

Independence Matters

A social enterprise reinvesting in the people that matter

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Annual Report and Financial Statements 2013-14

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Corporate Information

Independence Matters is a Community Interest Company domiciled in the United Kingdom

Directors

D J Oldham

S L Nice

J E Dane

Secretary

D J Oldham

Registered Address

Dereham Community Hub

Rashs Green

Dereham

Norfolk

NR19 1JG

Auditors

Ernst & Young LLP

Cambridge Business Park

Cowley Road

Cambridge

CB4 0DZ

Solicitors

Anthony Collins Solicitors LLP

134 Edmund Street

Birmingham

West Midlands

B3 2ES

Strategic Report

The Directors present the Strategic Report for the period ended 31 March 2014

Principal Activity

The principal activity during the period was the delivery of Personal and Community Support Services. The company benefits communities by providing care and support to its most vulnerable members, to enable them to lead independent and integrated lives within those communities.

Business Review

The Company began operations on 1 November 2013.

The profit for the period to 31 March 2014, after taxation, is £62,116.

The directors do not recommend the payment of any dividends.

The Company has adopted FRS 101 and has taken advantage of the disclosure exemptions allowed under this standard. The Company's parent undertaking, Norfolk County Council ("NCC"), was notified of and did not object to the use of disclosure exemptions under FRS 101. The Company has used early adoption of FRS 101.

The Company's key financial and other performance indicators during the period were as follows:

	2013/14
Average daily amount of people supported through	
Community Hubs	189
Personal Assistant Service	39
Respite Centre (Residential)	9
Mental Health Support Centre	6
Independent Living	48
Quick ratio (Current Assets (less inventory) / Current Liabilities)	1.02
Current Ratio (Current Assets / Current Liabilities)	1.05
	£
Turnover	5,312,220
Profit for period after taxation	62,116

The Directors are satisfied with the performance of the company in its first five months of trading. The financial target for the period was to break even, and the company has outperformed this target. This was achieved through finding additional sources of income such as private clients, and through making short term cost savings. The company has been tasked by Norfolk County Council to find a further £45,000 of cost savings in the financial year ending 31 March 2015, and these will be found through longer term efficiency savings.

The Social Enterprise Board sets out the objectives and the long term strategy of the Company. It is in charge of monitoring the performance of the Company in line with the performance criteria set out in the Contract with NCC.

The products manufactured by the Company through Norfolk Industries have minimal environmental impact. The Board believes that good environmental practices across the whole Company support the Company's business strategy, by enhancing the reputation of the Company and by enforcing the Community service ethos.

Principal Risks and Uncertainties

Contract Risk

The Company has a service contract with its parent entity, Norfolk County Council (NCC), which owns 49% of the total shares, to provide Personal and Community Support Services to Norfolk residents.

A large proportion of the Company's turnover is received through the contract with NCC, which is due for review in the year 2017. Renewal of the contract is not certain, so there is a risk of loss of earnings if the contract is not renewed. This risk will be mitigated by reviewing costs and improving efficiency to ensure that the company can tender competitively for services in the future. Details of amounts received by the Company from NCC can be found in Note 19 to the accounts 'Related Party Transactions'.

Credit, Liquidity and Cash flow Risk

Credit risk is the risk that one party to a transaction will cause financial loss for the other party by failing to discharge an obligation. The Company reduces the risk of such losses by not extending a material amount of credit to any one client, except NCC as per the terms of the contract in place. Details of the Company's receivables are shown on the balance sheet.

Liquidity risk is the risk that the entity will encounter difficulty in meeting obligations associated with financial liabilities. A current ratio of 1.0 or higher suggests that an entity has sufficient resources to pay its creditors. The quick ratio removes the effect of stock on the ratio, as it is the least liquid of the current assets. The Company's current and quick ratios for the period ended 31 March 2014 are 1.05 and 1.02 respectively.

Cash flow risk is the risk of exposure to variability in cash flows. The Company receives regular large monthly payments through its contract with Norfolk County Council and from clients towards the costs of services. As such, cash is received evenly throughout the year, and no significant cash flow risk is foreseen.

