

Registered number: 08259430

**THE COLLABORATE I C.I.C.
UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2022**

THURSDAY



AC8MU7RL

A09

27/07/2023

#83

COMPANIES HOUSE

ChadSan Limited

Castle House
Castle Street
Guildford
GU1 3UW

12/07/23
12/07/23

The Collaborative C.I.C.
Unaudited Financial Statements
For The Year Ended 30 November 2022

Contents

	Page
Balance Sheet	1—2
Notes to the Financial Statements	3—5

THE COLLABORATIVE C.I.C.
UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2022

Approved for issue on behalf of the Council

[Signature]
Chairman
The Collaborative C.I.C.

**The Collaborate i C.I.C.
Balance Sheet
As at 30 November 2022**

Registered number: 08259430

		2022	2021
	Notes	£	£
FIXED ASSETS			
Tangible Assets	3	8,605	2,791
		8,605	2,791
CURRENT ASSETS			
Debtors	4	263,755	59,252
Cash at bank and in hand		217,652	308,504
		481,407	367,756
Creditors: Amounts Falling Due Within One Year	5	(177,514)	(161,755)
NET CURRENT ASSETS (LIABILITIES)		303,893	206,001
TOTAL ASSETS LESS CURRENT LIABILITIES		312,498	208,792
PROVISIONS FOR LIABILITIES			
Deferred Taxation	6	(1,635)	(205)
NET ASSETS		310,863	208,587
Income and Expenditure Account		310,863	208,587
MEMBERS' FUNDS		310,863	208,587

**The Collaborative C.I.C.
Balance Sheet (continued)
As at 30 November 2022**

For the year ending 30 November 2022 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared and delivered in accordance with the provisions applicable to companies subject to the small companies' regime.

The company has taken advantage of section 444(1) of the Companies Act 2006 and opted not to deliver to the registrar a copy of the company's Income and Expenditure Account.

On behalf of the board



Mrs Hannah Tomlinson

Director

Date 26/07/2023

The notes on pages 3 to 5 form part of these financial statements.

The Collaborate i C.I.C.
Notes to the Financial Statements
For The Year Ended 30 November 2022

1. Accounting Policies

1.1. Basis of Preparation of Financial Statements

The financial statements are prepared under the historical cost convention and in accordance with the FRS 102 Section 1A Small Entities - The Financial Reporting Standard applicable in the UK and Republic of Ireland and the Companies Act 2006.

1.2. Turnover

Turnover is measured at the fair value of the consideration received or receivable, net of discounts and value added taxes. Turnover includes revenue earned from the rendering of services. Turnover is reduced for estimated customer returns, rebates and other similar allowances.

Rendering of services

Turnover from the rendering of services is recognised by reference to the stage of completion of the contract. The stage of completion of a contract is measured by comparing the costs incurred for work performed to date to the total estimated contract costs. Turnover is only recognised to the extent of recoverable expenses when the outcome of a contract cannot be estimated reliably.

1.3. Tangible Fixed Assets and Depreciation

Tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. Depreciation is provided at rates calculated to write off the cost of the fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Fixtures & Fittings	33%
---------------------	-----

1.4. Taxation

Income tax expense represents the sum of the tax currently payable and deferred tax.

The tax currently payable is based on taxable surplus for the year. Taxable surplus differs from surplus as reported in the statement of comprehensive income because of items of income or expense that are taxable or deductible in other year and items that are never taxable or deductible. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax is recognised on timing differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable surplus. Deferred tax liabilities are generally recognised for all taxable timing differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable surplus will be available against which those deductible timing differences can be utilised. The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable surplus will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period. Deferred tax liabilities are presented within provisions for liabilities and deferred tax assets within debtors. The measurement of deferred tax liabilities and asset reflects the tax consequences that would follow from the manner in which the Company expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Current or deferred tax for the year is recognised in surplus or deficit, except when they related to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax is also recognised in other comprehensive income or directly in equity respectively.

The Collaborate i C.I.C.
Notes to the Financial Statements (continued)
For The Year Ended 30 November 2022

1.5. Pensions

The company operates a defined pension contribution scheme. Contributions are charged to the income and expenditure account as they become payable in accordance with the rules of the scheme.

1.6. Government Grant

Government grants are recognised in the income and expenditure account in an appropriate manner that matches them with the expenditure towards which they are intended to contribute.

Grants for immediate financial support or to cover costs already incurred are recognised immediately in the income and expenditure account. Grants towards general activities of the entity over a specific period are recognised in the income and expenditure account over that period.

