WE PUT VITAL INFORMATION IN THE HANDS OF PEOPLE WHO NEED IT
Northgate Public Services is a software and outsourcing business with extensive experience in the public sector.

We help to rethink public services, build seamless connections and put vital information in the hands of those who need it.

**CORE MARKETS**
Government agencies
Local government
Public safety
Housing
Health

**CLIENTS**
Government departments and agencies, local authorities, police and emergency services, housing providers, hospitals, transport providers and utilities.
OVERVIEW OF THE YEAR

KEY FINANCIALS
Revenue £189.6m +6%
Gross profit £154.4m +5%
Order book £336.3m +3%
EBITDA* £44.2m +6%

MAJOR NEW CONTRACTS
NHS Blood and Transplant, October 2014
Nottingham City Council, November 2014
London Councils, December 2014

KEY MILESTONES
Blue Badge database complete, February 2015
Athena programme live in Essex Police, March 2015
HGV Levy system, first full year, April 2015

*Underlying EBITDA before non-recurring items
“Innovation is at the heart of our business, enabling us to completely reshape how organisations connect with each other and with the people they serve. With a further year of successful delivery and strong growth, we are well placed to help new clients realise the full potential of the digital world.”
We have delivered another year of strong growth. Revenue in the year to 30 April 2015 increased 6% to £189.6m, boosted by significant wins in our core markets including a new Organ Donor Register for NHS Blood and Transplant and the support contract for London Tribunals (formerly the Parking and Traffic Appeals Service) for London Councils.

Underlying EBITDA grew by 6% to £44.2m, supported by strong cash generation that has sustained continued investment in development. Long-term contract wins have also increased our contracted order book to £336.3m, creating a secure basis for further growth.

Revenues deriving from software as a service (SaaS) have increased by 23% from the previous year, reflecting the sustained investment we have made in our cloud-based software platforms.

**PLATFORMS**

Our software platforms have enabled us to design game-changing models of public service delivery.

With Blue Badge parking, we built a high-performing national service that remains finely tuned to the needs of the councils and communities who use it.

The foreign operator payment system for the HGV Levy went live in just seven months. In its first year of operation 1.9m levies were bought by foreign registered hauliers and drivers from over 60 countries and 97% of payments were made online.

With the Athena programme, we are revolutionising police collaboration and productivity to help deliver safer communities.

**PARTNERSHIPS**

Our platforms underpin a commercial innovation that is increasingly valued by our clients. Both the Blue Badge and HGV Levy services were built for the Department for Transport with no capital outlay and our network of Business Hubs provides clients with business processing services on demand.

In November 2014, we also announced a seven-year partnership with Nottingham City Council that will safeguard 200 jobs, create up to 170 new roles and save the council £6m.

We will manage Nottingham’s revenues and benefits function on the council’s behalf, introducing new software and processes to streamline administration and get payments to people faster.

From our new offices in the city, we will also offer business processing services to other councils and agencies to create additional employment opportunities, making it a win-win deal that will create shared value for us and the city.

The strength of our existing client partnerships has also led to significant renewals, including with the Welsh Government and a five-year extension with London Borough of Southwark, and seen in-year recurring revenue rise by 10%.

Looking ahead, we see significant opportunity to attract new clients, reshape public services and to further bridge the gap between government and people.

**PEOPLE**

Great platforms and great partnerships are created by great people and we are fortunate to work with colleagues who really understand how our clients work and what their customers need.

This drives our ability to think differently about public services and to put the right information in the hands of the right people at the right time.

Every day, our people demonstrate our values in action - innovation, collaboration, commitment, clients, integrity and leadership - and meet the needs of our clients and their customers with sensitivity and flair.

I am proud of what they have achieved and I would like to thank my colleagues for their continued support.

