

Registered number: 04179375

R&Q CENTRAL SERVICES LIMITED

ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021



R&Q CENTRAL SERVICES LIMITED

COMPANY INFORMATION

DIRECTORS A K Quilter (appointed 14 May 2021)
G D Jarvis

COMPANY SECRETARY David Gormley

REGISTERED NUMBER 04179375

REGISTERED OFFICE 71 Fenchurch Street
London
EC3M 4BS

AUDITORS PKF Littlejohn LLP
Statutory Auditor
15 Westferry Circus
Canary Wharf
London
E14 4HD

BANKERS National Westminster Bank Plc
1 Princes Street
PO BOX 12258
London
EC2R 8PA

R&Q CENTRAL SERVICES LIMITED

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R&Q CENTRAL SERVICES LIMITED

**STRATEGIC REPORT
FOR THE YEAR ENDED 31 DECEMBER 2021**

BUSINESS REVIEW

The Directors are satisfied with the operational performance and financial results of the Company for the year.

The Company's principal activity as the central management Company for the R&Q Group UK operations is the provision of services to other Group Companies.

The Company primarily derives its income from the provision of services and recharges to other Group Companies.

PRINCIPAL RISKS AND UNCERTAINTIES

The Company's activities expose it to a variety of financial and non-financial risks. The Directors are responsible for managing the Company's exposure to these risks and, where possible, introducing controls and procedures that mitigate the effects of the exposure to risk.

The main risks and uncertainties facing the Company are:

DEPENDANCE ON CLIENTS

Following the sale of a number of Group Companies that sat within the Insurance Services Division to the Davies Group in 2018, the Company provides minimal services to external clients.

During 2021 the Company has received income for services provided to Syndicates, for which the Group holds a participation, with further fees being derived from the Group's archiving warehouse services.

LOSS OF KEY STAFF

The operations of the Company are reliant on key staff. The Directors believe that its Human Resources policies are sufficient to recruit and retain such staff.

LIQUIDITY RISK

The Company pays expenses on behalf of all Group Companies. The Company maintains a weekly cash flow report to monitor funds and to ensure that expenses stay in line with expectation.

FINANCIAL KEY PERFORMANCE INDICATORS

	2021	2020
	£000	£000
Income from Group Companies	56,797	44,026
Income from external clients	1,360	417
Administrative expenses	57,791	43,568
Operating profit/(loss)	366	875

OTHER KEY PERFORMANCE INDICATORS

The use of non-financial key performance indicators is not considered appropriate in understanding the performance and development of the Company.

R&Q CENTRAL SERVICES LIMITED

**STRATEGIC REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2021**

This report was approved by the Board on 13th May 2022

and signed on its behalf.



.....
G D Jarvis
Director

R&Q CENTRAL SERVICES LIMITED

DIRECTORS' REPORT FOR THE YEAR ENDED 31 DECEMBER 2021

The Directors present their report and the Financial Statements for the year ended 31 December 2021.

DIRECTORS' RESPONSIBILITIES STATEMENT

The Directors are responsible for preparing the Strategic Report, 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 applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. 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 for the Company's Financial Statements 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 to 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.

RESULTS AND DIVIDENDS

The profit for the year, after taxation, amounted to £334,583 (2020 - £6,664,095).

The Directors do not recommend the payment of a dividend.

DIRECTORS

The Directors who served during the year were:

A K Quilter (appointed 14 May 2021)
S Johnson (resigned 14 May 2021)
G D Jarvis

DISABLED EMPLOYEES

Applications for employment by disabled persons are always fully considered, bearing in mind the respective aptitudes and abilities of the applicant concerned. In the event of members of staff becoming disabled, every effort is made to ensure that their employment with the Company continues and that appropriate training is arranged. It is the Company's policy that the training, career development and promotion of a disabled person should, as far as possible, be identical to that of a person who does not have a disability.

