

SLOUGH ACCORD LIMITED

Report and Financial Statements

31 December 2007

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DIRECTORS' REPORT (Continued)

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DIRECTORS' REPORT

The directors present their annual report and the audited financial statements for the eighteen month period ended 31 December 2007

BUSINESS REVIEW & PRINCIPAL ACTIVITIES

Slough Accord Limited's principal activity is the provision of environmental services, mainly through a long term contract with Slough Borough Council. These services include refuse collection, street cleansing, grounds and highway maintenance. In addition to the contract with Slough Borough Council, the company undertakes commercial trade waste collections for a variety of customers. The principal activity has not changed during the period and the Directors are not aware, at the date of this review, of any likely major changes in the next year.

Turnover for the period was £22.4m, up from £13.8m in the previous year. The loss for the period of £0.5m (2006 £0.4m profit) was impacted by the write off of an intangible asset previously capitalised. Excluding this, profits would have been broadly in line with the previous year.

On 20 September 2007, the company's parent company, Accord Plc was acquired by Kirk Newco Plc a company ultimately owned by Enterprise Group Holdings Limited.

During the period the company changed its accounting reference date from 30 June to 31 December.

Enterprise Group Holdings Limited manages its operations on a divisional basis. For this reason, the company's directors believe that further key performance indicators are not necessary or appropriate for an understanding of the development, performance or position of the business. The performance of the public sector division of the group, which includes this company, is disclosed in the Group Annual Report which does not form part of this report. Principal risks and uncertainties affecting the business are discussed in the Groups Annual Report.

PRINCIPAL RISKS & UNCERTAINTIES

Slough Accord's business model is based around operating a long-term, high value partnering contract with Slough Borough Council which is delivered by a business unit with sufficient managerial and entrepreneurial strength to grow locally through winning additional work to sustain a long term viable business.

Although the greater part of Slough Accord's income comes from Slough Borough Council, the company is potentially exposed to some credit risk in its dealings with the non-local authority customers. Therefore there are controls in place over customer acceptance, invoicing and cash collection.

Slough Accord pays careful attention to the management of its cash and working capital position. Controls are in place to ensure that appropriate payment terms are included in contracts with clients, subcontractors and suppliers. Adequate bank facilities are maintained and appropriate working capital management procedures are in place to ensure the company operates within those facilities.

Slough Accord contributes to a defined benefit pension scheme for certain employees who transferred under TUPE – however the risk of fluctuating contribution rates is effectively managed as Slough Borough Council retains liability for any such fluctuations, unless the rate changes are due to actions taken by Slough Accord. As Slough Accord has not taken any such actions, participation in the scheme does not hold the financial risks normally associated with defined benefit schemes.

DIVIDENDS

No dividend was paid in the period ended 31 December 2007 (year ended 30 June 2006 interim dividend £300,000).

DIRECTORS' REPORT (continued)

DIRECTORS AND DIRECTORS' INTERESTS

A Charlton	(resigned 20 September 2007)
PW Fellowes-Prynn	(resigned 20 September 2007)
AE Shutkever	(resigned 20 September 2007)
SH Stefanou	(resigned 20 September 2007)
RD West	
O McLaughlin	(appointed 20 September 2007)
N Kirkby	(appointed 20 September 2007)
D McGill	(appointed 20 September 2007)
J Evans	(appointed 20 September 2007)
M Joyce	(appointed 20 September 2007)
D Atherton	(appointed 12 November 2007)
G Stygals	(appointed 20 September 2007)

EMPLOYEES

The directors recognise the benefits which arise from keeping employees informed of the company's progress and plans, and through their participation in the company's performance. The company is therefore committed to providing its employees with information on a regular basis, to consulting them so that their views may be taken into account in taking decisions which may affect their interests and encouraging their participation in schemes through which they will benefit from the company's progress and profitability.

