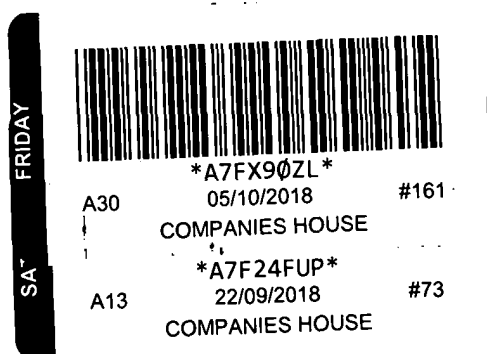


Charity Registration No. 1103739

Company Registration No. 05064109 (England and Wales)

REFORM RESEARCH TRUST.
LIMITED BY GUARANTEE
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2017



harwoodhutton

**REFORM RESEARCH TRUST.
LIMITED BY GUARANTEE
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**REFORM RESEARCH TRUST.
LIMITED BY GUARANTEE
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 DECEMBER 2017**

The Trustees present their report and accounts for the year ended 31 December 2017.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)"

The Charity is entitled to the exemption from preparing a strategic report.

Reference and Administrative Information

Trustees (who are the Directors)

S T Hargrave

J Palmer

J Sillem

C Davies (joined 09 May 2018)

Secretary

A J Haldenby

Company Registration Number

05064109

Charity Registration Number

1103739

Registered Office

C/o Harwood Hutton

4 Devonshire Street

London

W1 W 5DT

Auditors

Harwood Hutton Limited

4 Devonshire Street

London

W1 W 5DT

Solicitors

Wilson Solicitors LLP

Alexandra House

St Johns Street

Salisbury

SP1 2SB

**REFORM RESEARCH TRUST.
LIMITED BY GUARANTEE
TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 DECEMBER 2017**

Structure, governance and management

The Reform Research Trust is constituted as a company limited by guarantee with Company Number 5064109. It is also registered with the Charity Commissioners with Charity Number 1103739. The Trust was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association.

The Trustees who held office during the year were Stephen Hargrave, James Palmer and Jeremy Sillem. Future Trustees will be appointed by a vote of members in General Meeting.

Trustees take strategic policy decisions. The day-to-day running of the Trust is in the hands of the Secretary. In 2017, the position was held by Andrew Haldenby.

The major risks to which the charity is exposed, as identified by the Trustees, have been reviewed and systems or procedures have been established to manage those risks.

Objectives and activities

Summary of the objects of the charity

The Reform Research Trust has the following object: "To advance the education of the public and in particular to promote for the public benefit research into matters of public policy and to disseminate the useful results thereof. 'Public policy' means the economic and social implications of government policy and the operation of markets, in particular in relation to the performance and management of the economy, the provision of public services and the structure and size of national and local government, both in the United Kingdom and abroad."

Main activities for the year

In 2017, the Trust gave particular attention to the following areas of public service reform: the new opportunities afforded by digital technology; competition and devolution; and the public sector workforce.

Digital technology is an exciting area of the Trust's work and will continue to be so in future years. At a simple level, automation could lead to a reduction in administrative costs of the same kind that has been seen in other areas of the economy. More developed technologies, such as artificial intelligence, could help public sector leaders make better decisions, based on a new level of understanding of the data that their organisations generate. In 2017, the Trust looked in detail at the opportunities to use technologies such as facial recognition and blockchain to improve the management of the UK border, for both people and goods. It began work on the potential for artificial intelligence in healthcare. The role of technology was the centrepiece of the Trust's annual conference, at which Rt Hon Ben Gummer MP, Minister for the Cabinet Office, gave the keynote speech.

The Trust has researched the role of competition in public service delivery since its establishment, seeing it as a means to hold public service providers to account. In 2017 a number of publications recommended that a greater number of public services, including the NHS, could use competition more widely. To increase opportunities for change and innovation, the leaders of these services should be locally elected or should be held accountable by locally elected bodies. The Trust explored these ideas with a series of policy seminars in Manchester, Birmingham and London.

The public sector employs nearly 5 million people in the UK, equivalent to around 20 per cent of the overall workforce. Three research reports identified the prospects for enhancing the productivity of public sector workers through technology. They also identified key barriers to the development of the workforce, such as a lack of effective performance management, and proposed solutions to those.

**REFORM RESEARCH TRUST.
LIMITED BY GUARANTEE
TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 DECEMBER 2017**

The Trust remains committed to ensuring the independence and quality of its research. In 2017 it continued to develop its quality assurance process for research, in particular by the recruitment of external advisory boards for each research project.

