Company Registration No 02485577 (England and Wales)

# METHODS CONSULTING LIMITED DIRECTORS' REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 APRIL 2010

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#### **COMPANY INFORMATION**

**Directors** M E Johnston

A B St J Webb M P A Thompson

P Rowlins

Secretary A B St J Webb

Company number 02485577

Registered office 9th Floor

125 Shaftsbury Avenue

London WC2H 8AD

Auditors Target Winters Limited

29 Ludgate Hill

London EC4M 7JE

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#### **DIRECTORS' REPORT**

#### FOR THE YEAR ENDED 30 APRIL 2010

The directors present their report and financial statements for the year ended 30 April 2010

#### Principal activities and review of the business

The principal activity of the company during the year continued to be that of provision of business, management and IS consultancy services, primarily for the public sector. Methods Consulting has had another strong year, showing continued strength in its core markets of Health, Criminal Justice and Central Government in spite of challenging economic conditions.

Highlights of the past year include the winning of a suite of pan-government Buying Solutions consulting frameworks including three ICT consultancy and delivery services frameworks, two software applications solutions frameworks, and seven management consultancy and accounting services frameworks - an area in which Methods was once again a top performer in the UK

Methods has benefited from the enhanced strategic capabilities of its consulting practices, which have enabled the company to bid for more high profile assignments, particularly within healthcare. We have invested further in this area through the acquisition shortly after the year end of CDC Business Solutions Ltd-a specialist independent consultancy providing business, information and technology services to the healthcare sector.

Additionally, Methods staff made significant contributions to the Cabinet Office's development of a national technology strategy for government, enhancing our national profile. Underpinning these successes, we have continued to develop and enhance our underlying processes and governance, achieving both ISO27001 and Government Approved Security Accreditation status, and securing Investors In People Bronze accreditation within the last year.

#### Operating performance and key performance indicators

Operating performance	2010	2009
	£m	£m
Revenue	48 7	54 9
Operating profit before exceptional items	17	28
Operating profit/(loss)	17	19
Profit before tax	18	19
Key performance indicators	2010	2009
Operating profit margin	3 6%	3 5%
Operating profit margin before exceptional items	3 6%	5 2%
EBITDA (1)	£1 8m	£2 0m
Adjusted EBITDA (2)	£1 8m	£2 9m
ROCE (3)	25%	27%
Adjusted ROCE (4)	25%	40%

- (1) Earnings before interest, tax, depreciation and amortisation
- (2) Adjusted EBITDA is EBITDA before exceptional items
- (3) Return on capital employed is defined as operating profit expressed as a percentage of net assets excluding debt
- (4) Adjusted ROCE is defined as operating profit expressed as a percentage of net assets excluding net debt

# DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 30 APRIL 2010

#### Payment policy for suppliers

The company's policy for the payment of suppliers is to agree the terms of payment in advance in line with normal trade practice and, provided a supplier performs in accordance with the agreement, to abide by such terms. The company's trade creditors figure as at the balance sheet date was equivalent to 27 days (2009 - 32 days) based on amounts invoiced by suppliers during the period.

#### Outlook

During the coming year, the long trailed cost cutting plans for the new government will start to impact, and discretionary spend on consultancy and interim services will undoubtedly be a target. Accordingly successful organisations will require the ability to present clients with practical, low cost solutions that streamline and improve services whilst reducing cost. Methods is well positioned to respond to these challenges we are delivering infrastructure-free desktop strategies, establishing new and shared services, and designing new target operating models, as well as bringing a range of enabling tools and technologies to deliver public services much more cheaply and effectively

In spite of the significant squeeze on public finances, therefore, we see a welcome change in the way in which government services are being procured that offers new opportunities for Methods. There is now unprecedented opportunity for government to take advantage of scalable, standardised commodity computing and even integrated services at progressively lower cost - an area here. Methods has taken a thought leadership role. For example, in the service delivery space we see unprecedented opportunity for 'light touch' services that deliver scalability and savings, in which we have a strong track record. In particular, we are encouraged that there is now active support for smaller and mid-sized service providers, such as ourselves, who are able to take responsibility for delivering new ideas in smaller, iterative and incremental chunks, reducing the risk.

