

Company Registration No. 03365520 (England and Wales)

**ROSS AND ROBERTS LIMITED**  
**DIRECTORS' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2011**

# ROSS AND ROBERTS LIMITED

## COMPANY INFORMATION

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**Directors** C Waters on behalf of Capita Corporate Director Limited  
L J P Fowler  
P J O'Brien  
S Roe  
R Jackson

**Secretary** Capita Group Secretary Limited

**Company number** 03365520

**Registered office** Unit 8  
Wessex Park  
Bancombe Road Trading Estate  
Somerton  
Somerset  
United Kingdom  
TA11 6SB

**Auditor** KPMG Audit Plc  
15 Canada Square  
London  
E14 5GL

**Bankers** Barclays Bank PLC  
1 Churchill Place  
London  
E14 5HP

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# ROSS AND ROBERTS LIMITED

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# ROSS AND ROBERTS LIMITED

## DIRECTORS' REPORT

### *FOR THE YEAR ENDED 31 DECEMBER 2011*

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The directors present their report and financial statements for the period ended 31 December 2011.

#### **Principal activities and review of the business**

The company is a wholly owned subsidiary (indirectly held) of Capita plc and operates within the group's Professional Services division.

The principal activity of the company continued to be that of the provision of specialised financial and business services to local authorities. Such services include revenue management, debt recovery, certificated bailiff services, process services, parking enforcement and contract administration. The directors are not aware, at the date of this report, of any likely major changes in the company's activities in the next year. The market remains highly competitive and in the current economic downturn all service offerings are under review to provide further benefits to local government to ensure that Ross and Roberts remains a key supplier of enforcement services to local government in the Southern England area.

The balance sheet on page 5 of the financial statements shows the company's financial position at the end of the period. Net assets of £1,781,482 have reduced to Net assets of £866,059. Details of amounts owed by/to its parent company and fellow subsidiary undertakings are shown in notes 9 and 10 to the financial statements.

Key performance indicators used by Capita plc are operating margins, free cash flow, capital expenditure and return on capital employed. Capita plc and its subsidiaries manage their operations on a divisional basis and as a consequence, some of these indicators are monitored only at a divisional level. The performance of Capita plc is discussed in the group's annual report which does not form part of this report.

Systems and procedures are in place to identify, assess and mitigate major business risks that could impact the company. Monitoring exposure to risk and uncertainty is an integral part of the company's structured management processes. The principal risks that the company faces are operational risk, contract pricing, competition, regulatory and legislative impacts, recruitment and retention of staff and maintenance of reputation and strong supplier and customer relationships.

Group risks are discussed in the group's annual report which does not form part of this report.

#### **Results and dividends**

The results for the year are set out on page 4.

A final ordinary dividend of £2,200,000 (2010: £nil) was paid during the year.

#### **Directors**

The following directors have held office since 1 January 2011:

T F D'Albe	(Resigned 24 November 2011)
R Hatchard	(Resigned 24 November 2011)
C Waters on behalf of Capita Corporate Director Limited	
L J P Fowler	
P J O'Brien	
S Roe	
R Jackson	

#### **Auditor**

In accordance with section 487(2) of the Companies Act 2006, the auditors, KPMG Audit Plc, will be deemed to be reappointed and therefore continue in office.

# ROSS AND ROBERTS LIMITED

## DIRECTORS' REPORT (CONTINUED)

*FOR THE YEAR ENDED 31 DECEMBER 2011*

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### **Statement of directors' responsibilities**

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

Company law requires the directors to prepare financial statements for each financial year. Under that law they have elected to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice).

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping proper 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 have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the company and to prevent and detect fraud and other irregularities.

### **Statement of disclosure to auditors**

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

On behalf of the board

C Waters on behalf of Capita Corporate Director Limited

**Director**

28 August 2012

# **ROSS AND ROBERTS LIMITED**

## **INDEPENDENT AUDITOR'S REPORT**

### **TO THE MEMBERS OF ROSS AND ROBERTS LIMITED**

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We have audited the financial statements of Ross and Roberts Limited for the year ended 31 December 2011 set out on pages 4 to 15.

The financial reporting framework that has been applied in their preparation is applicable law and UK Accounting Standards (UK 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 an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

#### **Respective responsibilities of directors and auditor**

As explained more fully in the Directors' Responsibilities Statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit, and express an opinion on, the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

#### **Scope of the audit of the financial statements**

A description of the scope of an audit of financial statements is provided on the APB's website at [www.frc.org.uk/apb/scope/private.cfm](http://www.frc.org.uk/apb/scope/private.cfm).

#### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2011 and of its profit for the year then ended;
- have been properly prepared in accordance with UK Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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

In our opinion the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

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

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; or

**J M Papolomontos Senior Statutory Auditor**  
**for and on behalf of KPMG Audit Plc, Statutory Auditor**

28 August 2012

Chartered Accountants  
15 Canada Square  
London  
E14 5GL

# ROSS AND ROBERTS LIMITED

## PROFIT AND LOSS ACCOUNT

*FOR THE YEAR ENDED 31 DECEMBER 2011*

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		Year ended 31 December 2011 £	7 months ended 31 December 2010 £
<b>Turnover</b>	<b>2</b>	6,526,975	3,441,658
Administrative expenses		(4,765,856)	(2,650,648)
<b>Operating profit</b>	<b>3</b>	1,761,119	791,010
Other interest receivable and similar income	<b>4</b>	-	3,172
Interest payable and similar charges	<b>5</b>	(1,843)	(1,290)
<b>Profit on ordinary activities before taxation</b>		1,759,276	792,892
Tax on result on ordinary activities	<b>6</b>	(474,699)	(228,159)
<b>Profit for the year</b>	<b>15</b>	1,284,577	564,733

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The profit and loss account has been prepared on the basis that all operations are continuing operations.

There are no recognised gains and losses other than those passing through the profit and loss account.

# ROSS AND ROBERTS LIMITED

## BALANCE SHEET

AS AT 31 DECEMBER 2011

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	Notes	2011 £	2010 £
<b>Fixed assets</b>			
Tangible assets	8	108,918	140,358
<b>Current assets</b>			
Debtors	9	594,517	443,006
Cash at bank and in hand		1,163,218	2,423,318
		<u>1,757,735</u>	<u>2,866,324</u>
<b>Creditors: amounts falling due within one year</b>	10	(885,594)	(1,102,116)
		<u>872,141</u>	<u>1,764,208</u>
<b>Net current assets</b>			
		872,141	1,764,208
<b>Total assets less current liabilities</b>		981,059	1,904,566
<b>Creditors: amounts falling due after more than one year</b>	11	-	(8,084)
<b>Provisions for liabilities</b>	12	(115,000)	(115,000)
		<u>866,059</u>	<u>1,781,482</u>
<b>Net assets</b>			
		<u>866,059</u>	<u>1,781,482</u>
<b>Capital and reserves</b>			
Called up share capital	14	1,000	1,000
Profit and loss account	15	865,059	1,780,482
		<u>866,059</u>	<u>1,781,482</u>
<b>Shareholders' funds</b>	16	866,059	1,781,482
		<u>866,059</u>	<u>1,781,482</u>

Approved by the Board and authorised for issue on 28 August 2012

C Waters on behalf of Capita Corporate Director Limited  
**Director**

**Company Registration No. 03365520**



# ROSS AND ROBERTS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

### *FOR THE YEAR ENDED 31 DECEMBER 2011*

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#### **1 Accounting policies**

##### **1.1 Accounting convention**

The financial statements are prepared under the historical cost convention.

The company has sufficient financial resources together with long standing relationships with clients and suppliers. As a consequence, the directors believe that the company is well placed to manage its business risks successfully. After making enquiries, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the annual report and accounts.

The company has not produced a cashflow statement on the basis that the ultimate parent undertaking, Capita plc, has prepared a group cashflow statement in accordance with FRS1 (revised).

##### **1.2 Changes in accounting policies**

The company has adopted the following new Financial Reporting Standards issued by the UK Accounting Standards Board (ASB).

Amendment to FRS 25 (IAS 32): Financial Instruments: Presentation - classification of rights issues - The amendment alters the definition of a financial liability to enable parties to classify rights issues (and certain options or warrants) as equity instruments. The amendment is applicable if the rights are given pro rata to all of the existing owners of the same class of an entity's non-derivative equity instruments, to acquire a fixed number of the entity's own equity instruments for a fixed amount in any currency. The adoption of this amendment has had no impact on the financial statements of the company.

Improvements to Financial Reporting Standards (2010) - In May 2010 the International Accounting Standards Board issued its third omnibus of amendments to its standards, primarily with a view to removing inconsistencies and clarifying wording. These amendments were adopted by the ASB and issued in June 2010. The adoption of these amendments, which are effective from 1 January 2011, did not have any impact on the financial position or performance of the company.

FRS 30 Heritage Assets - In June 2010 the ASB issued this standard on the accounting treatment of heritage assets which is effective for annual periods beginning on or after 1 April 2010. This standard did not have any impact on the financial position or performance of the company.