By order of the Board



D Oldham

Commercial Director 11 September 2014

Directors' Report

Registered Number 08530621

The Directors present their Report and Financial Statements for the period ended 31 March 2014

Directors

A list of Directors is disclosed in the Corporate Information on page 3

Dividends

The directors do not recommend payment of any dividend

Future Developments

The Company has the intention to continue operating in the Personal and Community Support Service sector for the foreseeable future. The Directors hope that the profitable position of the Company will continue in order that further investment may be made into the Company and the communities it serves

Employee involvement

As a Social Enterprise, we consider our employees to be key stakeholders of the business. We seek their views through a series of staff consultations and a Staff Board which represents the views of staff. Two members of the Staff Board are nominated to be Directors who sit on the Company's Board. 51% of the shares of the company are held by an Employee Trust Company for the benefit of all the company's employees

Disabled employees

We work very closely with vulnerable people to empower them to live independent lives. We will not discriminate against members of staff because of a disability or perceived disability and actively welcome applications from people with disabilities. The company values the contribution of existing staff with disabilities and will treat staff fairly should they become disabled

Going concern

The Company's business activities, together with the factors likely to affect its future development, performance and position are set out in the Strategic Review on pages 3 and 4. The financial position of the Company is set out in these financial statements. The Company has adequate financial resources in conjunction with a major service contract and a growing list of private clients. As a consequence, the directors believe that the company is well placed to manage its business risks successfully

The Directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements

Auditors

The Directors will recommend the reappointment of Ernst & Young LLP as auditors to the Social Enterprise Board

Directors' Statement as to disclosure of information to auditors

The directors who were members of the board at the time of approving the directors' report are listed on page 3. Having made enquiries of fellow directors and of the Company's auditors, each of these directors confirms that

- to the best of each director's knowledge and belief, there is no information (that is, information needed by the Company's auditors in connection with preparing their report) of which the Company's auditors are unaware, and
- each director has taken all the steps a director might reasonably be expected to have taken to be aware of relevant audit information and to establish that the Company's auditors are aware of that information

By order of the Board



D Oldham

Commercial Director

11 September 2014

Statement of Directors' Responsibilities

The directors are responsible for preparing the Strategic Report, Directors' Report and the financial statements in accordance with applicable UK 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 FRS 101. 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 for the period.

In preparing those financial statements, the directors are required to

- select suitable accounting policies and then apply them consistently,
- make judgements and estimates that are reasonable and prudent,
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare financial statements on a going concern basis, unless they consider that to be inappropriate.

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.

Independent Auditors' Report to the Members of Independence Matters

We have audited the financial statements Independence Matters CIC for the period ended 31 March 2014 which comprise the Statement of Changes in Equity, the Statement of Comprehensive Income, the Balance Sheet, and the related notes 1 to 20. 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), including Financial Reporting Standard 101 'Reduced Disclosure Framework'.

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditor

As explained more fully in the Statement of Directors' Responsibilities set out on page 8, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's 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. In addition, we read all the financial and non-financial information in the Annual Report and Financial Statements to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements

- give a true and fair view of the state of the company's affairs as at 31 March 2014 and of its profit for the period 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.

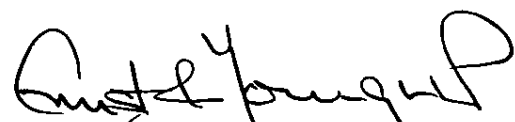
Opinion on other matter prescribed by the Companies Act 2006

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

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us, or
- the financial statements are not in agreement with the accounting records and returns, or
- certain disclosures of directors' remuneration specified by law are not made, or
- we have not received all the information and explanations we require for our audit.