Most importantly, we will continue to support our market propositions, enhancing our sales and quality delivery focus in healthcare, criminal justice, and central government plus local government with the Coalition's localisation agenda with an expanding capability in virtualisation, '-as-a-service' delivery models, and lean and shared processes

#### **DIRECTORS' REPORT (CONTINUED)**

#### FOR THE YEAR ENDED 30 APRIL 2010

#### Environment

In 2010 Methods Consulting continued to deliver on its commitments following achievement of full accreditation to ISO 14001 in 2008, demonstrating a publically-recognised commitment to continuous improvement in our operating processes and practices aimed at ongoing reductions in the company's environmental impact. The nature of the business and services offered by Methods Consulting, combined with the fact that we only currently service clients within the UK, means that as a company we create a very small carbon footprint.

We continue pro-actively to manage and report on our limited carbon footprint and continuously look for ways to reduce it further - supporting our employees' strong use of public transport via initiatives such as the National Cycle to Work scheme, an interest-free travel loan, and eschewing of company cars. Our office environment is in a shared building which is both modern and efficient and centrally controlled by a Building Management System.

We are required to demonstrate our strong environmental commitment on a continued basis, including the identification of new initiatives and opportunities for improvement, as part of our ongoing accreditation to ISO 14001

#### Results and dividends

The results for the year are set out on page 7

Particulars of dividends paid and proposed are detailed in note 7 to the financial statements

#### **Directors**

The following directors have held office since 1 May 2009

M E Johnston A B St J Webb M P A Thompson P Rowlins

P Rowlins		
	2010	2009
	£000	0003
During the year the company made the following payments		
Charitable donations	5	8

Charitable donations made in the year, totalling £3,575, were donated to charities for the purposes of advancing the education, support and medical research for a number of medical related charities. Further charitable donations, totalling £1,000, were donated to charities for the purposes of providing financial assistance to national sports foundations.

#### **Auditors**

The auditors, Target Winters Limited, are deemed to be reappointed under section 487(2) of the Companies Act 2006

#### **DIRECTORS' REPORT (CONTINUED)**

#### FOR THE YEAR ENDED 30 APRIL 2010

#### 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 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 UK 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 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

P Rowlins

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#### INDEPENDENT AUDITORS' REPORT

#### TO THE MEMBERS OF METHODS CONSULTING LIMITED

We have audited the financial statements of Methods Consulting Limited for the year ended 30 April 2010 set out on pages 7 to 18. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (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 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 auditors

As explained more fully in the Directors' Responsibilities Statement set out on pages 1 - 4, 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 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 Ethical Standards for Auditors.

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

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed, the reasonableness of significant accounting estimates made by the directors, and the overall presentation of the financial statements.

#### 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 30 April 2010 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

#### 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

#### **INDEPENDENT AUDITORS' REPORT (CONTINUED)**

#### TO THE MEMBERS OF METHODS CONSULTING LIMITED

#### 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

Simon MacDonald (Senior Statutory Auditor) for and on behalf of Target Winters Limited

**Chartered Accountants Statutory Auditor** 

16 December 2010

29 Ludgate Hill London EC4M 7JE

# PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 30 APRIL 2010

	Notes	2010 £000	2009 £000
Turnover ,	2	48,678	54,878
Other external charges		41,474	46,019
Staff costs		3,682	3,330
Other operating charges		1,787	2,709
Exceptional item		-	883
Operating costs		46,943	52,941
Operating profit	3	1,735	1,937
Other interest receivable and similar income	4	24	23
Interest payable and similar charges	5	(4)	(14)
Profit on ordinary activities before			
taxation		1,755	1,946
Tax on profit on ordinary activities	6	(84)	(123)
Profit for the year	15	1,671	1,823