2017 saw continued cross-party support for the Trust's events programme. Government speakers included Rt Hon Elizabeth Truss MP, then Secretary of State for Justice, and Jo Johnson MP, then Minister of State for Universities. Opposition speakers included Rt Hon Keir Starmer MP, Shadow Secretary of State for Exiting the European Union, and Chi Onwurah MP, Shadow Business Minister. Public service leaders included John Manzoni, Chief Executive of the Civil Service.

Achievements and performance

Financial review

Funds were kept in an interest-bearing bank account to maximise their value.

Funds were raised to support the principal activities of the charity, namely the production and dissemination of research. The surplus will be used for the same ends.

In regard to reserves, the Trustees' objective is to sustain the income and capital of the Trust over the longer term so that its charitable activity can in turn be increased and improved.

The Trust maintains all its reserves in cash in a leading bank in order to ensure sufficient liquidity to fund its charitable support and the expenses of operation. The Trust operates in a low risk environment, its bank accounts being operated by the secretary to the Trust, or under his direction, subject to the authorities and procedures laid down by the Trustees.

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

Auditor

In accordance with the company's articles, a resolution proposing that Harwood Hutton Limited be reappointed as auditor of the company will be put at a General Meeting.

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The Trustees' report was approved by the Board of Trustees.


S T Hargrave

Trustee

Dated: 17 September 2018

**REFORM RESEARCH TRUST.
LIMITED BY GUARANTEE
STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 DECEMBER 2017**

The Trustees, who are also the directors of Reform Research Trust, for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these accounts, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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 accounts; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**REFORM RESEARCH TRUST.
LIMITED BY GUARANTEE
INDEPENDENT AUDITOR'S REPORT
TO THE TRUSTEES OF REFORM RESEARCH TRUST.**

Opinion

We have audited the accounts of Reform Research Trust. (the 'charity') for the year ended 31 December 2017 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the accounts, 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).

In our opinion, the accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2017 and of its incoming resources and application of resources, 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 Charities Act 2011.

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 Auditor's responsibilities for the audit of the accounts section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the accounts 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 Trustees' use of the going concern basis of accounting in the preparation of the accounts is not appropriate; or
- the Trustees has not disclosed in the accounts any identified material uncertainties that may cast significant doubt about the charity'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 accounts are authorised for issue.

Other information

The other information comprises the information included in the annual report, other than the accounts and our auditor's report thereon. The Trustees is responsible for the other information. Our opinion on the accounts does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the accounts or a material misstatement of the other information. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 require us to report to you if, in our opinion:

- the information given in the accounts is inconsistent in any material respect with the Trustees' Report; or
- sufficient accounting records have not been kept; or
- the accounts are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

**REFORM RESEARCH TRUST.
LIMITED BY GUARANTEE
INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE TRUSTEES OF REFORM RESEARCH TRUST.**

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities, the Trustees, who are also the directors of the charity for the purpose of company law, is responsible for the preparation of the accounts and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error.

In preparing the accounts, the Trustees is responsible for assessing the charity'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 Trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report 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 accounts.

A further description of our responsibilities for the audit of the accounts is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

This report is made solely to the charity's trustees, as a body, in accordance with Section 144 of the Charities Act 2011 and with regulations made under Section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.


YUEN MBN ANNA A BOULWAR
for and on behalf of Harwood Hutton Limited

**Chartered Accountants
Statutory Auditor**

17 September 2018

4 Devonshire Street
London
W1W 5DT

Harwood Hutton Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006

**REFORM RESEARCH TRUST.
LIMITED BY GUARANTEE
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 DECEMBER 2017**

		Total unrestricted funds 2017 £	Total unrestricted funds 2016 £
	Notes		
<u>Income and endowments from:</u>			
Donations and legacies	4	894,193	844,440
Rent receivable	3	18,722	-
Other income	5	-	594,986
Total income and endowments		912,915	1,439,426
<u>Expenditure on:</u>			
Cost of generating funds	6	126,223	114,764
Charitable activities	6	913,624	876,759
Governance costs	6	16,103	13,025
Total charitable expenditure		1,055,950	1,004,548
Total resources expended		1,055,950	1,004,548
Net (expenditure)/income for the year/ Net movement in funds		(143,035)	434,878
Fund balances at 1 January 2017		1,697,299	1,262,421
Fund balances at 31 December 2017		1,554,264	1,697,299

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

**REFORM RESEARCH TRUST.
LIMITED BY GUARANTEE
BALANCE SHEET**

AS AT 31 DECEMBER 2017

	Notes	2017 £	£	2016 £	£
Fixed assets					
Tangible assets	10		114,997		30,134
Current assets					
Debtors	12	270,168		99,720	
Cash at bank and in hand		1,341,372		1,755,435	
		1,611,540		1,855,155	
Creditors: amounts falling due within one year	13	(172,273)		(187,990)	
Net current assets			1,439,267		1,667,165
Total assets less current liabilities			1,554,264		1,697,299
Income funds					
Unrestricted funds - general			1,554,264		1,697,299
			1,554,264		1,697,299

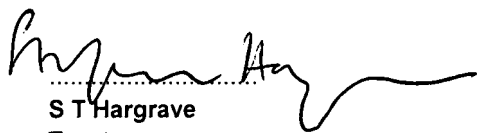
The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 December 2017, although an audit has been carried out under section 144 of the Charities Act 2011. No member of the company has deposited a notice, pursuant to section 476, requiring an audit of these accounts under the requirements of the Companies Act 2006.