Ian Strachan (Senior statutory auditor)
for and on behalf of Ernst & Young LLP, Statutory Auditor
Cambridge

15 September 2014

Independence Matters CIC

Registered Company Number: 08530621

Statement of Changes in Equity for the period ended 31 March 2014

	Equity Share Capital	Retained Earnings	Total Equity
	£s	£s	£s
Balance at 1 November 2013	-	-	-
Changes in Equity during 2013-14			
Profit for the period	-	<u>62,116</u>	<u>62,116</u>
Total Comprehensive Income for the period	-	62,116	62,116
Shares issued	<u>100</u>	-	<u>100</u>
Increase in the period	<u>100</u>	<u>62,116</u>	<u>62,216</u>
Balance at 31 March 2014	<u>100</u>	<u>62,116</u>	<u>62,216</u>

Independence Matters CIC

Registered Company number 08530621

Statement of Comprehensive Income for the period ended 31 March 2014

		£
	Notes	
Turnover	3	5,312,220
Cost of Sales		<u>(5,236,258)</u>
Gross Profit		75,962
Administrative expenses		(182,179)
Distribution expenses		(17,412)
Other expenses		(1,596)
Other operating income	7	<u>201,032</u>
Operating Profit	4	75,807
Interest receivable	8	1,870
Interest payable	9	<u>(32)</u>
Profit on ordinary activities before taxation		77,645
Tax on profit on ordinary activities	10	(15,529)
Profit for the period		<u>62,116</u>

Independence Matters CIC
Registered Company Number: 08530621
Balance Sheet as at 31 March 2014

	Notes	£
ASSETS		
Called-up share capital not paid	17	<u>100</u>
Current assets		
Stocks	12	45,190
Debtors		
<i>Trade debtors</i>		106,787
<i>Amounts owed by group undertakings</i>		842,311
<i>Other debtors</i>		6,261
Cash and cash equivalents	11	<u>665,024</u>
Total current assets		<u>1,665,573</u>
TOTAL ASSETS		<u>1,665,673</u>
LIABILITIES		
Capital and Reserves		
Called up share capital paid	17	-
Allotted share capital	17	100
Profit and loss account		<u>62,116</u>
		<u>62,216</u>
Creditors		
Short term employee benefits	15	66,632
Payments received on account		500,000
Trade creditors	13	128,113
Amounts owed to group undertakings		207,267
Other creditors including taxation and social security	13	685,916
Current Taxation	10	<u>15,529</u>
Total current liabilities		<u>1,603,457</u>
TOTAL LIABILITIES		<u>1,665,673</u>

These statements were approved and authorised for issue by the board and signed on its behalf on 11 September 2014



D J Oldham
Commercial Director
11 September 2014

Notes to the Financial Statements

1. Authorisation of Financial Statements and Statement of Compliance with FRS 101

The financial statements of Independence Matters CIC for the period ended 31 March 2014 were authorised for issue by the Board of Directors on 11 September 2014 and the Balance Sheet was signed on the Board's behalf by Mr David John Oldham, Commercial Director. Independence Matters is incorporated and domiciled in England and Wales.

These financial statements were prepared in accordance with Financial Reporting Standard 101 Reduced Disclosure Framework (FRS 101) and in accordance with applicable accounting standards. The financial statements are prepared under the historical cost convention.

The Company has taken advantage of the following disclosure exemptions under FRS 101:

Paragraph 8(g) The Company is exempt from the requirements of the following paragraphs of IAS 1 Presentation of Financial Statements:

- Paragraph 10(d) and (f) The Company is exempt from preparing a Statement of Cash Flows
- Paragraph 16 The Company shall not present a statement of compliance with IFRS
- Paragraph 38(a), (b), (c) and (d) The Company is exempt from providing prior year information for all balances in the financial statements
- Paragraph 40(a), (b), (c) and (d) The Company is exempt from restating prior year disclosure notes where they relate to the current period
- Paragraph 111 The Company is exempt from the presentation requirements relating to the Statement of Cash Flows
- Paragraphs 134, 135 and 136 The Company is exempt from disclosing information regarding its objectives, policies and processes for the management of Capital

Paragraph 8(h) The Company is exempt from the requirements of IAS 7 *Statement of Cash Flows*. The Company is not required to present a Statement of Cash Flows along with related notes.

Paragraph 8(j) The Company is exempt from the requirements of paragraph 17 of IAS 24 *Related Party Transactions*. The Company is not required to provide information about transactions with related parties, other than between two or more members of the group.

Information not here disclosed under exemption can be found in the Group accounts of Norfolk County Council, being the parent entity of the Company.

The Company's financial statements are presented in Sterling and all values are rounded to the nearest pound (£) except when otherwise indicated.