It is the company's policy to ensure that disabled persons are treated fairly and consistently in terms of recruitment, training, career development and promotion and that their employment opportunities should be based on a realistic assessment of their aptitudes and abilities. Wherever possible, the company will continue the employment of persons who become disabled during the course of their employment with the company through retraining, acquisition of special aids equipment or through the provision of suitable alternative employment.

POLITICAL AND CHARITABLE CONTRIBUTIONS

The company made no political or charitable contributions during the period (year ended 30 June 2006 £nil)

AUDITORS

In the case of each of the persons who are directors of the company at the date when this report is approved

- so far as each of the directors is aware, there is no relevant audit information (as defined in the Companies Act 1985) of which the company's auditors are unaware, and
- each of the directors has taken all the steps that they ought to have taken as a director to make themselves aware of any relevant audit information (as defined) and to establish that the company's auditors are aware of that information

The confirmation is given and should be interpreted in accordance with the provisions of s234ZA of the Companies Act 1985

KPMG resigned as auditors in the period and Deloitte & Touche LLP were appointed in their place

Deloitte & Touche LLP have expressed their willingness to continue as the company's auditors and a resolution to re-appoint them will be proposed at the forthcoming Annual General Meeting in accordance with section 384 of the Companies Act 1985

Approved by the Board of Directors
and signed by order of the Board,



5 JUNE 2008

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)

The financial statements are required by law to 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 judgments 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 disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that its financial statements comply with the Companies Act 1985. 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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SLOUGH ACCORD LIMITED

We have audited the financial statements of Slough Accord Limited for the eighteen month period ended 31 December 2007 which comprise the Profit and Loss Account, the Statement of Total Recognised Gains and Losses, the Balance Sheet and the related notes 1 to 21. These financial statements have been prepared under the accounting policies set out therein.

This report is made solely to the company's members, as a body, in accordance with section 235 of the Companies Act 1985. 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

The directors' responsibilities for preparing the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) are set out in the Statement of Directors' Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you whether in our opinion the information given in the Directors' Report is consistent with the financial statements.

In addition we report to you if, in our opinion, the company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors' remuneration and other transactions is not disclosed.

We read the other information contained in the Annual Report as described in the contents section, and consider whether it is consistent with the audited financial statements. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to any further information outside the Annual Report.

Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion

- the financial statements give a true and fair view, in accordance with UK Generally Accepted Accounting Practice, of the state of the company's affairs as at 31 December 2007 and of its loss for the 18 month period ended 31 December 2007,
- the financial statements have been properly prepared in accordance with the Companies Act 1985, and
- the information given in the Directors' Report is consistent with the financial statements.

Deloitte & Touche LLP

Deloitte & Touche LLP
Chartered Accountants and Registered Auditors
Manchester
United Kingdom
5 June 2008

SLOUGH ACCORD LIMITED

PROFIT AND LOSS ACCOUNT Period ended 31 December 2007

	Note	18 month period ended 31 December 2007 £'000	Year ended 30 June 2006 £'000
Turnover	2	22,388	13,831
Cost of sales		(19,082)	(11,635)
Gross profit		3,306	2,196
Administrative expenses		(3,643)	(1,622)
Operating (loss)/profit		(337)	574
Interest receivable and similar income	6	27	3
(Loss)/profit on ordinary activities before taxation	3	(310)	577
Tax on (loss)/profit on ordinary activities	7	(210)	(199)
(Loss)/profit after Taxation		(520)	378

The above results all relate to continuing operations in the period/year

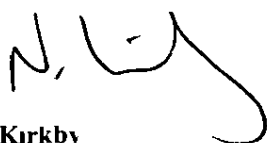
The company has no recognised gains or losses in the current period or preceding year other than those passing through the profit and loss account. Accordingly, a separate statement of total recognised gains and losses has not been prepared.