Grants towards fixed assets are recognised over the expected useful lives of the related assets and are treated as deferred income and released to the income and expenditure account over the useful life of the asset concerned.

All grants in the income and expenditure account are recognised when all conditions for receipt have been complied with.

2. Average Number of Employees

Average number of employees, including directors, during the year was as follows: 19 (2021: 13)

3. Tangible Assets

	Fixtures & Fittings
	£
Cost	
As at 1 December 2021	20,157
Additions	9,430
As at 30 November 2022	<u>29,587</u>
Depreciation	
As at 1 December 2021	17,366
Provided during the period	3,616
As at 30 November 2022	<u>20,982</u>
Net Book Value	
As at 30 November 2022	<u>8,605</u>
As at 1 December 2021	<u>2,791</u>

The Collaborate i C.I.C.
Notes to the Financial Statements (continued)
For The Year Ended 30 November 2022

4. Debtors

	2022	2021
	£	£
Due within one year		
Trade debtors	158,055	25,388
Other debtors	105,700	33,864
	<u>263,755</u>	<u>59,252</u>

5. Creditors: Amounts Falling Due Within One Year

	2022	2021
	£	£
Trade creditors	35,392	49,883
Other creditors	74,178	52,728
Taxation and social security	67,944	59,144
	<u>177,514</u>	<u>161,755</u>

6. Deferred Taxation

The provision for deferred taxation is made up of accelerated capital allowances

	2022	2021
	£	£
Deferred tax	1,635	205
	<u>1,635</u>	<u>205</u>

7. Company limited by guarantee

The company is limited by guarantee and has no share capital.

Every member of the company undertakes to contribute to the assets of the company, in the event of a winding up, such an amount as may be required not exceeding £1.

8. General Information

The Collaborate i C.I.C. is a private company, limited by guarantee, incorporated in England & Wales, registered number 08259430. The registered office is 134 Edmund Street, Birmingham, B3 2ES.

CIC 34**Community Interest Company Report**

For official use
(Please leave blank)

--

*Please
complete in
typescript, or
in bold black
capitals.*

**Company Name in
full**

The Collaborate I C.I.C.

Company Number

08259430

Year Ending

30 November 2022

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.

(N.B. A Filing Fee of £15 is payable on this document. Please enclose a cheque or postal order payable to Companies House)

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 description of how they have benefited the community.

Collaborate is an innovative and growing social consultancy and think tank that supports services, systems and places that want to collaborate to deliver better outcomes for the public. We believe that complex social challenges need a collaborative, cross-sector response. Our team blends leading-edge thought leadership and policy development with the ability to build the infrastructure and relationships for real collaborative delivery, to secure improved outcomes for citizens, build sustainable communities and foster a strong civil society. It does this through a combination of creative research and thought leadership; collaborative education and coaching; and in-practice support for organisations seeking to collaborate more effectively.

Our impact in FY21/22 has included:

- **Place-based change** - working in localities seeking to achieve progressive social change and helping them define and implement the cultural, behavioural and structural changes and place-based services necessary. These places include the councils in: Birmingham, Merton, East Sussex, Kingston, Hounslow, Test Valley, Watford, North Yorkshire, Elmbridge, Barnet and Essex. Public services and the focus of these pieces of work have included: co-designing a new approach in a Public Participation Framework that would help cement a shift towards a more trusting relationship between citizens and the council; review Community Support Services and build a forward vision and how to operationalise it; working better with communities; supporting development of Special Educational Needs (SEND); a systems approach to tackling loneliness; a review of welfare benefits and debt advice services; significant community engagement to build a common narrative of purpose in place; bringing together 8 local authorities in a place to build innovation and collaboration; to design a framework to guide the council's approach to engagement and collaboration with the community; and developing a transformation plan.
- **Learning & evaluation** - leading a cross-sector, place-based learning and evaluation programme for Save the Children UK and supporting their work with Children's Communities. Building our experience being a learning partner for the Cornerstone Fund and starting work with their second cohort of London community organisations. This funds partnership approaches led by voluntary sector organisations delivering civil society support, with a focus on tackling deep seated structural inequalities to improve outcomes for Londoners.
- **'Human Learning Systems'** - development of our work with a landmark week-long series of events looking at HLS in practice.
- **Systems leadership** - building on our systems leadership experience to develop our programme for local authority chief executives, Ignite; working with Essex County Council to develop their collaborative leadership programme; starting work with The Children's Society in the cross-sector systemically-focused collaboration in Nottingham; developing a learning and evaluation approach to Diabetes UK's leadership programme; the culmination of our 2 leadership programmes working with the national network of Active Partnerships.
- **Systems change and learning within the charity sector** - working with Diabetes UK, Missing People, British Science Association, Research in Practice and the Children's Society.