The results of the Company are included in the consolidated financial statements of Norfolk County Council which are publicly available through the Council's website at http://www.norfolk.gov.uk/Council_and_democracy/Council_Tax_and_Finance/Finance/Statement_of_accounts/index.htm

2. Accounting Policies

2.1 Basis of Preparation

The Statement of Accounts summarises the Company's transactions for the 2013-14 financial period and its position at the period end of 31 March 2014.

The accounting policies which follow set out those policies which apply in preparing the financial statements for the period ended 31 March 2014.

2.2 Going Concern

A Company's financial statements should be prepared on a going concern basis, that is, the financial statements should be prepared on the assumption that the Company will continue in operational existence for the foreseeable future. This means in particular that the Statement of Comprehensive Income and Balance Sheet assume no intention to curtail significantly the scale of the operation.

2.3 Turnover and Expenditure

Activity is accounted for in the year that it takes place, not simply when cash payments are made or received. In particular:

- Revenue from the sale of goods is recognised when the Company transfers the significant risks and rewards of ownership to the purchaser and it is probable that economic benefits or service potential associated with the transaction will flow to the Company.
- Revenue from the provision of services is recognised when the Company can measure reliably the percentage of completion of the transaction and it is probable that economic benefits or service potential associated with the transaction will flow to the Company.
- Supplies are recorded as expenditure when they are consumed – where there is a gap between the date supplies are received and their consumption, they are carried as stock on the Balance Sheet.
- Expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made.
- Where income and expenditure has been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the balance sheet. Where it is doubtful that debts will be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.

2.4 Cash and Cash Equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are investments that mature in 7 days or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

2.5 Employee Benefits

Benefits payable during employment

Short-term employee benefits are those due to be settled within 12 months of the year-end. They include such benefits as wages and salaries, paid annual leave and paid sick leave, bonuses and non-monetary benefits (eg cars) for current employees and are recognised as an expense for services in the year in which employees render service to the Company. An accrual is made for the cost of holiday entitlements (or any form of leave, eg time off in lieu) earned by employees but not taken before the year-end which employees can carry forward into the next financial year. The accrual is made at the wage and salary rates applicable in the following accounting year in as far as they are known, being the period in which the employee takes the benefit.

Termination Benefits

Termination benefits are amounts payable as a result of a decision by the Company to terminate an employee's contract before the normal retirement date or an employee's decision to accept voluntary redundancy. These are charged on an accruals basis to the relevant service line in the Statement of Comprehensive Income.

Post Employment Benefits

Employees of the Company are members of two separate pension schemes

- National Employment Savings Trust (NEST), and
- The Local Government Pensions Scheme, administered by Norfolk County Council

These have been accounted for as defined contribution schemes in the Accounts, with a liability recognised in the balance sheet only in so far as payments for the 13-14 year remain outstanding

Accumulated Absences

The assumptions used to calculate the amount carried forward into the next financial year were that

- the leave entitlement would be taken equally throughout the employee's leave year, and
- the employee's flex position would be neutral at 31st March

The surplus or deficit hours as calculated using these assumptions were multiplied by a notional hourly rate, calculated from the salary rates for 13/14, the most up-to-date confirmed rates at time of calculation

The accrual made is the total of this cost for each employee

2.6 Events after the Balance Sheet Date

Events after the Balance Sheet date are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the Financial Statements are authorised for issue. Two types of events can be identified

- those that provide evidence of conditions that existed at the end of the reporting period – the Financial Statements are adjusted to reflect such events
- those that are indicative of conditions that arose after the reporting period – the Financial Statements are not adjusted to reflect such events, but where a category of events would have a material effect, disclosure is made in the notes of the nature of the events and their estimated financial effect

Events taking place after the date of authorisation for issue are not reflected in the financial statements

2.7 Stocks

Stocks are included in the Balance Sheet at the lower of cost and net realisable value. The cost of stock is assigned using either the lower of cost or net realisable value.

2.8 Foreign Currency Translation

The Company's functional currency and presentation currency is pounds sterling. Transactions in foreign currencies are initially recorded in the functional currency by applying the spot exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the functional currency rate of exchange ruling at the balance sheet date. All differences are taken to the profit and loss account.