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

#### **BALANCE SHEET**

#### **AS AT 30 APRIL 2010**

		201	0	2009	•
	Notes	£000	£000	£000	£000
Fixed assets					
Tangible assets	8		99		144
Investments	9		655		335
			754		479
Current assets					
Debtors	10	14,922		17,399	
Cash at bank and in hand		20			
		14,942		17,419	
Creditors amounts falling due within					
one year	11	(8,828)		(10,942)	
Net current assets			6,114		6,477
Total assets less current liabilities			6,868		6,956
Capital and reserves					
Called up share capital	14		-		-
Share premium account	15		352		352
Profit and loss account	15		6,516		6,604
Shareholders' funds	16		6,868		6,956

Approved by the Board and authorised for issue on 16/12/2010

P Rowlins Director

Company Registration No. 02485577

#### NOTES TO THE FINANCIAL STATEMENTS

#### FOR THE YEAR ENDED 30 APRIL 2010

#### 1 Accounting policies

#### 11 Accounting convention

The financial statements are prepared under the historical cost convention

The company has taken advantage of the exemption in Financial Reporting Standard No 1 (Revised 1996) from the requirement to produce a cash flow statement in the financial statements on the grounds that it is a wholly owned subsidiary and its parent publishes a consolidated cash flow statement

#### 1.2 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)

#### 13 Turnover

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

Time and materials revenue is recognised to the extent that time has been completed and materials expensed in the period

Fixed price contract revenues are recognised as contract activity progresses to reflect the partial performance of the company's contractual obligations. Where this right to consideration arises at the occurrence of a critical event (stage of deliverables or contract milestone) the revenue is recognised when that event occurs. Where it is considered that the outcome of the contract can be assessed with reasonable certainty before its conclusion, the attributable profit is recognised. Foreseeable losses on contracts are recognised immediately.

#### 1.4 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. A full year of depreciation is expensed in the year of purchase and nothing in the year of disposal. 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.

Plant and machinery

33% straight line

Fixtures, fittings & equipment

33% straight line

Motor vehicles

10% straight line

#### 15 Leasing

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

#### 16 Investments

Fixed asset investments are stated at cost less provision for diminution in value

#### 17 Pensions

The company operates a money purchase pension scheme and a Small Self Administered Pension Scheme Additionally, the company contributes to two money-purchase schemes operated by independent financial institutions. The pension charge represents the amounts payable by the company to the funds in respect of the year.

#### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

#### FOR THE YEAR ENDED 30 APRIL 2010

#### 1 Accounting policies

(continued)

#### 18 Deferred taxation

Deferred tax 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.

#### 19 Share-based payments

The ultimate parent company issues equity-settled share based payments to certain employees (including directors) Equity-settled share based payments are measured at fair value at the date of the grant. The fair value determined at the grant date of the equity-settled share based payments is expensed on a straight line basis over the vesting period, together with a corresponding increase in equity, based upon the company's estimate of the shares that will eventually vest

Fair value is measured using the Black-Scholes pricing model. The estimated life used in the model has been adjusted, based on management's best estimate, for the effect of non-transferability, exercise restrictions and behavioural considerations.

Where the terms of an equity-settled transaction are modified, as a minimum an expense is recognised as if the terms had not been modified. In addition, an expense is recognised for any increase in the value of the transaction as a result of the modification, as measured at the date of modification.

Where an equity-settled transaction is cancelled, it is treated as if it has vested on the date of the cancellation, and any expense not yet recognised for the transaction is recognised immediately. However, if a new transaction is substituted for the cancelled transaction, and designated as a replacement transaction on the date it is granted, the cancelled and new transactions are treated as if they were a modification if the original transaction, as described in the previous paragraph

#### 2 Turnover

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

3	Operating profit	2010 £000	2009 £000
	Operating profit is stated after charging		
	Depreciation of tangible assets	86	78
	Operating lease rentals	237	237
	Fees payable to the company's auditor for the audit of the company's		
	annual accounts	16	18
	Costs in respect of cancelled long term contract	-	883
4	Investment income	2010	2009
		£000	£000
	Other interest	24	23
		<del></del>	

# NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

#### FOR THE YEAR ENDED 30 APRIL 2010

5	Interest payable	2010 £000	2009 £000
	Other interest	<u>4</u>	14 ———
6	Taxation	2010	2009
	Be weather as weather and an	0003	£000
	Domestic current year tax U K corporation tax	84	123
	o it corporation tax		
	Current tax charge	84 	123
	E. A		
	Factors affecting the tax charge for the year Profit on ordinary activities before taxation	1,755	1,946
	Profit on ordinary activities before taxation multiplied by standard rate of UK corporation tax of 28 00% (2009 - 26 90%)	491	523
	Effects of		
	Non deductible expenses	2	18
	Tax losses utilised	(416)	(418)
	Marginal relief	7	
		(407)	(400)
	Current tax charge	84	123
7	Dividends	2010	2009
		£000	£000
	Ordinary final paid	1,759	1,035

# NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

#### FOR THE YEAR ENDED 30 APRIL 2010

8	Tangible fixed assets				
		Plant and machinery	Fixtures, fittings & equipment	Motor vehicles	Total
		£000	£000	£000	£000
	Cost				
	At 1 May 2009	500	172	68	740
	Additions	41	<del>-</del>	-	41
	At 30 April 2010	541	172	68	781
	Depreciation				
	At 1 May 2009	373	169	54	596
	Charge for the year	77	2	7	86
	At 30 April 2010	450	171	61	682
	Net book value				
	At 30 April 2010	91	1	7	99
	At 30 April 2009	127	3	14	144
	•		· · · · · · · · · · · · · · · · · · ·		

#### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

#### FOR THE YEAR ENDED 30 APRIL 2010

#### 9 Fixed asset investments

	Unlisted investments
	£000£
Cost	
At 1 May 2009	335
Additions	320
At 30 April 2010	655
Net book value	
At 30 April 2010	655
At 30 April 2009	335

In the opinion of the directors, the value of the unquoted investments are not less than their costs

The unquoted investments includes an amount of £335,000 relating to an interest in Big Screen Productions 7 LLP, and an amount of £320,000 relating to an interest in Big Screen Productions 13 LLP

The latest available financial statements for Big Screen Productions 7 LLP are for the year ended 31 March 2010 and for that year a loss of £49,000 was reported with total members' interests of £2,833,000 The company's share of this investment is 1 36% The latest available financial statements for Big Screen Productions 13 LLP are for the period ended 31 March 2010 and for that period a loss of £42,211,000 was reported with total members' interests of £5,047,000. The company's share of this investment is 0 68%

10	Debtors	2010	2009
		£000	£000
	Trade debtors	4,908	5,981
	Amounts owed by parent and fellow subsidiary undertakings	6,723	6,723
	Other debtors	23	23
	Prepayments and accrued income	3,268	4,672
		14,922	17,399

At the year end trade debtors included £4,175,595 (2009 £4,688,000) under invoice discounting arrangements

# NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

#### FOR THE YEAR ENDED 30 APRIL 2010

11	Creditors amounts falling due within one year	2010	2009
	•	£000	£000
	Invoice discounting facility	2	167
	Trade creditors	3,086	4,116
	Amounts owed to subsidiary undertakings	360	_
	Corporation tax	84	123
	Other taxes and social security costs	490	569
	Other creditors	1,272	8
	Accruals and deferred income	3,534	5,959
		8,828	10,942

The invoice discounting facility is secured by a fixed and floating charge over the company's assets

# 12 Pension and other post-retirement benefit commitments Defined contribution

	2010 £000	2009 £000
Contributions payable by the company for the year	25	22

#### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

#### FOR THE YEAR ENDED 30 APRIL 2010

#### 13 Share-based payment transactions

Due to their employment by Methods Consulting Limited, selected employees are granted share options in Methods Holdings Limited, the company's parent company. The exercise price of the granted options is equal to the market price of the shares on the date of the grant. The options are only exercisable upon the occurrence of a realisation event and within 10 years of the date of the grant. There is no legal or constructive obligation on the company or group to repurchase or settle the options in cash.