R&Q CENTRAL SERVICES LIMITED

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2021**

DISCLOSURE OF INFORMATION TO AUDITOR

Each of the persons who are Directors at the time when this Directors' Report is approved has confirmed that:

- so far as the Director is aware, there is no relevant audit information of which the Company's auditor is unaware, and
- the Director has taken all the steps that ought to have been taken as a Director in order to be aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

AUDITOR

The auditor, PKF Littlejohn LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the Board and signed on its behalf.



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G D Jarvis
Director

Date: 13th May 2022

R&Q CENTRAL SERVICES LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDER OF R&Q CENTRAL SERVICES LIMITED

OPINION

We have audited the Financial Statements of R&Q Central Services Limited (the 'Company') for the year ended 31 December 2021, which comprise the Statement of Income and Retained Earnings, the Balance Sheet and notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the Financial Statements:

- give a true and fair view of the state of the Company's affairs as at 31 December 2021 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the Financial Statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the Financial Statements in the United Kingdom, including the Financial Reporting Council'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

In auditing the Financial Statements, we have concluded that the Directors' use of the going concern basis of accounting in the preparation of the Financial Statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from when the Financial Statements are authorised for issue.

Our responsibilities and the responsibilities of the Directors with respect to going concern are described in the relevant sections of this report.

R&Q CENTRAL SERVICES LIMITED

**INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDER OF R&Q CENTRAL SERVICES LIMITED
(CONTINUED)**

OTHER INFORMATION

The Directors are responsible for the other information. The other information comprises the information included in the Annual Report, other than the Financial Statements and our Auditor's Report thereon. Our opinion on the Financial Statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

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

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report.

We have nothing to report in respect of the following matters in relation to which 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.

R&Q CENTRAL SERVICES LIMITED

**INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDER OF R&Q CENTRAL SERVICES LIMITED
(CONTINUED)**

RESPONSIBILITIES OF DIRECTORS

As explained more fully in the Directors' Responsibilities Statement set out on page 3, the Directors are responsible for the preparation of the Financial Statements and for being satisfied that they give a true and fair view, and for such internal control as the Directors determine is necessary to enable the preparation of Financial Statements that are free from material misstatement, whether due to fraud or error.

In preparing the Financial Statements, the Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue 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 Financial Statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the Company and the laws and regulations that could reasonably be expected to have a direct effect on the Financial Statements. We obtained our understanding in this regard through discussions with management and application of audit knowledge and experience of the Company and the Group;
- We determined the principal laws and regulations relevant to the Company in this regard to be those arising from Companies Act 2006, UK GAAP and UK taxation regulations;
- We designed our audit procedures to ensure the audit team considered whether there were any indications of non-compliance by the Company with those laws and regulations. These procedures included:
 - Discussion with management of any known, or suspected instances of non-compliance by the Company of those laws and regulations;
 - Discussion with management of any, or suspected, incidence of fraud;
 - Review of the disclosures in the Financial Statements;
 - Testing supporting documentation to assess compliance with applicable law and regulation; and
 - Review of minutes of the Board of Directors and other correspondence as deemed appropriate.
- We also identified the risks of material misstatement of the Financial Statements due to fraud as those arising from management override of controls. We have addressed this risk by performing audit procedures which included testing of journals, reviewing material accounting estimates for evidence of bias and evaluating the business rationale of any significant transactions that are unusual or outside normal course of business that came to our attention and preliminary and final analytical review to identify any unusual or unexpected relationships or variances

R&Q CENTRAL SERVICES LIMITED

**INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDER OF R&Q CENTRAL SERVICES LIMITED
(CONTINUED)**

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the Financial Statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the Financial Statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

USE OF OUR REPORT

This report is made solely to the Company's shareholder 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 shareholder 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 shareholder for our audit work, for this report, or for the opinions we have formed.