David Meaden  
*Chief Executive*  
*7 September 2015*
CONTRIBUTING TO SOCIETY

AT OUR BEST
The next few pages show our company at its best. It gives a sense of the potential we have to grow and contribute to better public services.
OUR WORK

A SAFER COMMUNITY

ATHENA
Athena is a ground-breaking collaboration that brings police forces together to transform productivity, cut costs and protect communities.

Powered by our CONNECT platform, Athena automates the secure sharing of information within and between forces along with national police systems and criminal justice partners.

By stripping out time-consuming manual processes and integrating seamlessly with police, court service and Crown Prosecution Service systems, it helps forces to work faster and smarter.

It allows officers to locate vital information on suspects, evidence, witnesses and vulnerable people immediately through one search.

The £32m collaborative project will also generate financial savings that can be ploughed back into front-line policing by allowing forces to shift resources away from administration and into local communities.

GREAT RESULTS

> £32M INVESTMENT IN SAFER COMMUNITIES
> 86 SEPARATE IT SYSTEMS REPLACED
> 7 FOUNDING FORCES COLLABORATING TO KEEP OFFICERS ON THE BEAT
HGV LEVY - FOREIGN OPERATOR PAYMENT SYSTEM

In September 2013, we were asked by the Department for Transport to develop and manage a foreign operator payment system for a new time-based charge on foreign HGVs.

We first spoke to foreign drivers and hauliers, booking agents and enforcement agencies to understand their needs and maximise digital payments.

Then we designed simple payment screens with content in six languages and extensive use of pictures to allow users to create accounts, manage their fleet and make advance or one-off payments from any device. Multi-lingual telephone support is available to those who need extra help.

Alongside the payment system we built two further portals, one for enforcement and one for members of the public so that anyone can check if a valid levy has been paid.

Once the system was ready, we worked with 23 partner organisations to raise awareness and get ready for launch.
NOTTINGHAM CITY COUNCIL
In November 2014, we announced a new partnership with Nottingham City Council that will safeguard 200 jobs, create up to 170 new roles and save the council £6m.

We will manage Nottingham’s revenues and benefits function on the Council’s behalf, introducing a new software platform and processes to streamline administration and get payments to people faster.

From our new offices in the city, we will also offer business processing services to other councils and agencies to create additional employment opportunities.

This innovative commercial model will protect 207 roles as well as create new jobs, making it a win-win deal that will create shared value for us and the local community.

Our agreement runs for an initial seven year term, with an option to extend for a further three years.
AAA SCREENING
An abdominal aortic aneurysm (AAA) is a swelling of the main blood vessel leading away from the heart.

Early identification saves lives, so in 2009 the NHS introduced a screening programme for men from their 65th year.

In partnership with the NHS AAA Screening Programme and Public Health England, we developed the national IT platform which is now used across 41 local programmes in England and one in Northern Ireland.

By introducing live demographic information, eliminating manual image searches and allowing hundreds of appointments to be made in just a few clicks, we have helped to increase productivity, improve quality assurance processes and deliver a 20% saving in administrative costs per screening.

Since its introduction, the programme has screened over 700,000 men, enabling over 1,000 to be referred for treatment and to receive potentially life-saving surgery.
MARKETS

We work with public service providers in five core markets: government agencies, local government, public safety, housing and health.

In the UK, we work with every police force and almost all local authorities. We also support a range of government agencies, helping them to streamline their transactions, keep transport running smoothly and manage health registries and screening systems.

Our decision to move our market-leading software to the cloud to meet the needs of our clients has enabled us to expand internationally, and we now support the management of over 2m social housing properties worldwide, including major providers in Canada, New Zealand and Australia.

The expertise we developed through the NHS Newborn Hearing Screening Programme has also seen us deliver an increasing number of health screening programmes, including abdominal aortic aneurysm in the UK and a fully outsourced service for newborn hearing screening in the Republic of Ireland.