UITF 47 (IFRIC 19) Extinguishing Financial Liabilities with Equity Instruments - This interpretation clarifies that equity instruments issued to a creditor to extinguish a financial liability are consideration in accordance with paragraph 41 of FRS26 (IAS 39). The equity instruments issued are measured at fair value (unless this cannot be reliably measured, in which case they are measured at the fair value of the liability extinguished) with gain or loss being immediately recognised in profit or loss. The adoption of this interpretation had no effect on the financial position or performance of the company.

UITF 48 Accounting implications of the replacement of the Retail Prices Index with the Consumer Prices Index for Retirement Benefits - In December 2010 the UITF issued guidance on the accounting treatment consequent to the UK Government's announcement to replace RPI with CPI for the statutory minimum increase in pensions in defined benefit schemes. This UITF abstract did not have any impact on the financial position or performance of the company.

##### **1.3 Compliance with accounting standards**

The financial statements are prepared in accordance with applicable United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), which have been applied consistently (except as otherwise stated).

# ROSS AND ROBERTS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

*FOR THE YEAR ENDED 31 DECEMBER 2011*

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### **1 Accounting policies** **(continued)**

#### **1.4 Turnover**

Turnover represents amounts receivable for goods and services net of VAT and trade discounts.

#### **1.5 Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Land and buildings Leasehold	3 - 5 years
Plant and machinery	3 years
Computer equipment	3-5 years
Fixtures, fittings & equipment	3 years
Motor vehicles	3 years

#### **1.6 Leasing**

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible assets and depreciated over the shorter of the lease term and their useful lives. Obligations under such agreements are included in creditors net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the profit and loss account so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

Rentals payable under operating leases are charged against income on a straight line basis over the lease term.

#### **1.7 Pensions**

The company maintains a number of contracted-out defined contribution schemes and contributions are charged to the profit and loss account in the year in which they are due. These schemes are funded and the payment of contributions is made to separately administered trust funds. The assets of these schemes are held separately from the company. The company remits monthly pension contributions to Capita Business Services Limited, a fellow subsidiary undertaking, which pays the group liability centrally. Any unpaid contributions at the year end have been accrued in the accounts of that company.

The company also makes contributions to multi-employer defined benefit schemes operated by the group. However, the company is unable to identify its share of the underlying assets and liabilities of the schemes on a consistent basis. Consequently, in accordance with FRS 17, the company accounts for contributions to the schemes as if they were defined contribution schemes.

#### **1.8 Deferred taxation**

Deferred taxation is provided in full in respect of taxation deferred by timing differences between the treatment of certain items for taxation and accounting purposes. The deferred tax balance has not been discounted.

#### **1.9 Related party transactions**

The company has not prepared related party transaction disclosure on the basis that Capita plc owns at least 90% of the voting rights of the company. The consolidated financial statements of Capita plc are publicly available in accordance with FRS 8.

### **2 Turnover**

The total turnover of the company for the year has been derived from its principal activity wholly undertaken in the United Kingdom.

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# ROSS AND ROBERTS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2011

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	Year ended 31 December 2011 £	7 months ended 31 December 2010 £
<b>3 Operating profit</b>		
Operating profit is stated after charging:		
Depreciation of tangible assets	35,474	27,173
Operating lease rentals		
- Plant and machinery	163,746	59,193
- Other assets	60,787	35,571
and after crediting:		
Profit on disposal of tangible assets	-	(5,917)
	<u>                    </u>	<u>                    </u>

Audit fees are borne by the ultimate parent undertaking, Capita plc. The audit fee for the current period was £1,000 (2010: £1,000). The company has taken advantage of the exemption provided by regulation 6(2)(b) of The Companies (Disclosure of Auditor Remuneration and Liability Limitation Agreements) Regulations 2008 not to provide information in respect of fees for other (non-audit) services as this information is required to be given in the group accounts of the ultimate parent undertaking, which it is required to prepare in accordance with the Companies Act 2006.