SLOUGH ACCORD LIMITED

BALANCE SHEET 31 December 2007

	Notes	31 December 2007 £'000	31 December 2007 £'000	30 June 2006 £'000	30 June 2006 £'000
Fixed assets					
Intangible assets	9	-	-	-	1,066
Tangible assets	10		256		261
			<u>256</u>		<u>1,327</u>
Current assets					
Stocks	11	-	-	183	-
Debtors	12	2,861	-	1,794	-
Cash at bank		231	-	220	-
		<u>3,092</u>		<u>2,197</u>	
Creditors: amounts falling due within one year	13	(3,537)		(3,193)	
Net current liabilities			(445)		(996)
Net (liabilities)/assets			<u>(189)</u>		<u>331</u>
Capital and reserves					
Called up share capital	15		1		1
Profit and loss account	16		(190)		330
Equity shareholder's (deficit)/funds	17		<u>(189)</u>		<u>331</u>

These financial statements were approved by the board of directors on **5 JUNE 2008** and were signed on its behalf by


N Kirkby
 Director

NOTES TO THE FINANCIAL STATEMENTS

Period ended 31 December 2007

1. ACCOUNTING POLICIES

The financial statements are prepared in accordance with applicable United Kingdom accounting standards which have been consistently applied throughout the current and prior periods. The particular accounting policies adopted are described below.

Accounting convention

The financial statements are prepared under the historical cost convention.

Intangible fixed assets

Licences and trade marks are included at cost and are amortised over their estimated useful economic life. Provision is made for impairment.

Tangible fixed assets

Depreciation is provided on cost in equal annual instalments over the estimated useful lives of the assets. The rates of depreciation are as follows:

Leasehold improvements	25% per annum
Computer equipment	33% per annum
Plant and machinery, fixtures and fitting, tools	10% - 33% per annum
Motor vehicles	25% per annum

Leases

Assets obtained under hire purchase contracts and finance leases, which transfer to the company substantially all the risks and rewards incidental to ownership, are capitalised in the balance sheet at the present value of the minimum lease payments and depreciated over the shorter of their estimated useful lives or lease term.

The interest element of the repayments is charged to the profit and loss account over the period of the contract and represents a constant proportion of the balance to the capital element outstanding.

Operating lease rentals are charged to the profit and loss account on a straight line basis over the period of the lease.

Post retirement benefits

The company operates a money purchase scheme for its directors and senior employees. The assets of the scheme are held separately from those of the company in independently administered funds. The unpaid contributions outstanding at the period end are included in "accruals and deferred income".

The company also participates in a local government run defined benefit scheme. The risks and rewards remain primarily with the local government so the company accounts for these as defined contribution schemes.

Long term contracts

The activities of the company are largely undertaken through long-term framework contracts under which turnover and profit are recognised in line with each separate supply. Where losses are foreseeable in respect of future supplies committed under those framework contracts, provision is made. In addition, a provision is maintained for future remedial works that may be required in respect of supplies already made.

Amounts recoverable on long term contracts which are not framework contracts represent the excess of recorded turnover over payments on account. Profit is recognised on such contracts where the total profit can be assessed with reasonable certainty. Provision is made for the full amount of foreseeable losses on contracts.

NOTES TO THE FINANCIAL STATEMENTS

Period ended 31 December 2007

1. ACCOUNTING POLICIES (continued)

Share Based Payments

The Accord Plc Group had a number of equity settled share based incentives schemes to which the management and employees of its subsidiaries can be eligible to participate in and these are detailed in the notes to the financial statements

In accordance with UK GAAP, the company has applied the requirements of FRS20 when accounting for the equity settled share based payments issued to its employees in the equity of Accord Plc

Accord Plc recharges back the fair value cost incurred when the options are exercised and this amount is offset against the share based payment provisions in the retained earnings reserve in the period to which it relates

The grant-date-fair value of each share based payment grant is estimated using the Black-Scholes option pricing model. Assumptions for expected volatility, the average expected life, and the risk-free rate were made using the best estimate of management for the effects of non transferability, exercise restrictions and behavioural considerations. The company has recognised the fair value liability for the discount on shares expected to vest on a straight line basis over the vesting period