2.9 Debtors

Trade debtors, which generally have 30 day terms, are recognised and carried at the lower of their original invoiced value and recoverable amount.

2.10 Income Tax

Current tax liabilities are measured at the amount expected to be paid to the taxation authorities based on tax rates and laws that are enacted or substantively enacted by the balance sheet date.

2 11 Investments

Investments on the Balance Sheet are deposits held in overnight call accounts. These are accounted for at cost. Interest earned is shown in the Statement of Comprehensive Income under Interest Receivable.

2 12 Leases and Tenancies at will

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and rewards incidental to ownership of the property, plant or equipment from the lessor to the lessee. All other leases are classified as operating leases.

Where a lease covers both land and buildings, the land and buildings elements are considered separately for classification.

Arrangements that do not have the legal status of a lease but convey a right to use an asset in return for payment are accounted for under this policy where fulfilment of the arrangement is dependent on the use of specific assets.

2 13 VAT

VAT payable is included as an expense only to the extent that it is not recoverable from Her Majesty's Revenue and Customs. VAT receivable is excluded from income.

In applying the accounting policies set out in this note, the Company has to make certain judgements about complex transactions or those involving uncertainty about future events. No critical judgements are disclosed in these Financial Statements.

3. Turnover

Turnover recognised in the Statement of Comprehensive Income is analysed as follows:

	2014
	£s
Sale of goods	146,825
Sale of services	<u>5,165,395</u>
Total	<u>5,312,220</u>
Income received from Group undertakings	5,135,980
Income received from other sources	<u>176,240</u>
Total	<u>5,312,220</u>

4. Operating Profit

This is stated after charging:

	2014
	£s
Foreign currency exchange differences	<u>665</u>

5. Auditors' Remuneration

The Company was charged the following amounts by its external auditors

	2014
	£s
Audit of the Financial Statements	20,000
Taxation Services	5,000

6. Staff costs and Directors' remuneration

Staff costs

	2014
	£s
Wages and Salaries (excluding pension costs)	4,230,639
Defined Contribution pension costs	573,491
Social Security Costs	218,563
Other employee related costs	100,739
Total	<u>5,123,432</u>

The average number of employees for the period are made up as follows

	2014
	No
Administration	123
Operations	<u>593</u>
Total	<u>716</u>

Directors' Remuneration

	2014
	No/£s
Number of qualifying Directors	1
Directors' Remuneration	32,550
Short term employee benefits relating to Director – Accumulated Absences	171
Defined Contribution Pension costs (LGPS)	5,663

The remuneration relating to D Oldham and J Dane are borne and paid by the parent undertaking Norfolk County Council and it is not practical to estimate the portion of their remuneration attributable to this company For the period ended 31 March 2014 these amounted to £63,365

7. Other Operating Income

	2014
	£s
Rental Income	6,015
Cost recoverable from parent undertaking	195,017
Total	<u>201,032</u>

8. Interest Receivable

	2014
	£s
Bank Interest receivable	<u>1,870</u>

9. Interest Payable

	2014
	£s
Bank charges	<u>32</u>

10. Taxation

	2014
	£s
Current Tax	
Profit before Taxation	<u>77,644</u>
Current tax calculated at tax rate of 20%	<u>15,529</u>
Profit for the period after Taxation	<u>62,116</u>

11. Cash and Cash equivalents

	2014
	£s
Cash at bank and in hand	19,024
Short term deposits with Money Market	<u>646,000</u>
	<u>665,024</u>

The Company invests balances in call accounts with two high street banks. As at 31 March 2014, a total of £646,000 was deposited equally between these two accounts, with an average interest rate of 0.5750%.

12. Stocks

The table provides details of stock included in current assets on the balance sheet

	2014
	£s
Raw Materials	23,798
Work in Progress	252
Finished Goods	<u>21,140</u>
	<u>45,190</u>

13. Creditors

Trade Creditors are unsecured, non-interest bearing and are normally settled on 30 day terms. Other creditors are also non-interest bearing.

14. Obligations under Leases

The Company uses tenancies at will arrangements to lease buildings for its operations. These are treated in the accounts as operating leases, as substantially they are not finance leases. No rental payments have yet been made under the tenancies at will, but there is the intention to replace these with a formal operating lease agreement with peppercorn rental value.