	Year ended 31 December 2011 £	7 months ended 31 December 2010 £
<b>4 Investment income</b>		
Bank interest	-	3,172
	<u>                    </u>	<u>                    </u>
	-	3,172
	<u>                    </u>	<u>                    </u>

	Year ended 31 December 2011 £	7 months ended 31 December 2010 £
<b>5 Interest payable</b>		
Lease finance charges	1,843	1,086
Other interest	-	204
	<u>                    </u>	<u>                    </u>
	1,843	1,290
	<u>                    </u>	<u>                    </u>

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# ROSS AND ROBERTS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2011

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	Year ended 31 December 2011 £	7 months ended 31 December 2010 £
<b>6 Taxation</b>		
<b>Domestic current year tax</b>		
U.K. corporation tax	476,022	228,051
Adjustment for prior years	(2,602)	(3,139)
	<hr/>	<hr/>
<b>Current tax credit</b>	473,420	224,912
	<hr/>	<hr/>
<b>Deferred tax</b>		
Deferred tax charge/credit current year	883	934
Deferred tax adjust re previous year	396	2,313
	<hr/>	<hr/>
	1,279	3,247
	<hr/>	<hr/>
	474,699	228,159
	<hr/> <hr/>	<hr/> <hr/>
<b>Factors affecting the tax charge for the year</b>		
Profit on ordinary activities before taxation	1,759,276	792,892
	<hr/> <hr/>	<hr/> <hr/>
Profit on ordinary activities before taxation multiplied by standard rate of UK corporation tax of 26.50% (2010 - 28.00%)	466,208	222,010
	<hr/>	<hr/>
Effects of:		
Non deductible expenses	7,977	5,653
Depreciation in excess of capital allowances	1,837	388
Adjustments to previous periods	(2,602)	(3,139)
	<hr/>	<hr/>
	7,212	2,902
	<hr/>	<hr/>
<b>Current tax credit</b>	473,420	224,912
	<hr/> <hr/>	<hr/> <hr/>

The UK corporation tax rate decreased from 26% to 24% from 1 April 2012 and changes to writing down allowances also took effect from this date. The deferred tax balance has been adjusted in the current year to reflect the reduction to 25% (as this change was enacted at the balance sheet date) resulting in a charge to the profit and loss account of £2,755 included in the current year deferred tax charge. Proposed changes to tax laws and rates that will have an effect on the deferred tax assets and liabilities of the Company have also been announced but not substantively enacted at the balance sheet date. The impact of these changes on the Company is not considered to be material.

# ROSS AND ROBERTS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2011

7 Dividends					2011	2010
					£	£
Ordinary final proposed					2,200,000	-
					<u>2,200,000</u>	<u>-</u>
8 Tangible fixed assets	Land and buildings Leasehold	Plant and machinery	Fixtures, fittings & equipment	Motor vehicles	Total	
	£	£	£	£	£	
<b>Cost</b>						
At 1 January 2011	128,078	30,811	48,108	18,300	225,297	
Additions	-	4,034	-	-	4,034	
Disposals	-	(23,104)	(28,574)	(18,300)	(69,978)	
	<u>128,078</u>	<u>11,741</u>	<u>19,534</u>	<u>-</u>	<u>159,353</u>	
At 31 December 2011	128,078	11,741	19,534	-	159,353	
<b>Depreciation</b>						
At 1 January 2011	20,004	19,293	31,918	13,724	84,939	
On disposals	-	(23,104)	(28,574)	(18,300)	(69,978)	
Charge for the year	6,313	10,942	13,643	4,576	35,474	
	<u>26,317</u>	<u>7,131</u>	<u>16,987</u>	<u>-</u>	<u>50,435</u>	
At 31 December 2011	26,317	7,131	16,987	-	50,435	
<b>Net book value</b>						
At 31 December 2011	<u>101,761</u>	<u>4,610</u>	<u>2,547</u>	<u>-</u>	<u>108,918</u>	
At 31 December 2010	<u>108,074</u>	<u>11,518</u>	<u>16,190</u>	<u>4,576</u>	<u>140,358</u>	

Included above are assets held under finance leases or hire purchase contracts as follows:

**Net book values**

At 31 December 2011

-

**Depreciation charge for the year**

At 31 December 2011

-

# ROSS AND ROBERTS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

*FOR THE YEAR ENDED 31 DECEMBER 2011*

<b>9 Debtors</b>	<b>31 December 2011</b>	<b>31 December 2010</b>
	<b>£</b>	<b>£</b>
Trade debtors	81,188	145,967
Amounts owed by parent and fellow subsidiary undertakings	351,561	103,942
Other debtors	-	2,066
Prepayments and accrued income	127,331	155,315
Deferred tax asset (see note 12)	34,437	35,716
	<u>594,517</u>	<u>443,006</u>

<b>10 Creditors: amounts falling due within one year</b>	<b>31 December 2011</b>	<b>31 December 2010</b>
	<b>£</b>	<b>£</b>
Net obligations under finance leases	622	-
Trade creditors	67,508	52,767
Amounts owed to parent and fellow subsidiary undertakings	9,522	33,557
Corporation tax	476,024	531,823
Other taxes and social security costs	220,924	282,648
Other creditors	-	6,750
Accruals and deferred income	110,994	194,571
	<u>885,594</u>	<u>1,102,116</u>