Cash flow statement

The company has taken advantage of the exemption included in FRS1 "Cash Flow Statements" in not producing a cash flow statement as its cash flows are included in the consolidated cash flow statement of the ultimate parent company

Taxation

Corporation tax payable is provided on taxable profits at the current rate

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date

Timing differences are differences between the company's taxable profit and its results as stated in the financial statements that arise from the inclusion of gains and losses in tax assessments in years different from those in which they are recognised in the financial statements

A net deferred tax asset is regarded as recoverable and therefore recognised only when, on the basis of all available evidence, it can be regarded as more likely than not that there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted

Deferred tax is not recognised when fixed assets are revalued unless by the balance sheet date there is a binding agreement to sell the revalued assets and the gain or loss expected to arise on the sale has been recognised in the financial statements. Neither is deferred tax recognised when fixed assets are sold and it is more likely than not that the taxable gain will be rolled over, being charged to tax only if and when the replacement assets are sold

Deferred tax is measured at the average tax rates that are expected to apply in the period in which the timing differences are expected to reverse based on tax rates and laws that have been enacted or substantively enacted at the balance sheet date. Deferred tax assets and liabilities have not been discounted

2. ANALYSIS OF TURNOVER AND LOSS ON ORDINARY ACTIVITIES BEFORE TAXATION

All turnover, profits and net assets are derived from the company's principal activity which is refuse and recycling, street cleaning, highways maintenance and grounds maintenance, through a long term contract with Slough Borough Council

NOTES TO THE FINANCIAL STATEMENTS

Period ended 31 December 2007

3. (LOSS)/PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION

	18 month period ended 31 December 2007 £'000	Year ended 30 June 2006 £'000
(Loss)/profit on ordinary activities before taxation is stated after charging.		
Depreciation and other amounts written off tangible fixed assets owned	156	89
Amortisation of intangible fixed assets	133	93
Write off of intangible fixed asset	933	-
Share option charge	59	-
Hire of plant and machinery – rentals payable under operating leases	892	946
Auditors' remuneration	23	10

There were no non audit services provided by the auditors in either period

Following the acquisition of the company's parent, Accord Plc, in September 2007, all share options in Accord Plc crystallised. As certain individuals who participated in the share scheme provided services to Slough Accord Limited, a charge for these services has been made in the company's profit and loss account as required by FRS 20. There is no prior year adjustment required due to the immaterial impact of adopting FRS 20 on the prior year.

4. REMUNERATION OF DIRECTORS

	18 month period ended 31 December 2007 £'000	Year ended 30 June 2006 £'000
Directors' emoluments	125	77
Company contributions to money purchase pension schemes	10	7
	<u>135</u>	<u>84</u>
	Number of directors	Number of directors
Retirement benefits are accruing to the following number of directors under money purchase schemes	<u>1</u>	<u>1</u>

Three (year ended 30 June 2006: Three) of the directors in the period/year were also directors of other Accord group companies and do not receive emoluments for their services to this company.

NOTES TO THE FINANCIAL STATEMENTS

Period ended 31 December 2007

5. STAFF NUMBERS AND COSTS

The average number of persons employed by the company (including directors) during the period/year, analysed by category, was as follows

	18 month period ended 31 December 2007 No.	Year ended 30 June 2006 No.
Average number of persons employed		
Administration and management	6	16
Street cleaning, refuse collection, highways and ground operatives	131	132
	<u>137</u>	<u>148</u>
The aggregate payroll costs for these persons were as follows	£000	£000
Wages and salaries	6,033	3,879
Social security costs	589	382
Other pension costs	308	133
	<u>6,930</u>	<u>4,394</u>

6. INTEREST RECEIVABLE AND SIMILAR INCOME

	18 month period ended 31 December 2007 £'000	Year ended 30 June 2006 £'000
Bank interest receivable	<u>27</u>	<u>3</u>