In the UK, technology is accepted as holding the key to both public service transformation and effective policy change. Although the financial constraints on our clients will increase, our success is driven by our ability to innovate commercially and operationally to solve the problems they face. We remain confident in both the strength of the technology sector and our continued success within it.

New priorities and new challenges will continue to shape the political environment in our other geographies. By staying close to our clients and our markets to mitigate market risk and remaining focused on our core expertise we expect to deliver steady growth in the coming year.

STRATEGY

Our strategy is to drive continued growth in our markets through focusing on our core software platforms, IP-led business process services and business process outsourcing.

Our deep experience in the sector combined with our move to the cloud means we can deliver increasingly complex public services quickly and cost-effectively. With the HGV Levy and Blue Badge improvement programme we launched complex services within months of contract award and with no capital outlay for the client.

Both programmes combine our powerful software as a service (SaaS) platforms with software-enabled services like telephony and document management. They also connect multiple back-office systems to create seamless and highly successful services for both users and clients.

Combining innovative services with our software platforms and solutions remains a key area of focus. We will continue to invest in our core technologies to drive future growth and mitigate risk and recently launched our new social care solution, Integrated Care, which has been selected by South Gloucestershire Council.

Our network of Business Hubs also enables us to provide IP-led business processing services on demand for a range of clients including benefits processing and single person discount reviews.

Significant wins for our housing platform, including with Housing New South Wales, have also grown the international base and provide a solid basis for growth away from our core UK market.

Our focus on strong client partnerships has led to significant renewals, including a five-year extension with London Borough of Southwark. By embedding innovation into commercial arrangements and ongoing delivery plans, we are confident in the monitoring and improvement of our performance and our ability to deliver high-value services for existing and new clients.

We run a joint Innovation Forum as part of our long-term partnership with the Strategic Alliance formed by Staffordshire Moorlands District Council and High Peak Borough Council. Together we have implemented programmes to improve customer satisfaction, increase productivity and deliver savings of over £1.6m.

Our acquisition by Cinven in December 2014 will further support our ambition to grow and we now have access to funds to expand our business in the UK and internationally through targeted acquisitions.
Our strategic shift towards cloud-based software platforms has enabled us to deliver steady growth in our core markets and we have delivered good results against our KPIs this year.

Continued investment in our software and services has enabled us to increase revenue by 6% to £189.6m. In-year recurring revenues have also increased by 10%, underpinning future organic growth.

Our shift towards SaaS platforms has also driven an increase in contracted order book to £336.3m and led to revenues from SaaS and business process outsourcing (BPO) growing by 23% and 45% respectively compared to the previous year.

2014-2015 has seen the first full-year impact of the HGV Levy and Information Commissioner's Office contracts in our government agencies market. With five significant long-term contract wins, we see further opportunities for future growth in this area as we move into 2016.

Gross profit is £154.4m, an increase of £7.1m from 2014. Compared to revenue, gross profit of 82% is in line with the previous year and remains strong. External costs are services, products and hardware provided by third parties.

Underlying EBITDA has increased to £44.2m, an improvement of 6% from 2014. This represents solid growth whilst we continue to invest in our business, product and SaaS platforms and innovate with our clients.

*Underlying EBITDA represents profitability before interest, taxation, depreciation of tangible fixed assets, amortisation of intangible fixed assets, and non-recurring items.

**Adjusted EBITDA represents Underlying EBITDA after development costs.
There is ongoing management focus on ensuring we can innovate quickly and cost-effectively and since 2012 we have doubled capacity at our development facility in Mumbai to 680 people.

Our investment in development remains strong as we further expand our product offering and continues in line with the previous year. Adjusted EBITDA grew by 8% to £34.9m.

Our acquisition by Cinven and subsequent separation from a wider group has led to additional direct support costs. These are being constantly reviewed and efficiencies realised as we move towards full systems and administrative independence.