<b>11 Creditors: amounts falling due after more than one year</b>	<b>31 December 2011</b>	<b>31 December 2010</b>
	<b>£</b>	<b>£</b>
Net obligations under finance leases	-	8,084
<b>Net obligations under finance leases</b>		
Repayable within one year	622	-
Repayable between one and five years	-	8,084
	<u>622</u>	<u>8,084</u>
Included in liabilities falling due within one year	(622)	-
	<u>-</u>	<u>8,084</u>

# ROSS AND ROBERTS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2011

### 12 Provisions for liabilities

	Dilapidations
	£
Balance at 1 January 2011	115,000
Balance at 31 December 2011	<u>115,000</u>

The deferred tax asset (included in debtors, note ) is made up as follows:

	2011	
	£	
Balance at 1 January 2011	(35,716)	
Profit and loss account	1,279	
Balance at 31 December 2011	<u>(34,437)</u>	

  

	2011	2010
	£	£
Decelerated capital allowances	(5,687)	(4,666)
Other timing differences	(28,750)	(31,050)
	<u>(34,437)</u>	<u>(35,716)</u>

### 13 Pension and other post-retirement benefit commitments

#### Defined contribution

	Year ended 31 December 2011 £	7 months ended 31 December 2010 £
Contributions payable by the company for the period	<u>4,019</u>	<u>1,306</u>

# ROSS AND ROBERTS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2011

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	31 December 2011	31 December 2010
	£	£
<b>14 Share capital</b>		
<b>Allotted, called up and fully paid</b>		
1,000 Ordinary shares of £1 each	1,000	1,000

### 15 Statement of movements on profit and loss account

	Profit and loss account
	£
Balance at 1 January 2011	1,780,482
Profit for the year	1,284,577
Dividends paid	(2,200,000)
Balance at 31 December 2011	865,059

	31 December 2011	31 December 2010
	£	£
<b>16 Reconciliation of movements in shareholders' funds</b>		
Profit for the financial year	1,284,577	564,733
Dividends	(2,200,000)	-
Contribution in respect of share based payment charge	170	-
Settlement of share based payment charge by intercompany	(170)	-
Net (depletion in)/addition to shareholders' funds	(915,423)	564,733
Opening shareholders' funds	1,781,482	1,216,749
Closing shareholders' funds	866,059	1,781,482

### 17 Contingent liabilities

The company has provided in the normal course of its business performance bonds and bank guarantees of £nil (2010: £58,000). These are guaranteed by the company's ultimate parent Capita plc.



# ROSS AND ROBERTS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2011

#### 18 Financial commitments

At 31 December 2011 the company was committed to making the following payments under non-cancellable operating leases in the year to 31 December 2012:

	Land and buildings		Other	
	31 December 2011 £	31 December 2010 £	31 December 2011 £	31 December 2010 £
Operating leases which expire:				
Within one year	30,533	25,688	3,796	41,404
Between two and five years	24,288	40,800	163,073	38,052
	<u>54,821</u>	<u>66,488</u>	<u>166,869</u>	<u>79,456</u>

19 Directors' remuneration	Year ended 31 December 2011 £	7 months ended 31 December 2010 £
	Remuneration for qualifying services	<u>240,404</u>

Remuneration disclosed above include the following amounts paid to the highest paid director:

Remuneration for qualifying services	<u>60,404</u>	<u>54,000</u>
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# ROSS AND ROBERTS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2011

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#### 20 Employees

##### Number of employees

The average monthly number of employees (including directors) during the year was:

	Year ended 31 December 2011 Number	7 months ended 31 December 2010 Number
Sales	77	2
Operational	3	71
Administration	42	35
	<hr/>	<hr/>
	122	108
	<hr/> <hr/>	<hr/> <hr/>

	Year ended 31 December 2011 £	7 months ended 31 December 2010 £
<b>Employment costs</b>		
Wages and salaries	2,781,146	1,505,919
Social security costs	271,137	143,701
Other pension costs	4,019	1,306
Share based payments	170	-
	<hr/>	<hr/>
	3,056,472	1,650,926
	<hr/> <hr/>	<hr/> <hr/>

#### 21 Control

The immediate parent company is Capita Holdings Limited, a company registered in England and Wales, and the ultimate parent company is Capita plc, a company registered in England and Wales. Capita plc prepares group financial statements and copies can be obtained from 71 Victoria Street, Westminster, London SW1H 0XA.