7. TAXATION

	18 month period ended 31 December 2007 £'000	Year ended 30 June 2006 £'000
Analysis of charge in period/year:		
<i>UK corporation tax</i>		
Current tax on income for the period/year	211	-
Payments made to group on receipt of tax losses	-	199
Prior year adjustment	8	-
	<u>219</u>	<u>199</u>
Total current tax	219	199
Deferred tax (see note 14)	(9)	-
	<u>210</u>	<u>199</u>
Tax on (loss)/profit on ordinary activities		

NOTES TO THE FINANCIAL STATEMENTS

Period ended 31 December 2007

7. TAXATION (continued)

The current tax charge for the period is higher (year ended 30 June 2006: higher) than the standard rate of corporation tax in the UK of 30% (2006 30%) The differences are explained below

	18 month period ended 31 December 2007 £'000	Year ended 30 June 2006 £'000
Current tax reconciliation		
(Loss)/profit on ordinary activities before tax	(310)	577
Current tax at 30% (2006 30%)	(93)	173
Effects of		
Expenses not deductible for tax purposes	291	-
Depreciation in excess of/(less than) capital allowances	13	5
Permanent differences	-	34
Other timing differences	-	(13)
Prior year adjustment	8	-
Total current tax charge (see above)	219	199

8. DIVIDENDS

The aggregate amount of dividends comprises

	31 December 2007	30 June 2006
Interim dividends paid in respect of the period/year	-	300

9. INTANGIBLE FIXED ASSETS

	£000
Cost	
At 1 July 2006 and 31 December 2007	1,400
Amortisation	
At 1 July 2006	334
Charge for the period	133
Provision for impairment	933
At 31 December 2007	1,400
Net book value	
At 31 December 2007	-
At 30 June 2006	1,066

NOTES TO THE FINANCIAL STATEMENTS

Period ended 31 December 2007

10. TANGIBLE FIXED ASSETS

	Leasehold improvements £'000	Vehicles, plant and machinery £'000	Fixtures, fittings and equipment £'000	Total £'000
Cost				
At 1 July 2006	71	318	79	468
Additions	-	151	-	151
At 31 December 2007	71	469	79	619
Depreciation				
At 1 July 2006	51	137	19	207
Charge for the period	17	114	25	156
At 31 December 2007	68	251	44	363
Net book value				
31 December 2007	3	218	35	256
At 30 June 2006	20	181	60	261

11. STOCKS

	31 December 2007 £'000	30 June 2006 £'000
Work in progress	-	183

12. DEBTORS

	31 December 2007 £'000	30 June 2006 £'000
Trade debtors	2,718	1,561
Deferred tax asset (see note 14)	11	2
Prepayments and accrued income	132	231
	2,861	1,794

NOTES TO THE FINANCIAL STATEMENTS
Period ended 31 December 2007

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31 December 2007 £'000	30 June 2006 £'000
Trade creditors	793	1,630
Amounts owed to group undertakings	2,052	1,055
Corporation Tax	211	-
Taxation and social security	240	350
Other creditors	-	51
Accruals and deferred income	241	107
	<u>3,537</u>	<u>3,193</u>

Any bank overdrafts are supported by a group cross guarantee and mortgage debentures given by various group companies

14. DEFERRED TAX

	31 December 2007 £'000	30 June 2006 £'000
At 1 July 2006	2	2
Credit to the profit and loss for the period	9	-
	<u>11</u>	<u>2</u>
At 31 December 2007	<u>11</u>	<u>2</u>
The elements of deferred taxation are as follows		
	£'000	£'000
Difference between accumulated depreciation and amortisation and capital allowances	6	(3)
Other timing differences	5	5
	<u>11</u>	<u>2</u>
Undiscounted deferred tax asset (see note 12)	<u>11</u>	<u>2</u>