TUE Seaman

Thomas Seaman (Senior Statutory Auditor)
for and on behalf of
PKF Littlejohn LLP
Statutory Auditor
15 Westferry Circus
Canary Wharf
London
E14 4HD
Date: 24 May 2022

R&Q CENTRAL SERVICES LIMITED

**STATEMENT OF INCOME AND RETAINED EARNINGS
FOR THE YEAR ENDED 31 DECEMBER 2021**

	Note	2021 £	2020 £
Turnover	4	58,156,752	44,443,857
Gross profit		58,156,752	44,443,857
Administrative expenses		(57,791,175)	(43,568,850)
Operating profit	5	365,577	875,007
Income from fixed assets investments		-	4,312
Amounts written off investments		-	6,436,254
Interest receivable and similar income	10	195	-
Interest payable and similar expenses	11	(31,189)	(651,478)
Profit before tax		334,583	6,664,095
Profit after tax		334,583	6,664,095
Retained earnings at the beginning of the year		1,486,059	(5,178,036)
		1,486,059	(5,178,036)
Profit for the year		334,583	6,664,095
Retained earnings at the end of the year		1,820,642	1,486,059

There were no recognised gains and losses for 2021 or 2020 other than those included in the Statement of Income and Retained Earnings.

The notes on pages 11 to 25 form part of these Financial Statements.

R&Q CENTRAL SERVICES LIMITED
REGISTERED NUMBER: 04179375

BALANCE SHEET
AS AT 31 DECEMBER 2021

	Note	2021 £	2020 £
Fixed assets			
Intangible assets	13	1,786	6,143
Tangible assets	14	748,136	946,977
Investments	15	3,458	3,458
		<u>753,380</u>	<u>956,578</u>
Current assets			
Debtors: amounts falling due within one year	16	11,296,922	9,151,102
Cash at bank and in hand	17	352,195	191,396
		<u>11,649,117</u>	<u>9,342,498</u>
Creditors: amounts falling due within one year	18	(10,550,755)	(8,781,917)
Net current assets		<u>1,098,362</u>	<u>560,581</u>
Total assets less current liabilities		<u>1,851,742</u>	<u>1,517,159</u>
Net assets		<u>1,851,742</u>	<u>1,517,159</u>
Capital and reserves			
Called up share capital	20	100	100
Other reserves	21	31,000	31,000
Profit and loss account	21	1,820,642	1,486,059
		<u>1,851,742</u>	<u>1,517,159</u>

The Financial Statements were approved and authorised for issue by the Board and were signed on its behalf by:



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G D Jarvis
 Director

Date: 13th May 2022

The notes on pages 11 to 25 form part of these Financial Statements.

R&Q CENTRAL SERVICES LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

1. GENERAL INFORMATION

The Company's principal activity is as the Group's principal employer in the UK, which provides administrative services to other Group Companies.

The Company is a private Company limited by shares and is incorporated and domiciled in England. The address of its registered office is 71 Fenchurch Street, London, EC3M 4BS.

2. ACCOUNTING POLICIES

2.1 Basis of preparation of Financial Statements

The Financial Statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The preparation of Financial Statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the Company's accounting policies (see note 3).

The following principal accounting policies have been applied:

2.2 Financial reporting standard 102 - reduced disclosure exemptions

The Company has taken advantage of the following disclosure exemptions in preparing these Financial Statements, as permitted by the FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland":

- the requirements of Section 7 Statement of Cash Flows;
- the requirements of Section 3 Financial Statement Presentation paragraph 3.17(d);
- the requirements of Section 11 Financial Instruments paragraphs 11.42, 11.44 to 11.45, 11.47, 11.48(a)(iii), 11.48(a)(iv), 11.48(b) and 11.48(c);
- the requirements of Section 12 Other Financial Instruments paragraphs 12.26 to 12.27, 12.29(a), 12.29(b) and 12.29A;
- the requirements of Section 26 Share-based Payment paragraphs 26.18(b), 26.19 to 26.21 and 26.23;
- the requirements of Section 33 Related Party Disclosures paragraph 33.7.

This information is included in the consolidated Financial Statements of Randall & Quilter Investment Holdings Ltd. as at 31 December 2021 and these Financial Statements may be obtained from 71 Fenchurch Street, London, EC3M 4BS.

