120

The notes form part of these financial statements

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2017

	Notes	2017 £	2016 £
Cash flows from operating activities			
Cash generated from operations	1	(24,577)	122,022
Interest paid		(18,464)	(8,353)
Interest element of hire purchase or finance lease rental payments paid		-	(958)
Tax paid		(19,726)	(42,567)
Net cash from operating activities		(62,767)	70,144
Cash flows from investing activities			
Purchase of tangible fixed assets		(7,888)	(3,637)
Sale of tangible fixed assets		-	18,000
Net cash from investing activities		(7,888)	14,363
Cash flows from financing activities			
Capital repayments in year		-	(19,575)
Equity dividends paid		(100,000)	(400,000)
Invoice discounting funding		249,518	234,172
Net cash from financing activities		149,518	(185,403)
Increase/(decrease) in cash and cash equivalents		78,863	(100,896)
Cash and cash equivalents at beginning of year	2	70,349	171,245
Cash and cash equivalents at end of year	2	149,212	70,349

The notes form part of these financial statements

NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2017

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

	2017	2016
	£	£
Profit before taxation	784,331	197,715
Depreciation charges	6,972	15,935
Profit on disposal of fixed assets	-	(5,344)
Finance costs	18,464	9,311
	809,767	217,617
Increase in trade and other debtors	(938,818)	(615,082)
Increase in trade and other creditors	104,474	519,487
Cash generated from operations	(24,577)	122,022

2. CASH AND CASH EQUIVALENTS

The amounts disclosed on the Cash Flow Statement in respect of cash and cash equivalents are in respect of these Balance Sheet amounts:

Year ended 31 December 2017

	31.12.17	1.1.17
	£	£
Cash and cash equivalents	149,212	70,349

Year ended 31 December 2016

	31.12.16	1.1.16
	£	£
Cash and cash equivalents	70,349	171,245

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2017

1. STATUTORY INFORMATION

SmartSourcing plc is a public limited company, registered in England and Wales. The company's registered number and address can be found on the Company Information page.

2. ACCOUNTING POLICIES

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

Turnover
Turnover represents the value of services provided to the extent that there is a right to consideration and is recorded at the value of the consideration due. Partially completed services are recognised on a proportion of the total expected consideration at completion. In accordance with the industry in which the company operates, partially completed services are recognised according to the end of the working week in which the service occurs.

Intangible assets
Acquired intellectual property rights are recognised on the balance sheet as intangible assets at cost, and are amortised evenly over their estimated useful life of five years.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.
Office equipment - 33.33% on cost

Investments in subsidiaries
Investments in subsidiary undertakings are recognised at cost less any provision for impairment.

Taxation
Taxation for the year comprises current and deferred tax. Tax is recognised in the Income Statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current or deferred taxation assets and liabilities are not discounted.

Current tax is recognised at the amount of tax payable using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

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

Timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in financial statements. Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the year end and that are expected to apply to the reversal of the timing difference.

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.

Foreign currencies
Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

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2. ACCOUNTING POLICIES - continued

Hire purchase and leasing commitments
Assets obtained under hire purchase contracts or finance leases are capitalised in the balance sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is the shorter.

The interest element of these obligations is charged to the profit and loss account over the relevant period. The capital element of the future payments is treated as a liability.

Rentals paid under operating leases are charged to the profit and loss account as incurred.

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

3. TURNOVER

The turnover and profit before taxation are attributable to the one principal activity of the company.

An analysis of turnover by class of business is given below:

	2017	2016
	£	£
Contract fees	28,232,171	23,983,873
Permanent placement fees	92,830	79,528
	28,325,001	24,063,401

4. EMPLOYEES AND DIRECTORS

	2017	2016
	£	£
Wages and salaries	1,075,407	995,252
Social security costs	123,628	118,087
Other pension costs	39,681	51,639
	1,238,716	1,164,978

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

	2017	2016
Directors	2	2
Administration	23	24
	25	26

	2017	2016
	£	£
Directors' remuneration	118,565	135,682
Directors' pension contributions to money purchase schemes	4,000	3,930

continued...

4. EMPLOYEES AND DIRECTORS - continued

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

Money purchase schemes	1	1

5. OPERATING PROFIT

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

	2017	2016
	£	£
Other operating leases	14,084	20,561
Depreciation - owned assets	6,972	12,117
Depreciation - assets on hire purchase contracts or finance leases	-	3,819
Profit on disposal of fixed assets	-	(5,344)
Auditors' remuneration - audit fees	5,000	4,600
Auditors' remuneration - tax compliance	1,000	1,000
Foreign exchange differences	2,434	-

6. EXCEPTIONAL ITEMS

	2017	2016
	£	£
Costs of reorganisation	-	(100,500)
Potential acquisition costs	-	(38,576)
	-	(139,076)

In 2016, the directors restructured the company's management team to strengthen its focus on the company's core services. As part of this process, two senior personnel came to an exit agreement with the company. The additional costs of their departure were considered exceptional by the directors and had been presented accordingly.

Separate to the above, the company entered into discussions concerning potential merger and acquisition activity which ultimately proved abortive. The directors considered the costs incurred in this process to be exceptional to the company's usual activities and had presented them accordingly.