Cash and funding
Profitable business operations continue to be supported by strong cash generation, enabling us to sustain investment in developing our software platforms. Following our acquisition in late December 2014 we generated significant cash for the period to 30th April 2015, ending the year with cleared funds in the bank of £23.7m.

Since the acquisition we have a bank debt of £237.5m on a seven year term, with a further £123.4m funded through the issue of long term interest bearing Loan Notes, due in 2044. We also have access to a further £50.0m of committed revolving credit facilities which are available to fund expansion through acquisition and support working capital requirements.

With strong historic cash generation and favourable debt facilities we are an increasingly robust partner for our clients into 2016 and have a strong base for future organic and acquisitive growth.

Non-recurring items
As part of the acquisition of Northgate Public Services by Cinven we have incurred £24.2m of one-off costs that will not recur in future years in relation to stamp duty, funding arrangements, transaction and advisory fees.

The Board constantly monitors and evaluates the performance of the business, actively managing risk through embedding robust policies and procedures and conducting regular assessments. Further information on the risks affecting our business is contained in the Directors’ Report.

Andrew Coll  
Chief Financial Officer 
10 September 2015
OUR APPROACH

The effective management of environmental, social and governance (ESG) issues is critical to the success of our business.

As a company that helps to deliver essential government services, our ESG strategy is to deliver continually improving performance in how we work, how we engage our people and how we deliver in the long-term interest of the areas in which we operate.

We have defined our core ESG Principles in the light of the UN Principles of Responsible Investment (UNPRI) and below explain how this framework relates to our business operations.

Through our work with our clients, the leadership of our Executive Committee and the direct involvement of our people, we are committed to the sustainable development of our business and to helping deliver safe and thriving communities.

We seek to embed responsible practice at all levels of our business:

- in the way the company is managed;
- in the services and solutions that we offer;
- in the social and environmental impact of the company’s operations;
- in the alignment of our corporate responsibility strategy with our business strategy and management systems.

2014 onwards

Until December 2014, we operated as a division of the Northgate Information Solutions group, which managed environmental performance and governance issues at group level.

As a newly independent business, we have developed our own framework for activity and have recently established a Corporate Responsibility and ESG Steering Group whose performance will be monitored by our Chief Executive.

We are now working to align systems and performance measures to this framework so that we can engage all stakeholders and mitigate environmental, social or governance risk.

We have continued our stakeholder engagement work, which includes a robust customer satisfaction process based on regular research. This includes face to face interviews, focus groups, digital surveys and user groups to enable us to monitor progress and create action plans to address any issues.

OUR FRAMEWORK

Following a review of our operations, we created a new corporate responsibility framework based on three pillars which reflect the services we provide, the communities we work with and the impact of our business.
CORPORATE RESPONSIBILITY

CREATING SHARED VALUE

Our services are an integral part of the community and successful, sustained relationships are critical to our success. Openness, honesty and fairness in dealing with our stakeholders - our employees, investors, clients, suppliers, government and communities - are essential for developing good relationships.

We seek the views of our clients on a regular basis, covering both our performance and their views on key issues.

We also contribute to government and industry debates around policy issues that affect public services and seek to create mutually beneficial partnerships.

2014-2015 activity

> Our long-term partnership with Nottingham City Council has been designed to create up to 170 new jobs.

> We published research undertaken with civil servants, our clients and the public showing how new types of volunteering could help improve public services and cut their cost.

> In Hartlepool, the Community Fund we established with the council has allocated grants totalling £28,940 to local organisations that will help improve ICT skills amongst young people, people with disabilities and those living in low-income neighbourhoods.

> We have welcomed 43 apprentices who have worked across a range of areas and gained accreditations in ICT, customer service or business administration. We have also employed 12 graduates and offered one-year placements to six graduates.

SOCIAL RESPONSIBILITY

We consider the positive impact our business can have both through our client partnerships and the active contribution of our people.

We provide access to employment in the communities in which we operate, offering career visits, placements and apprenticeships. This helps us contribute to the local economy and also find skilled people to fulfil our business ambitions.