2.3 Going concern

The Directors have received confirmation from Randall & Quilter Investment Holdings Ltd. that the Group will continue to support the operations of the Company for the foreseeable future to allow it to be able to meet its own liabilities as they fall due. The Directors have considered the Group's ability to continue to support the Company, and having sought reassurance from the Group, have concluded that they see no reason why the Group cannot continue to support the Company. Consequently the Directors continue to adopt the going concern basis of accounting in preparing the Financial Statements.

R&Q CENTRAL SERVICES LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

2. ACCOUNTING POLICIES (CONTINUED)

2.4 Consolidation

The Company is itself a subsidiary Company and is exempt from the requirement to prepare Group Financial Statements by virtue of section 400 of the Companies Act 2006. These Financial Statements therefore present information about the Company as an individual undertaking and not about its Group.

2.5 Turnover

Turnover comprises revenue recognised by the Company in respect of services supplied and recharges to other Group Companies during the year exclusive of Value Added Tax.

Turnover represents external management fees as well as recharged income and recharges of expenses to other Companies in the R&Q Group.

Turnover is recognised when the right to such income is established through a contract and in line with the provision of services to which they relate.

2.6 Foreign currency translation

Functional and presentational currency

The Company's functional and presentational currency is Great British Pounds (GBP).

Transactions and balances

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At each period-end foreign currency monetary items are translated using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Statement of Income and Retained Earnings.

2.7 Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new ordinary shares or options are shown in equity as a deduction, net of tax, from the proceeds.

2.8 Operating leases

Rentals paid under operating leases are charged to Statement of Income and Retained Earnings on a straight line basis over the lease term.

2.9 Interest Income

Interest income is recognised in Statement of Income and Retained Earnings using the effective interest method.

R&Q CENTRAL SERVICES LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

2. ACCOUNTING POLICIES (CONTINUED)

2.10 Provision for liabilities

Provisions are made where an event has taken place that gives the Company a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to the Statement of Income and Retained Earnings in the year that the Company becomes aware of the obligation, and are measured at the best estimate at the Balance Sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Balance Sheet.

2.11 Finance costs

Finance costs are charged to Statement of Income and Retained Earnings over the term of the debt using the *effective interest method* so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

2.12 Pension

Defined contribution pension plan

The Company contributes to a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations. The contributions are recognised as an expense in the Statement of Income and Retained Earnings when they fall due. Amounts not paid are shown in accruals as a liability in the Balance Sheet. The assets of the plan are held separately from the Company in independently administered funds.

2.13 Taxation

Tax is recognised in the Statement of Income and Retained Earnings, except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the Balance Sheet date in the countries where the Company operates and generates income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the Balance Sheet date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

R&Q CENTRAL SERVICES LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

2. ACCOUNTING POLICIES (CONTINUED)

2.14 Share options

Share options in the ultimate Parent undertaking are granted to Directors and selected employees. The options are exercisable three years from the date of grant and lapse on the tenth anniversary of the date of grant or the holder ceasing to be an employee of the Group. Neither the Company nor the Group has any legal or constructive obligation to settle or repurchase the options in cash.

The equity-settled share-based payments are measured at fair value at the date of grant and are recognised over the vesting period within administrative expenses, the corresponding entry is treated as a capital contribution within other reserves.

2.15 Intangible Assets

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

All intangible assets are considered to have a finite useful life. If a reliable estimate of the useful life cannot be made, the useful life shall not exceed ten years.

2.16 Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The Company adds to the carrying amount of an item of fixed assets the cost of replacing part of such an item when that cost is incurred, if the replacement part is expected to provide incremental future benefits to the Company. The carrying amount of the replaced part is derecognised. Repairs and maintenance are charged to Statement of Income and Retained Earnings during the period in which they are incurred.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Motor vehicles	- 4 years straight line
Fixtures & fittings	- 3 - 5 years straight line
Computer equipment	- 4 years straight line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in Statement of Income and Retained Earnings.