15. Short term employee benefits- Accumulated Absences

The Accumulated Absences accrual was made for the cost of holiday entitlement and flex leave earned by employees, but not taken before the year-end, which employees can carry forward into the next financial year. This was estimated based on holiday entitlement and flex leave outstanding at 31 March.

16. Pensions accounted for as defined contribution schemes

The Company makes defined contributions to the Local Government Pension Scheme (LGPS) through Norfolk Pension Fund, which is administered by Norfolk County Council. The Norfolk Pension Fund Pensions Committee act as trustees of the fund, to make decisions and take responsibility for the management of the fund. The members of the Pensions Committee are elected members of the County Council and other employers in the fund as well as one employee representative. The LGPS is a defined benefit scheme. Norfolk County Council, as the parent of the Company, bears the risk of the defined benefit plan, with the Company making defined contributions only.

	2013-14
	£s
Employers Contributions to Defined Contribution plans recognised as an expense in the year	
LGPS	573,491
NEST	26
Total	<u>573,517</u>

17. Authorised and Issued Share Capital

	2013-14
Authorised and Issued Share Capital	£
Ordinary Shares of £1 each	100
Allotted, called-up and paid for	-
Total	<u>100</u>

18. Off Balance Sheet Arrangements

The Company enters Tenancy at will agreements for the hire of premises for operations as a cost effective way of obtaining the short-term benefits of these assets. This is detailed in Note 14. There are no other material off-balance sheet arrangements.

19. Related Party Transactions

During the year the Company entered into transactions, in the ordinary course of business, with related parties. There were no transactions with Directors to disclose other than those disclosed under note 6. Transactions entered into, and trading balances outstanding at 31 March with related parties are as follows:

2013-14

	Sales	Purchases	Amounts owed to related parties	Amounts owed by related parties
	£	£	£	£
Parent entity	5,258,839	186,654	707,186	842,311
Fellow subsidiaries	-	10,375	81	-
Total	<u>5,258,839</u>	<u>197,029</u>	<u>707,267</u>	<u>842,311</u>

Terms and Conditions of transactions with related parties

Sales and Purchases are made on an arm's length basis. Balances with entities that are not subsidiaries are non-interest bearing, are unsecured, and are expected to be settled within 30 days of invoice date. Terms and conditions for transactions with related parties have the same conditions. During the period ended 31 March 2014, the Company has made no provision for doubtful debts relating to amounts owed by related parties. Amounts owed to related parties include payments received in advance. Related party agreements regarding operating leases are disclosed in note 14. Remuneration relating to the directors of the Company have been disclosed in note 6.

20. Ultimate Group undertaking

The Company's immediate and ultimate parent undertaking is Norfolk County Council. The Company is included within these group accounts which are publicly available at:

http://www.norfolk.gov.uk/Council_and_democracy/Council_Tax_and_Finance/Finance/Statement_of_accounts/index.htm

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CIC 34

Community Interest Company Report

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in bold black
capitals.*

**Company Name in
full**

Independence Matters CIC

Company Number

08530621

Year Ending

31 March 2014

This template illustrates what the Regulator of Community Interest Companies considers to be best practice for completing a simplified community interest company report. All such reports must be delivered in accordance with section 34 of the Companies (Audit, Investigations and Community Enterprise) Act 2004 and contain the information required by Part 7 of the Community Interest Company Regulations 2005. For further guidance see chapter 8 of the Regulator's guidance notes and the alternate example provided for a more complex company with more detailed notes.

PART 1 - GENERAL DESCRIPTION OF THE COMPANY'S ACTIVITIES AND IMPACT

In the space provided below, please insert a general account of the company's activities in the financial year to which the report relates, including a fair and accurate description of how they have benefited the community, or section of the community, which the company is intended to serve.

The principal activity during the period was the delivery of Personal and Community Support Services. The company benefits communities by providing care and support to its most vulnerable members, to enable them to lead independent and integrated lives within those communities.

We do this by providing Day Centre Activities, Personal Assistant Services, Supported Living and Residential Respite Care within communities, and through providing employment opportunities for disabled people through our sheltered workshop.