Movements in the number of share options outstanding and there related weighted average exercise prices ("WAEP") are as follows,

		2010		2009
	WAEP		WAEP	
	No	£	No	£
Outstanding at the beginning of the year	937	0 01	781	0 01
Granted in the year	360	0 01	306	0 01
Forfeited in the year	(120)	0 01	(150)	0 01
Outstanding at the end of the year	1,177		937	

None of the options were exercised in the year

Share options outstanding at the end of the year have the following expiry dates and exercise dates

	Exercise		
	price	2010	2009
	£	No	No
21 November 2015	0 01	294	312
25 May 2016	0 01	66	78
26 November 2016	0 01	79	91
28 May 2017	0 01	84	96
19 December 2017	0 01	96	108
26 June 2018	0 01	102	114
13 December 2018	0 01	120	138
18 June 2019	0 01	150	-
18 December 2018	0 01	186	
Oustanding at the end of the year		1,177	937

The weighted average fair value of options granted during the year determined using the Black Scholes valuations model for £0 00 per option (2009 £0 00). The significant inputs in the model are as follows,

The model inputs were	2010	2009
Weighted average share price at date of grant	£0 00	£0 00
Exercice price	£0 01	£0 01
Share price volatility	1%	1%
Dividend yield	0%	0%
Expected option price	10 years	10 years
Annual risk free interest rate	5%	5%

# NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

#### FOR THE YEAR ENDED 30 APRIL 2010

14	Share capital	2010 £	2009 £
	Allotted, called up and fully paid	~	~
	400 Ordinary shares of £1 each	400	400
		400	400
15	Statement of movements on reserves		
		Share premium account £000	Profit and loss account £000
	Balance at 1 May 2009	352	6,604
	Profit for the year	-	1,671
	Dividends paid	-	(1,759)
	Balance at 30 April 2010	352	6,516
16	Reconciliation of movements in shareholders' funds	2010 £000	2009 £000
		2000	2000
	Profit for the financial year	1,671	1,823
	Dividends	(1,759)	(1,035)
	Net (depletion in)/addition to shareholders' funds	(88)	788
	Opening shareholders' funds	6,956	6,168
	Closing shareholders' funds	6,868	6,956

# NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

#### FOR THE YEAR ENDED 30 APRIL 2010

#### 17 Financial commitments

At 30 April 2010 the company was committed to making the following payments under non-cancellable operating leases in the year to 30 April 2011

		Land and buildings	
		2010 £000	2009 £000
	Operating leases which expire	£UUU	£UUU
	Between two and five years	237	-
	In over five years	-	237
		237	237
18	Directors' emoluments	2010	2009
		£000	£000
	Emoluments for qualifying services	981	827
	Company pension contributions to money purchase schemes	2	2
		983	829
	The number of directors for whom retirement benefits are accruing under schemes amounted to 1 (2009 - 1)	money purchase	pension
	Emoluments disclosed above include the following amounts paid to the highest paid director		
	Emoluments for qualifying services	421	338

# NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

#### FOR THE YEAR ENDED 30 APRIL 2010

#### 19 Employees

#### **Number of employees**

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

	2010 Number	2009 Number
Office and administration	21	20
Sales and marketing	21	20
	42	40
Employment costs	2010 £000	2009 £000
Wages and salaries	3,251	2,956
Social security costs	406	352
Other pension costs	25	22
	3,682	3,330

#### 20 Control

The ultimate parent company of the only group in which the company is a member is Methods Holdings Limited, a company incorporated in England and Wales Methods Holdings Limited prepares group financial statements which are available from the registered office 9th Floor, 125 Shaftsbury Avenue, London, WC2H 8AD

The group has no ultimate controlling party

#### 21 Related party relationships and transactions

The company has taken advantage of the exemption in Financial Reporting Standard Number 8 from the requirement to disclose transactions with group companies on the grounds that consolidated financial statements are prepared by the ultimate parent company

At 30 April 2010 the company owed £360,000 (2009 £Nil) to Milestone Operations Limited, a company formerly controlled by the ultimate parent company and in which the controlling shareholding was disposed in the year. This company is incorporated in England and Wales. During the year there were no transactions between these two entities.

During the year the shareholders, who are also directors, issued an interest free loan to the company totalling £1,260,000. This amount is outstanding at 30 April 2010