2.17 Valuation of investments

Investments in subsidiaries are measured at cost less accumulated impairment.

R&Q CENTRAL SERVICES LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

2. ACCOUNTING POLICIES (CONTINUED)**2.18 Cash and cash equivalents**

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

2.19 Financial instruments**(i) Financial assets**

Basic financial assets, including trade and other receivables, cash and bank balances and investments in commercial paper, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Such assets are subsequently carried at amortised cost using the effective interest method.

At the end of each reporting period financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in the Statement of Income and Retained Earnings.

(ii) Financial liabilities

Basic financial liabilities, including trade and other payables, bank loans and loans from fellow Group Companies 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 receipts discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled or expires.

(iii) Offsetting

Financial assets and liabilities are offset and the net amounts presented in the Financial Statements when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

R&Q CENTRAL SERVICES LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

3. JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION UNCERTAINTY

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(a) Critical judgements in applying the entity's accounting policies

No judgements have been made in applying the entity's accounting policies that would have a significant effect on the amounts recognised in these Financial Statements.

(b) Critical accounting estimates and assumptions

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

(i) Recoverability of debtors

The Company makes an estimate of the recoverable value of trade, other debtors and amounts owed by Group undertakings. When assessing impairment, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience. See note 16 for the net carrying amount of debtors.

(ii) Dilapidations

Provision made for dilapidations require management's best estimate of the costs that will be incurred based on contractual requirements. In addition, the timing of the cashflows of the final settlement amount upon exit of the leased premises require management's judgement. See note 18 for the net carrying amount of the provision.

(iii) Tangible fixed assets (see note 14)

Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on the number of factors. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

R&Q CENTRAL SERVICES LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

4. TURNOVER

An analysis of turnover by class of business is as follows:

	2021 £	2020 £
External management fees	1,359,464	417,102
Recharged income	56,797,288	44,026,755
	<u>58,156,752</u>	<u>44,443,857</u>

Analysis of turnover by country of destination:

	2021 £	2020 £
United Kingdom	36,091,221	43,386,751
Rest of the world	22,065,531	1,057,106
	<u>58,156,752</u>	<u>44,443,857</u>

5. OPERATING PROFIT

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

	2021 £	2020 £
Depreciation of tangible fixed assets	238,953	221,537
Amortisation of intangible assets	4,357	4,488
Exchange differences	(73,408)	4,360
Other operating lease rentals	809,867	921,830
Defined contribution pension cost	1,001,727	1,107,095
	<u>1,001,727</u>	<u>1,107,095</u>

6. AUDITOR'S REMUNERATION

	2021 £	2020 £
Fees payable to the Company's auditor and its associates for the audit of the Company's annual accounts	24,000	24,000
	<u>24,000</u>	<u>24,000</u>

R&Q CENTRAL SERVICES LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

7. EMPLOYEES

	2021 £	2020 £
Wages and salaries	14,337,733	16,978,193
Social security costs	1,822,162	2,179,225
Cost of defined benefit scheme	1,001,727	1,107,095
	<u>17,161,622</u>	<u>20,264,513</u>

The average monthly number of employees, including the Directors, during the year was as follows:

	2021 No.	2020 No.
Management	26	25
Services	54	73
Administration	50	44
	<u>130</u>	<u>142</u>

During the current period the Company has been the primary UK employer within the R&Q Group. Full staff costs are disclosed above. Costs are recharged to Companies within the R&Q Group by means of a Group recharge.

The Company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Company in an independently administered fund. The pension cost charge represents contributions payable by the Company to the fund and amounted to £1,001,727 (2020: £1,107,095). All contributions were paid over during the year.

8. DIRECTORS' REMUNERATION

	2021 £	2020 £
Directors' emoluments	772,847	836,612
Directors' pension costs - defined contribution schemes	26,367	75,078
	<u>799,214</u>	<u>911,690</u>

The highest paid Director received remuneration of £331,250 (2020 - £332,013).