The Trustees' responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The accounts were approved by the Trustees on

17 September 2018


S T Hargrave
Trustee

Company Registration No. 05064109

**REFORM RESEARCH TRUST.
LIMITED BY GUARANTEE
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2017**

	Notes	2017 £	£	2016 £	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	17		(319,876)		664,840
Investing activities					
Purchase of tangible fixed assets		(112,909)		(1,076)	
Proceeds on disposal of tangible fixed assets		-		10,287	
Interest received		18,722		-	
Net cash (used in)/generated from investing activities			(94,187)		9,211
Net cash used in financing activities			-		-
Net (decrease)/increase in cash and cash equivalents			(414,063)		674,051
Cash and cash equivalents at beginning of year			1,755,435		1,081,384
Cash and cash equivalents at end of year			1,341,372		1,755,435

**REFORM RESEARCH TRUST.
LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2017**

1 Accounting policies

Company information

Reform Research Trust. is a private company limited by guarantee incorporated in England and Wales. The registered office is 5-6, St. Matthew Street, London, SW1P 2JT.

1.1 Accounting convention

These accounts have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102"), "Accounting and Reporting by Charities" the Statement of Recommended Practice for charities applying FRS 102, the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies from 1 January 2015. The charity is a Public Benefit Entity as defined by FRS 102. The date of transition to FRS102 was 1 January 2014.

The accounts have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

The accounts are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the accounts, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the accounts.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Incoming resources

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

a) Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable.

b) Investment income is included when receivable.

Donations, legacies and other forms of voluntary income are recognised as incoming resources when receivable, except insofar as they are incapable of financial measurement.

**REFORM RESEARCH TRUST.
LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2017**

1 Accounting policies

(Continued)

Donations receivable for the general purposes of the Trust are credited to Unrestricted Funds. Donations for purposes restricted by the wishes of the donor are taken to Restricted Funds where these wishes are legally binding on Reform Research Trust trustees, except that any amounts required to be retained as capital in accordance with the donor's wishes are accounted for instead as Endowments - permanent or expendable according to the nature of the restriction.

1.5 Resources expended

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- a) Costs of generating funds comprise the costs of staff and expenses attributed to attracting voluntary income.
- b) Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services.
- c) Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold property	Over the lease terms
Fixtures, fittings & equipment	25% written down value per annum

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Impairment of fixed assets

Recoverable amount is the higher of fair value less costs to sell and value in use. 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 which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in income/(expenditure) for the year, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately, unless the relevant asset is carried in at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

**REFORM RESEARCH TRUST.
LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2017**

1 Accounting policies

(Continued)

1.8 Cash and cash equivalents

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

1.9 Financial instruments

The company has elected to apply the provisions of Section 11 "Basic financial Instruments" to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances are measured at transaction price less any provision for impairment. Loans receivable are measured initially at fair value, net of transaction costs and are subsequently carried at amortised costs using the effective interest method, less any provision for impairment.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

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

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Leases

Rentals payable under operating leases, including any lease incentives received, are charged to income on a straight line basis over the term of the relevant lease.

**REFORM RESEARCH TRUST.
LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2017

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Rent receivable

	2017	2016
	£	£
Rental income	18,722	-
	<u>18,722</u>	<u>-</u>

4 Donations and legacies

	2017	2016
	£	£
Donations and gifts	894,193	844,440
	<u>894,193</u>	<u>844,440</u>

5 Other income

	2017	2016
	£	£
Other income	-	594,986
	<u>-</u>	<u>594,986</u>

Other income received above in 2016 was related to premium paid from the landlord on completion of lease surrender net of costs.