(Continued on attached continuation sheet)

(If applicable, please just state "A social audit report covering these points is attached")

(Please continue on separate continuation sheet if necessary)

PART 2 – CONSULTATION WITH STAKEHOLDERS – Please indicate who the company's stakeholders are, how the stakeholders have been consulted and what action, if any, has the company taken in response to feedback from its consultations? If there has been no consultation, this should be made clear

Our stakeholders are

1 Norfolk County Council (NCC)

Norfolk County Council is our principal customer and owns 49% of the share capital of the company. Norfolk County Council exercises its influence over Independence matters CIC through the Enterprise Development Board (EDB), a group comprising Councillors, senior executives of NCC, senior executives of Independence Matters CIC and Union representation. The EDB advises on key strategic matters, for instance the company's Business Plan was approved by the EDB. The EDB also nominates a Director who sits on the Company's Board.

(Continued on attached continuation sheet)

(If applicable, please just state "A social audit report covering these points is attached")

PART 3 – DIRECTORS' REMUNERATION – if you have provided full details in your accounts you need not reproduce it here. Please clearly identify the information within the accounts and confirm that, "There were no other transactions or arrangements in connection with the remuneration of directors, or compensation for director's loss of office, which require to be disclosed" (See example with full notes). If no remuneration was received you must state that "no remuneration was received" below

Provided in the accounts

PART 4 – TRANSFERS OF ASSETS OTHER THAN FOR FULL CONSIDERATION – Please insert full details of any transfers of assets other than for full consideration e.g. Donations to outside bodies. If this does not apply you must state that "no transfer of assets other than for full consideration has been made" below

No transfer of assets other than for full consideration has been made

(Please continue on separate continuation sheet if necessary)

(N.B. Please enclose a cheque for £15 payable to Companies House)

PART 5 – SIGNATORY

The original report must be signed by a director or secretary of the company

Signed



Date

11-11-14

Office held (tick as appropriate) ☐ Director ☒ Secretary

You do not have to give any contact information in the box opposite but if you do, it will help the Registrar of Companies to contact you if there is a query on the form. The contact information that you give will be visible to searchers of the public record.

Telephone	
DX Number	DX Exchange

When you have completed and signed the form, please send it to the Registrar of Companies at:

For companies registered in England and Wales: Companies House, Crown Way, Cardiff, CF14 3UZ
DX 33050 Cardiff

For companies registered in Scotland: Companies House, 4th Floor, Edinburgh Quay 2, 139
Fountainbridge, Edinburgh, EH3 9FF DX 235 Edinburgh or LP – 4 Edinburgh 2

For companies registered in Northern Ireland: Companies House, 2nd Floor, The Linenhall, 32-38
Linenhall Street, Belfast, BT2 8BG

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CONTINUATION SHEET

*Please
complete in
typescript, or
in bold black
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**Company Name in
full**

Independence Matters CIC

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Year Ending

31 March 2014

PLEASE CLEARLY INDICATE THE PART YOU ARE CONTINUING HERE

Part 1

Over the period from starting to trade on 1 November 2013 to 31 March 2014, on average each day we have

- Supported 189 people through activities in our Community Hubs
- Supported 39 people through our Personal Assistant Service
- Provided residential care for 9 people in our Respite Centres and 6 people in our mental health support service
- Supported 48 people to live independently in their own homes and
- Employed 4 disabled people in our sheltered workshop

CIC 34

CONTINUATION SHEET

*Please
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PLEASE CLEARLY INDICATE THE PART YOU ARE CONTINUING HERE

Part 2

2 Our employees

As a Social Enterprise, we consider our employees to be key stakeholders of the business. We seek their views through a series of staff consultations and a Staff Board which represents the views of staff. Two members of the Staff Board are nominated to be Directors who sit on the Company's Board. 51% of the shares of the company are held by an Employee Trust Company for the benefit of all the company's employees.

3 Customers

The people who benefit from our services – those who use our services, their families and carers – are important stakeholders in the company. User groups for our services nominate delegates to the Stakeholder Consultation Board, which advises the Company Board on issues relevant to customers. Two members of the Stakeholder Consultation Board will be nominated to be Directors who sit on the Company's Board.