The value of the Company's contributions paid to a defined contribution pension scheme in respect of the highest paid Director amounted to £NIL (2020 - £3,167).

R&Q CENTRAL SERVICES LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

9. INCOME FROM INVESTMENTS

	2021 £	2020 £
Income from current asset investments	-	4,312
	<u>-</u>	<u>4,312</u>

10. INTEREST RECEIVABLE AND SIMILAR INCOME

	2021 £	2020 £
Other interest receivable	195	-
	<u>195</u>	<u>-</u>

11. INTEREST PAYABLE AND EXPENSES

	2021 £	2020 £
Loans from Group undertakings	31,189	124,406
Other interest payable	-	527,072
	<u>31,189</u>	<u>651,478</u>

12. TAXATION

The charge for corporation tax comprises the following:

	2021 £	2020 £
CORPORATION TAX		
Group relief adjustment in respect of prior periods	-	-
TOTAL CURRENT TAX	<u>-</u>	<u>-</u>

R&Q CENTRAL SERVICES LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

12. TAXATION (CONTINUED)

FACTORS AFFECTING TAX CHARGE FOR THE YEAR

The tax assessed for the year is lower than (2020 - *lower than*) the standard rate of corporation tax in the UK of 19% (2020 - 19%). The differences are explained below:

	2021 £	2020 £
Profit on ordinary activities before tax	334,583	6,664,095
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2020 - 19%)	63,571	1,266,178
EFFECTS OF:		
Expenses not deductible for tax purposes	2,579	67,487
Timing differences relating to fixed assets	(38,607)	(53,718)
Tax losses carried forward	20,996	16,645
Income not taxable for tax purposes	(48,539)	(1,296,592)
TOTAL TAX CHARGE FOR THE YEAR	-	-

FACTORS THAT MAY AFFECT FUTURE TAX CHARGES

The Company has tax losses carried forward in the UK of £3.9m (2020: £3.6m) that are available indefinitely for offset against future taxable profits of the Company. No deferred tax asset has been recognised for these losses due to uncertainty regarding its recoverability.

In the Finance Bill 2021, it was announced that the main rate of UK corporation tax would increase to 25% from April 2023.

The Company's 2021 results are taxed at 19%.

R&Q CENTRAL SERVICES LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

13. INTANGIBLE ASSETS

	Computer Software £	Computer Development £	Total £
Cost			
At 1 January 2021	22,396	185,220	207,616
At 31 December 2021	22,396	185,220	207,616
Amortisation			
At 1 January 2021	16,253	185,220	201,473
Charge for the year on owned assets	4,357	-	4,357
At 31 December 2021	20,610	185,220	205,830
Net book value			
At 31 December 2021	1,786	-	1,786
At 31 December 2020	6,143	-	6,143

R&Q CENTRAL SERVICES LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

14. TANGIBLE FIXED ASSETS

	Fixtures & fittings £	Computer equipment £	Motor vehicles £	Total £
COST				
At 1 January 2021	1,807,833	989,610	17,810	2,815,253
Additions	2,275	74,855	-	77,130
Disposals	(255,544)	(50,132)	-	(305,676)
At 31 December 2021	1,554,564	1,014,333	17,810	2,586,707
Depreciation				
At 1 January 2021	1,005,035	856,419	6,822	1,868,276
Charge for the year on owned assets	167,038	67,451	4,464	238,953
Amortisation of dilapidations	36,806	-	-	36,806
Disposals	(255,544)	(49,920)	-	(305,464)
At 31 December 2021	953,335	873,950	11,286	1,838,571
Net book value				
At 31 December 2021	601,229	140,383	6,524	748,136
At 31 December 2020	802,798	133,191	10,988	946,977

15. FIXED ASSET INVESTMENTS

	Unlisted investments £
COST	
At 1 January 2021	3,458
At 31 December 2021	3,458

The Company holds one Ordinary share in R&Q Malta Holdings Limited and one Ordinary share in Accredited Insurance (Europe) Limited, formerly known as R&Q Insurance (Malta) Limited, Group Companies registered in Malta.