**REFORM RESEARCH TRUST.
LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2017

6 Charitable activities

	Cost of generating funds	Charitable activities	Governance costs	Total 2017	Total 2016
	£	£	£	£	£
Staff costs	109,704	636,776	-	746,480	653,754
Fundraising events	12,561	-	-	12,561	23,427
	<u>122,265</u>	<u>636,776</u>	<u>-</u>	<u>759,041</u>	<u>677,181</u>
Share of support costs (see note 7)	3,958	276,848	-	280,806	314,342
Share of governance costs (see note 7)	-	-	16,103	16,103	13,025
	<u>126,223</u>	<u>913,624</u>	<u>16,103</u>	<u>1,055,950</u>	<u>1,004,548</u>
Analysis by fund					
Unrestricted funds - general	<u>126,223</u>	<u>913,624</u>	<u>16,103</u>	<u>1,055,950</u>	
	<u>126,223</u>	<u>913,624</u>	<u>16,103</u>	<u>1,055,950</u>	
For the year ended 31 December 2016					
Unrestricted funds - general	<u>114,764</u>	<u>876,759</u>	<u>13,025</u>		<u>1,004,548</u>
	<u>114,764</u>	<u>876,759</u>	<u>13,025</u>		<u>1,004,548</u>

**REFORM RESEARCH TRUST.
LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2017

7 Support costs

	Support costs	Governance costs	2017	2016	Basis of allocation
	£	£	£	£	
Rent and other office costs	196,977	-	196,977	192,795	
Professional fees	9,189	-	9,189	5,482	
Charitable publications	31,498	-	31,498	40,689	
Policy events	43,142	-	43,142	69,126	
Consultancy	-	-	-	6,250	
Audit fees	-	7,000	7,000	7,000	Governance
Non audit accountancy	-	5,603	5,603	148	Governance
Legal and professional	-	3,500	3,500	5,877	Governance
	<u>280,806</u>	<u>16,103</u>	<u>296,909</u>	<u>327,367</u>	
Analysed between					
Charitable activities	<u>280,806</u>	<u>16,103</u>	<u>296,909</u>	<u>327,367</u>	

Governance costs includes payments to the auditors of £7,000 (2016- £7,000) for audit fees.

8 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or were reimbursed for travelling expenses during the year.

**REFORM RESEARCH TRUST.
LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2017

9 Employees

Number of employees

The average monthly number employees during the year was:

2017 Number	2016 Number
16	15

Employment costs

2017 £	2016 £
-------------------	-------------------

Wages and salaries

746,480	653,754
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The number of employees whose annual remuneration was £60,000 or more were:

	2017 Number	2016 Number
£70,001-£80,000	1	-
£80,001-£90,000	-	1
£100,001-£110,000	1	-
£120,001-£130,000	-	1

10 Tangible fixed assets

	Leasehold property £	Fixtures, fittings & equipment £	Total £
Cost			
At 1 January 2017	88,433	53,984	142,417
Additions	91,861	21,048	112,909
At 31 December 2017	180,294	75,032	255,326
Depreciation and impairment			
At 1 January 2017	79,974	32,309	112,283
Depreciation charged in the year	17,644	10,402	28,046
At 31 December 2017	97,618	42,711	140,329
Carrying amount			
At 31 December 2017	82,676	32,321	114,997
At 31 December 2016	8,459	21,675	30,134

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11 Financial instruments	2017	2016
	£	£
Carrying amount of financial assets		
Debt instruments measured at amortised cost	242,668	80,577
	<u> </u>	<u> </u>
Carrying amount of financial liabilities		
Measured at amortised cost	46,341	64,315
	<u> </u>	<u> </u>

Cash at bank and in hand is financial assets measured at face value.

Prepayments, other taxation and social security, and deferred income do not meet the definition of financial instruments and therefore are not included in the amounts above.

12 Debtors	2017	2016
	£	£
Amounts falling due within one year:		
Trade debtors	127,014	79,648
Other debtors	115,654	929
Prepayments	27,500	19,143
	<u> </u>	<u> </u>
	270,168	99,720
	<u> </u>	<u> </u>

Included in other debtors was a rent deposit of £114,785.

13 Creditors: amounts falling due within one year		2017	2016
	Notes	£	£
Other taxation and social security		56,332	43,675
Deferred income	14	69,600	80,000
Trade creditors		8,958	30,197
Other creditors		24	24
Accruals		37,359	34,094
		<u> </u>	<u> </u>
		172,273	187,990
		<u> </u>	<u> </u>

14 Deferred income	2017	2016
	£	£
Income deferred to 2018	69,600	80,000
	<u> </u>	<u> </u>

15 Operating lease commitments
At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

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15 Operating lease commitments **(Continued)**

	2017	2016
	£	£
In over five years	220,000	-

16 Related party transactions

During the year the Charity received unconditional donation from the trustees totalling £2,500 (2016 - £4,620).

17 Cash generated from operations	2017	2016
	£	£
(Deficit)/surplus for the year	(143,035)	434,878
Adjustments for:		
Investment income recognised in statement of financial activities	(18,722)	-
Depreciation and impairment of tangible fixed assets	28,046	40,685
Movements in working capital:		
(Increase)/decrease in debtors	(170,448)	130,883
(Decrease)/increase in creditors	(5,317)	27,394
(Decrease)/increase in deferred income	(10,400)	31,000
Cash (absorbed by)/generated from operations	(319,876)	664,840