We also encourage employees to participate in our company volunteering scheme, which enables them to take one day’s paid leave each year to support local initiatives. In the second half of the year, we launched our ‘Communities Matter’ scheme which focuses these efforts around homelessness.

Our people are fundamental to success. We conduct a bi-annual employee survey and consult an elected Employee Consultation Group on a regular basis, seeking their views on issues that may affect staff and how we can improve our engagement.

We are committed to tackling discrimination and to promoting understanding and respect for difference and diversity in age, gender and culture. Our policies are guided by respect for the human rights and individual freedoms laid out in the Universal Declaration of Human Rights.

We have created a range of policies which are communicated via yearly training and staff surveys as well as through team meetings, including:

> Equal Opportunity, Recruitment, Retention and Development Policy;

> Equal Opportunity Governance Structure;

> Equal Opportunity Compliance Statement;

> Equal Opportunities Action Plan;

> Asylum & Immigration Compliance Statement;

> Disability Discrimination Compliance Statement;

> Race Relations Compliance Statement;

> Supply Chain Diversity Policy.
Many employees have taken a day’s paid leave to support organisations tackling homelessness as part of our Communities Matter scheme, with many more supporting their activities.

As an example, for the Maryland Food Bank we met our goal of collecting and distributing 500 cans of food, and for Action for Children staff raised £1,100 through a ‘byte night’ IT industry sleepout. Staff also raised £250 for the Dacorum Emergency Night Shelter, collected £564 for Wellspring Stockport, raised £476 for Open Door Milton Keynes and helped raise £2,894 for Ormiston Families, when one of our Executive Directors was arrested on a mock charge and jailed until ‘bail’ was raised.

We monitor the gender split of our staff, which is currently 59% male and 41% female.

We support our clients and our people to reduce the environmental impact of travel through investing in remote and mobile working technologies. We work to reduce the number of assets required by providing, and using, cloud-based software and making use of energy-efficient models.

Our assets are reused wherever possible and where they are beyond economical repair, they are recycled in accordance with local directives.

2014-2015 activity
Since December 2014, when we became an independent business, we have reviewed and updated over 250 policies and procedures, including five relating to environmental matters:

- Recycling at Work;
- Green Travel;
- Travel and Overseas Travel;
- Environmental Policy.

In the coming months, we will seek to integrate environmental impact criteria into our supply chain from the identification of needs, through to the evaluation of tenders and post-contract management.
Our Executive Committee, reporting into the Chief Executive, plays a central role in maintaining effective systems of governance and ensuring that the company delivers continuously improving performance across all measures.

They meet by teleconference on a weekly basis and meet in person once a month. The Executive Committee covers all operating and strategic issues including the monitoring and management of ESG matters. A separate Corporate Responsibility and ESG Steering Group, overseen by the Chief Executive, meets bi-monthly.

We also have an extended management team which includes many of the direct reports of the Executive. They meet several times a year to review, discuss and create strategy and to reflect on performance and plan for the future.

The Chief Executive and Chief Financial Officer are members of the Board of Directors alongside two representatives from Cinven.

Central to our work is the protection of client and citizen data and we hold the relevant registrations with the Information Commissioner’s Office. We take our responsibilities seriously in this area and use a range of policies and procedures to ensure we manage data in accordance with the laws of the countries in which we operate.

Our risk management policy ensures that should there be any issues with data they are recorded on our risk register, with an incident report created and discussions held with the client to resolve them.

As data breaches could also lead to reputation management and business continuity issues, we have robust policies and procedures in place to manage and mitigate these risks, including:

- Data Protection Policy;
- NPS Abridged Data Privacy Policy;
- Guide for Requesting Access to Your Personal Data;
- Managing Personal Information;
- DPA Guidelines for Employees;
- Privacy Impact Assessments (PIAs).