15. CALLED UP SHARE CAPITAL

	31 December 2007 £'000	30 June 2006 £'000
Authorised, allotted, called up and fully paid Equity 1,001 ordinary shares of £1 each	<u>1</u>	<u>1</u>

NOTES TO THE FINANCIAL STATEMENTS
Period ended 31 December 2007

16. PROFIT AND LOSS ACCOUNT

	18 month period ended 31 December 2007 £'000	Year ended 30 June 2006 £'000
At 1 July 2006	330	252
(Loss)/profit for the financial period/year	(520)	378
Dividends	-	(300)
At 31 December 2007	<u>(190)</u>	<u>330</u>

17. RECONCILIATION OF MOVEMENTS IN SHAREHOLDER'S FUNDS

	31 December 2007 £'000	30 June 2006 £'000
(Loss)/profit for the financial period/year	(520)	378
Dividends	-	(300)
Net (reduction in)/addition to shareholder's funds	<u>(520)</u>	<u>78</u>
Opening shareholder's funds	331	253
Closing shareholder's (deficit)/funds	<u>(189)</u>	<u>331</u>

18. COMMITMENTS

Annual commitments under non-cancellable operating leases are as follows

	Other than land and buildings 31 December 2007 £'000	30 June 2006 £'000
Operating leases which expire		
Within one year	-	38
In the second to fifth years inclusive	274	403
	<u>274</u>	<u>441</u>

NOTES TO THE FINANCIAL STATEMENTS
Period ended 31 December 2007**19. PENSION SCHEME**

The company participates in a defined contribution pension scheme, (the Accord Group Personal Pension Plan) The pension cost charge for the period represents contributions payable by the company to the scheme and amounted to £30,000 (year ended 30 June 2006 £11,000) At the period end, contributions amounting to £1,000 (year ended 30 June 2006 £2,000) were payable to the scheme and are included in creditors

In addition, the company contributes to a defined benefit scheme, the Royal County of Berkshire Pension Scheme This contains staff in Slough Accord Limited who transferred to the company from Slough Borough Council under TUPE transfer arrangements Except for certain defined circumstances as noted below, under the terms of the transfer agreements with Slough Borough Council the company's contributions to this scheme are effectively fixed at 16.3% for the duration of the contract Slough Borough Council retains liability for the provision of all pension and related benefits in respect of employees prior to their transfer to Slough Accord Limited The only obligation of the company is to make additional contributions to reimburse Slough Borough Council for any increase in its funding liability caused by specific actions undertaken by the company, unless otherwise agreed with Slough Borough Council The company has not undertaken, and has no current intention of undertaking, any of these specific actions Because the company has no liability in respect of the Royal County of Berkshire Pension Scheme other than as described above and it is not affected by any surplus or deficit in the scheme, it is accounting for its pension costs in respect of the scheme as if it were a defined contribution scheme The pension cost charge for the period represents contributions payable by the group to the scheme under these arrangements and amounted to £278,000 (year ended 30 June 2006 £122,000) At the period end, contributions amounting to £9,000 (30 June 2006 £15,000) were payable to the scheme and are included in creditors

20. PARENT COMPANY AND ULTIMATE CONTROLLING PARTY

The company's immediate parent company is Accord Limited, a company incorporated in England and Wales Following the acquisition of the entire share capital of Accord Limited on 20 September 2007, the company's ultimate parent company and controlling party is Enterprise Group Holdings Limited, a company also registered in England and Wales

The smallest group in which the results of the company were consolidated was that headed by Kirk Newco Plc The largest group in which the results of the company were consolidated was that headed by Enterprise Group Holdings Limited Copies of the Enterprise Group Holdings financial statements can be obtained from its registered office at Lancaster House, Centurion Way, Leyland, Lancashire, PR26 6TX

21. RELATED PARTY TRANSACTIONS

The company has taken advantage of the exemption in FRS8 'Related Party Disclosures' and has not disclosed details of transactions with other group undertakings