(continued on separate continuation sheet)

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

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 description of how they have benefited the community.

Our impact in FY21/22 has included:

- **Commissioning** – we are currently supporting commissioning teams across MOPAC to explore and develop alternative commissioning approaches. This programme of work includes reviews of current services and support around developing new models of collaborative and cross-sector co-commissioning, stakeholder and service user engagement, co-design and Alliance Contracting.
- **Working in health** - developing work focused on integrated health and care in Basildon and Brentwood; supporting a national programme with NHSE&I to support places throughout England to respond to legislation, moving to the Integrated Care System model, to build shared vision and strong relationships for their work; working with senior leaders in the West Kent Health and Care Partnership, helping them to strengthen the foundations for their work together, including their shared vision, shared understanding of the principles of population health improvement, system leadership understanding and stronger relationships across the partnership.
- **Increasing physical activity** - drawing on our past experience working on increasing physical activity in places through a systemic lens, to build the health of communities in places, working in Liverpool, RISE in the NE, Active Essex, Active Cornwall and nationally with Sport England.
- **Climate** - Collaborate has been providing its expertise in systems thinking and systems change to support ClientEarth's senior team to map the systems it works across and identify points of leverage for focused interventions. In addition, we have mapped the partners ClientEarth works with and developed a partnership typology to enable the organisation to be a more strategic and better partner to those it works with.
- **Changing Futures** - we have a strong grounding in the programme through our support to Westminster with their Changing Futures programme, first through supporting their bid and now through facilitating workshops across partners as part of their programme. Collaborate is also playing an advisory role on the Changing Futures national evaluation, supporting the lead evaluators to have a better understanding of systems change and approaches to evaluating complex systems.
- **Building collaborative partnerships** to deliver work with other organisations, including: New Philanthropy Capital, Ideas Alliance, NAPC, SCIE, Kaizen, Social Engine, PSTA, PA Consulting and others.

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:

Stakeholders

Public Sector – ongoing engagement on project development and research work across the public sector at a local level, including local government, police, health – HCPs, CCGs, ICSs, education, etc.

Social Sector, Charities & Funders – regular consultation and engagement with voluntary sector partners as well as independent social funders, such as The Barnwood Trust, the Tudor Trust, Save the Children UK, the Cornerstone Fund, both as part of ongoing sector engagement, and also via interviews for research projects.

Voluntary & Community Sector (VCS) – We have developed our experience with how we engage with the VCS in various places, particularly by working with partners experienced in the location or with additional skills and capacity in engaging with communities, like Voluntary Action groups in Hastings and Rother, Associates with deep relationships and expertise in this area, and partner organisations in Kingston, Social Engine and Kaizen. For example we have coordinated engagement in East Sussex in two different projects, one focused on loneliness and isolation, the second on welfare benefits and debt advice services, the latter of which was commissioned by the NHS.

Nature of Consultation

Our work with all stakeholders engages directly with them and wider groups, organisations and people linked to their work. This engagement takes the form of 1:1 diagnostic interviews with people from across the system, directly seeking feedback and a range of perspectives, then drawing on that consultation to formulate the wider programmes of work that we do with our partners and clients. Work programmes are co-designed with our key partner(s) in the work, then typically develop thinking and practice in a workshop or a series of workshops. The views raised within those safe spaces that are created are then drawn out to relay to the stakeholders and to identify the pathway forwards for those in the system.

For Collaborate, we also seek feedback from our clients and funders to explore how we can continue to develop as an organisation and continue to increase the impact of our work.

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.

Total directors' remuneration for the year was £139,124 (2021: £134,103). There were no other transactions or arrangements in connection with the remuneration of directors, or compensation for directors' loss of office, which require to be disclosed.

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.)

PART 5 – SIGNATORY

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

Signed



Date

23.7.2022

Office held (delete 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.

Collaborate

Clarence Centre for Enterprise & Innovation

6 St George's Circus, London

SE1 6FE

Tel: 020 7815 8297, 07771694220

Email: htomlinson@collaboratecic.com

DX Number

DX Exchange

When you have completed and signed the form, please attach it to the accounts and send both forms by post 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

The accounts and CIC34 **cannot** be filed online

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