The Company's interest in these shares is subject to a Pledge Agreement in favour of and in relation to the Group's facilities arrangement with the National Westminster Bank Plc.

R&Q CENTRAL SERVICES LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

16. DEBTORS: Amounts falling due within one year

	2021 £	2020 £
Trade debtors	48,108	147,396
Amounts owed by Group undertakings	6,566,046	7,666,937
Other taxation and social security	105,081	-
Other debtors	537,156	185,375
Prepayments and accrued income	4,040,531	1,151,394
	<u>11,296,922</u>	<u>9,151,102</u>

Amounts owed by Group undertakings are unsecured, have no fixed date of repayment and are repayable on demand.

17. CASH AND CASH EQUIVALENTS

	2021 £	2020 £
Cash at bank and in hand	352,195	191,396
	<u>352,195</u>	<u>191,396</u>

18. CREDITORS: Amounts falling due within one year

	2021 £	2020 £
Trade creditors	564,452	619,674
Amounts owed to Group undertakings	5,678,880	6,211,368
Other taxation and social security	-	513,331
Other creditors	312,583	310,331
Accruals and deferred income	3,994,840	1,127,213
	<u>10,550,755</u>	<u>8,781,917</u>

Amounts owed to Group undertakings are unsecured, have no fixed date of repayment and are repayable on demand.

Included within other creditors is a provision for dilapidations of £310,331 (2020: £310,331), which will not be wholly settled within one year.

Included in amounts owed to Group undertakings is a loan amount of £228,355 (2020: £634,871) which is being charged interest at 1.107%.

R&Q CENTRAL SERVICES LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

19. FINANCIAL INSTRUMENTS

	2021 £	2020 £
Financial assets		
Financial assets that are debt instruments measured at amortised cost	<u>8,731,640</u>	<u>7,999,708</u>
Financial liabilities		
Financial liabilities measured at amortised cost	<u>(10,307,033)</u>	<u>(8,268,586)</u>

Financial assets measured at amortised cost comprise Group loans, trade debtors, other debtors and accrued income. Prepaid expenses that are not financial assets (2021: £2,460,202, 2020: £1,151,394) are not included.

Financial liabilities measured at amortised cost comprise Group loans, trade creditors, other creditors and accrued expenses.

20. SHARE CAPITAL

	2021 £	2020 £
Allotted, called up and fully paid		
100 (2020 - 100) Ordinary shares of £1.00 each	<u>100</u>	<u>100</u>

There is a single class of Ordinary share. There are no restrictions on the distribution of dividends and the repayment of capital.

21. RESERVES**Other reserves**

The other reserves represents a capital contribution.

Profit & loss account

The Profit and Loss account represents accumulated profits and losses.

R&Q CENTRAL SERVICES LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

22. COMMITMENTS UNDER OPERATING LEASES

At 31 December 2021 the Company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	2021 £	2020 £
Not later than 1 year	918,269	801,947
Later than 1 year and not later than 5 years	1,907,021	2,678,607
	<u>2,825,290</u>	<u>3,480,554</u>

23. OTHER FINANCIAL COMMITMENTS

In relation to the Group's facilities arrangement the National Westminster Bank Plc holds a fixed and floating charge over the undertaking and all property and assets of the Company.

24. RELATED PARTY TRANSACTIONS

The Company is exempt from disclosing other related party transactions that are with other Companies wholly owned within the Group.

There are no other transactions with or balances due to or from related parties.

25. CONTROLLING PARTY

The immediate Parent undertaking is Randall & Quilter IS Holdings Limited, which is registered in England and Wales.

Group Financial Statements are prepared by the ultimate Parent undertaking, Randall & Quilter Investment Holdings Ltd., a Company registered in Bermuda, and can be obtained from 71 Fenchurch Street, London, EC3M 4BS.

In the opinion of the Directors there is no ultimate controlling party.