Finally, we have a business code of conduct in place and training for all employees which is refreshed yearly to help staff to recognise and report any suspected bribery and corruption.

---

CINVEN


It acquires Europe-based companies that require an equity investment of €100 million or more. Its European focus and expertise are complemented by an ability to capitalise on global growth opportunities through its offices in Asia and the Americas.

The firm focuses on six sectors: Business Services, Consumer, Financial Services, Healthcare, Industrials, and Technology, Media and Telecommunications (TMT).

Cinven acquires successful, high-quality companies and works with them to help them grow and develop, using its proven value creation strategies. It takes a responsible approach towards its portfolio companies, their employees, suppliers and local communities, the environment and society.

“Cinven” means, as the context requires, Cinven Group Limited, Cinven Partners LLP, Cinven (Luxcor) S.A., Cinven Limited, Cinven Capital Management (V) General Partner Limited and their respective Associates (as defined in the Companies Act 2006) and/or funds managed or advised by any of the foregoing.

COMPLIANCE WITH REPORTING GUIDELINES

As a private equity owned company, Northgate Public Services Limited is committed to providing full and transparent reporting of its performance as detailed in the guidelines established by the Walker Review in 2007 and updated by the Guidelines Monitoring Group in 2010 and 2014.
BOARD OF DIRECTORS

David Meaden Chief Executive
David has led Northgate Public Services for 11 years, during which time revenues have grown four-fold. Prior to joining Northgate Public Services, David held senior business development roles at Bull, Burroughs and Hewlett Packard.

Andrew Coll Chief Financial Officer
Andrew joined Northgate Public Services as Chief Financial Officer in November 2011. He qualified with PwC as a Chartered Accountant and has spent the past fifteen years in technology businesses in the UK and internationally. Prior to joining Northgate Public Services he spent four years as Chief Financial Officer at System C plc, during which time the business expanded significantly.

David Barker (appointed 3 December 2014)
David leads Cinven’s Technology, Media and Telecoms (TMT) sector team. He has been involved in numerous transactions including Aprovia, CPA Global, Eutelsat, HEG, MediMedia, Northgate Public Services, Springer, Ufinet, Visma and Ziggo.

Chris Good (appointed 3 December 2014)
Chris is a member of Cinven’s TMT sector team. He has been involved in a number of investments, including Amadeus, CPA Global, Northgate Public Services, Springer and Visma.

CORPORATE RESPONSIBILITY
Risk assessment
The Board has overall responsibility for the Northgate Public Services Limited (the Company) approach to assessing risk and the systems of internal control, and for monitoring their effectiveness. We endeavour to provide our stakeholders with a return that is consistent with a responsible assessment and mitigation of risks. This includes reviewing financial, operational and compliance controls and risk management procedures, which themselves include the security and controls around its customers and in-house data.

The Executive Committee and the Board have established ongoing processes for the identification, evaluation and management of the significant risks faced by the Company that accord with the Internal Control Guidance for Directors in the Combined Code (which only applies to UK listed companies but is used for best practice). Further independent assurance is available by auditors operating as required. All employees are accountable for operating within these policies.

Assurance
On behalf of the Board, the Audit Committee examines the effectiveness of the Company’s:
> assessment of risk, by reviewing evidence of risk assessment activity and a report from the Company’s auditors on the risk assessment process; and
> systems of internal control, primarily through agreeing the scope of any internal audit programme and reviewing its findings, reviews of the annual financial statements and a review of the nature and scope of the external audit.

Any significant findings or identified risks are closely examined so that appropriate action can be taken. External auditors are engaged to express an opinion on the financial statements. They review and test the systems of internal financial control and the data contained in the financial statements to the extent necessary to express their audit opinion. They discuss with management the reporting of operational results and the Company’s financial position to the Audit Committee.