7. INTEREST PAYABLE AND SIMILAR EXPENSES

	2017	2016
	£	£
Discounting interest	18,464	8,353
Hire purchase interest	-	958
	18,464	9,311

continued...

8. TAXATION

Analysis of the tax charge

The tax charge on the profit for the year was as follows:

	2017	2016
	£	£
Current tax:		
UK corporation tax	144,994	20,675
Tax on profit	144,994	20,675

Reconciliation of total tax charge included in profit and loss

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

	2017	2016
	£	£
Profit before tax	784,331	197,715
Profit multiplied by the standard rate of corporation tax in the UK of 19.247% (2016 - 20%)	150,960	39,543
Effects of:		
Expenses not deductible for tax purposes	1,352	8,107
Adjustments to tax charge in respect of previous periods	(10)	(317)
Capital allowances in excess of depreciation	(463)	1,051
Provision for enhanced expenditure relief	(6,845)	(27,709)
Total tax charge	144,994	20,675

9. DIVIDENDS

	2017	2016
	£	£
Ordinary shares of £1 each		
Final	-	400,000
Interim	100,000	-
	100,000	400,000

continued...

10. INTANGIBLE FIXED ASSETS

	Patents and licences £
COST	
At 1 January 2017 and 31 December 2017	125,000
AMORTISATION	
At 1 January 2017 and 31 December 2017	125,000
NET BOOK VALUE	
At 31 December 2017	-
At 31 December 2016	-

11. TANGIBLE FIXED ASSETS

	Office equipment £
COST	
At 1 January 2017	65,324
Additions	7,888
At 31 December 2017	73,212
DEPRECIATION	
At 1 January 2017	57,547
Charge for year	6,972
At 31 December 2017	64,519
NET BOOK VALUE	
At 31 December 2017	8,693
At 31 December 2016	7,777

continued...

12. FIXED ASSET INVESTMENTS

	Shares in group undertakings £
COST	
At 1 January 2017 and 31 December 2017	100
PROVISIONS	
At 1 January 2017 and 31 December 2017	100
NET BOOK VALUE	
At 31 December 2017	-
At 31 December 2016	-

The company's investments at the Balance Sheet date in the share capital of companies include the following:

E-Smartsourcing Limited
Registered office:
Nature of business: Dormant

Class of shares:	% holding
Ordinary	100.00

	2017 £	2016 £
Aggregate capital and reserves	100	100

Due to the immaterial nature of its subsidiaries, the company is exempt from preparing consolidated accounts under Section 405 of the Companies Act 2006.

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2017 £	2016 £
Trade debtors	3,172,740	2,234,022
Other debtors	445	445
Prepayments	9,000	8,900
	3,182,185	2,243,367

At 31 December 2017 £1,374,775 of the trade debtor balance was subject to financing agreements by HSBC Invoice Finance (UK) Ltd (2016 - £649,474). Cash advances made against these agreements are included separately under creditors.

continued...

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2017	2016
	£	£
Trade creditors	1,308,741	1,244,297
Tax	145,198	19,930
Social security and other taxes	107,590	82,502
VAT	130,966	130,279
Other creditors	9,845	257
Invoice discounting advances	483,690	234,172
Accrued expenses	45,940	41,273
	2,231,970	1,752,710

15. LEASING AGREEMENTS

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

	2017	2016
	£	£
Within one year	3,002	5,146
Between one and five years	-	3,002
	3,002	8,148

16. SECURED DEBTS

The following secured debts are included within creditors:

	2017	2016
	£	£
Invoice discounting advances	483,690	234,172

Hire purchase liabilities were secured on the assets to which they relate.

The company has granted a fixed charge and a floating charge to HSBC Invoice Finance (UK) Limited and HSBC Bank plc. The company has also assigned its rights under its contract with HSBC Invoice Finance (UK) Limited to HSBC Bank plc as security for all of its debts and liabilities owed to HSBC Bank plc.

17. CALLED UP SHARE CAPITAL

Allotted, issued and fully paid:

Number:	Class:	Nominal value:	2017	2016
			£	£
156,250	Ordinary	£1	156,250	156,250

continued...

18. RESERVES

	Retained earnings £	Share premium £	Totals £
At 1 January 2017	368,783	43,750	412,533
Profit for the year	639,337		639,337
Dividends	(100,000)		(100,000)
At 31 December 2017	908,120	43,750	951,870

19. PENSION COMMITMENTS

During the year the company made contributions of £39,681 (2016 - £51,639) to stakeholder pension schemes. At the balance sheet date there were contributions amounting to £4,360 outstanding (2016 - £nil).

20. RELATED PARTY DISCLOSURES

During the year, the company's total compensation to key management personnel (including directors) amounted to £476,925 (2016 - £368,996).

During the year, the company paid dividends of £67,843 (2016 - £277,199) to key management personnel.

21. ULTIMATE CONTROLLING PARTY

There is no ultimate controlling party.

This document was delivered using electronic communications and authenticated in accordance with the registrar's rules relating to electronic form, authentication and manner of delivery under section 1072 of the Companies Act 2006.