Internal control
Whilst the Board maintains full control and direction over appropriate strategic, financial, organisational and compliance issues, it has delegated to executive management the implementation of the systems of internal control within an established framework. The Board has put in place an organisational structure that formally defines lines of responsibility and delegation of authority. There are also established procedures for planning, capital expenditure, information and reporting systems and for monitoring the Company’s business and performance.

Audit Committee
The Committee assists the Board in fulfilling its overview responsibilities, primarily reviewing the reporting of financial and non-financial information, the systems of internal control and risk management, and the audit process. It comprises two representatives from Cinven, David Barker and Chris Good, with attendance from members of the Executive Committee. The Audit Committee intends to meet at least twice a year.

The terms of reference of the Audit Committee, including its role and the authority delegated to it by the Board, are available from the Company Secretary.

Auditors
Our auditors, KPMG LLP, were appointed on 26 February 2015.

Pursuant to Section 487 of the Companies Act 2006, the auditor will be deemed to be reappointed and KPMG LLP will therefore continue in office.
DIVIDEND POLICY

The Board reviews the dividend policy in conjunction with a policy of retaining significant funds for future growth. No dividends were declared during the year under review.

EMPLOYEES

The Company actively promotes an internal recruitment process encouraging internal succession planning and career development. All UK employees have the opportunity to elect members to an Employee Consultation Group (ECG). The ECG meets formally with management on a quarterly basis to discuss issues of importance, ensuring effective communication takes place with all employees. Management also meets with the ECG as often as necessary to consult on matters important to staff and the Company.

EQUAL OPPORTUNITIES AND DIVERSITY

The Company aims to be an employer of choice for people from different backgrounds and through our policy and mandatory diversity training (completed annually) we promote respect for the individual and equality of opportunity for employment development and promotion. We give full consideration to applications for employment from disabled persons where the requirements of the job can be adequately fulfilled by a disabled person. Where existing employees become disabled it is Company policy, where practicable, to provide continuing employment under normal terms and conditions and it is the Company’s policy to provide training, career development and promotion to disabled employees wherever appropriate.

HEALTH AND SAFETY

The Company has an established health and safety policy that focuses on the ability to measure performance and to pursue continuous improvement in managing health and safety. The policy is reviewed regularly by the Health and Safety Manager.

FINANCIAL

The Company has access to sources of capital that are sufficient to develop the business. Its funds are provided by a syndicate of leading banks and under the current agreement Northgate Public Services Limited can call on up to £50m of unused facilities as of 30 April 2015. These arrangements and the recurring nature of much of the business give confidence over the Company’s financial strength and provide the basis on which future investment decisions can be taken. The Board continually reviews the performance of its business and regularly reviews its divestment or investment strategies.

DIRECTIONS WITH KEY STAKEHOLDERS

Northgate Public Services manages its relationships with key stakeholders as follows:

CUSTOMERS

Customers have a nominated individual through which all customer contact is managed. Larger customers have dedicated account managers or teams that focus directly on customer needs. A number of active user groups are in place where customers can provide feedback on product performance, future requirements and issues of strategic significance.

SUPPLIERS AND PARTNERS

The Company performs reviews of its key suppliers and partners on a regular basis to ensure that maximum performance and value are being obtained, and that risk and reward are equitably shared. Northgate Public Services negotiates clear agreements within which the Company and its suppliers operate.

SIGNIFICANT EVENTS SINCE THE YEAR END

Since the year end the company has had no significant post balance sheet events.

DISCLOSURE OF INFORMATION TO AUDITORS

The directors who held office at the date of approval of this directors’ report confirm that, so far as they are each aware, there is no relevant audit information of which the Company is unaware and each director has taken the steps they ought to have taken as a director to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Andrew Coll
Chief Financial Officer
10 September 2015
Registered office

Northgate Public Services Limited
Peoplebuilding 2
Peoplebuilding Estate
Maylands Avenue
Hemel Hempstead
Hertfordshire
HP2 4NW

northgatepublicservices.co.uk