

DELPHI MEDICAL LIMITED

Report and Financial Statements

Year ended 31 March 2020

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Officers and professional advisors

Directors	Anne Coats Grahame Elliott CBE Richard Jones CBE Michelle Pilling Georgina Nolan (resigned 6 July 2020)
Company Secretary	Stephen Aggett
Registered Office	Centenary Court Croft Street Burnley Lancashire BB11 2ED
Registered Number	06944767
External Auditor	Beever and Struthers Chartered Accountants and Statutory Auditor St George's House 215-219 Chester Road Manchester M15 4JE
Bankers	HSBC 35 Market St Lancaster LA1 1JQ

Directors' Report

The Directors are pleased to present their report along with the audited financial statements for the year ended 31 March 2020.

Objectives and Activities

Incorporated as a limited company, Delphi Medical Limited was established on 25 June 2009. The principal activity of the company during the period was an in-patient detoxification service and clinical treatment.

Directors

The directors, together with details of the changes which have occurred up to the date of approval of this report are set out on page 1.

Review of the Business

Delphi Medical Limited ("Delphi") is a private limited company which since October 2016 has formed part of the group of companies within The Calico Group.

Delphi is a subsidiary company of Acorn Recovery Projects (Acorn), which is a subsidiary of Syncora Limited (Syncora). Both are governed via the Syncora Board.

With passion and excellence, Delphi makes a difference to people's lives by providing innovative and specialist addiction services that lead the way 'from Dependence to Freedom'. Delphi supplies services to the public and private sector with in patient detoxification being delivered within the Pavilion in Lancaster, which was relocated and reopened in 2016.

Delphi's aim is to inspire those they work with to better achieve their potential. Delphi understand the role social determinants of health have to play in the efficacy and ability of an individual and communities to 'recover' from addiction. The treatment models are based upon providing the best possible opportunities for individuals and communities to start well, live well and age well.

Delphi has defined the culture of the organisation by implementing core values. Values are references in all decision making; from decisions about patient care through to strategic planning. Delphi offer people centred services that are; Accessible, Sustainable and Accountable.

Delphi supplies services to the public and private sector. Our focus is to ensure that we retain a balance within the Local Authority and to continue to build upon our delivery of private in patient detoxification within The Pavilion.

The Pavilion is stunning residential drug and alcohol treatment centre situated in private grounds, just outside Lancaster. The facility provides a safe and effective in-patient detoxification from both drugs and alcohol to both Local Authority and private clients.

Key Risks and Challenges

The key challenge for Delphi is to ensure that it becomes financially self-sustaining during 2020/21. Work is ongoing to increase income into The Pavilion via increased bed nights being sold, or increased uptake of community based detox services provided. This is a priority to assure the Group of its future viability.

The key risks and challenges stem from unpredictability in occupancy levels, resulting in the inability to make financial assumptions, and a varied income month by month.

This is mainly due to national changes as part of the welfare reform, which present challenges to Delphi through pressures on the reliance of public sector funding. Reductions in Public Health funding is likely to increase crime and negatively impact on the health and wellbeing of our customers; therefore our patients will continue to experience increased social exclusion and deprivation and it is likely that while funding cuts will continue, the need and demand for services which address key health inequalities will increase.

We have seen the impact of reductions in detox budgets in 2019/20, and this is expected to continue into 2020/21. Work is ongoing to increase patients accessing the unit despite this position, and introduce robust contingency plans for the coming financial year.

As part of the Calico Group approach to risk management, Delphi has in place a risk map which is reviewed by the Syncora Board on a quarterly basis. The directors have undertaken a review of the major strategic risks faced by the charity and have put in place systems to mitigate Delphi's exposure to the major risks.

Key Performance Indicators (KPI's)

Due to the clinical nature of our services, Delphi has legal and contractual obligations to adhere to the following:

- Care Quality Commission – involving regular inspections (currently rated as good)
- Home Office Inspections.
- Investigations into Death in Custody/Death in Service.
- Production of Coroners reports and attendance at court/court reports.
- General Medical Council – medical revalidation and accountable officer for Clinicians.

Directors' Report (continued)

Key Performance Indicators (KPI's) continued

- Nursing & Midwifery Council – compliance with National Institute for Health Care Excellence (NICE) guidelines and accountability for Nurses.
- KPI Frameworks directed by Commissioners.
- Implementation of performance monitoring systems to ensure high quality performance across services.
- Audit, reviews, implementing improvement and managing change.

As well as the above, we manage financial performance through performance of contracts against budgets, contribution to overhead costs and cash flow performance.

Key Opportunities

As part of Syncora, Delphi has the support and weight of a large organisation to support growth and enhance our profile across the North West.

Delphi are part of a combined Group business strategy for growth based upon geography and themed work-streams and developing a bidding model within the Group to enable Delphi to bid for large scale service models across the North West.

The success of The Pavilion would allow this model to be expanded to other geographic areas nationally. The business model will allow this approach to work in most parts of the country.

Group Structure

Syncora Limited (registered number 11171831) was established in 2018 as a holding company with a common board for each of its subsidiaries which are SafeNet Domestic Abuse and Support Services Ltd ("Safenet"), Acorn Recovery Projects ("Acorn") and Calico Enterprise Limited ("Enterprise"). Syncora sits between the legal entities and the Calico Group Board. This arrangement was made to enhance continued growth by integrating service and company offers and allowing competition with larger scale 'lead' providers.

Delphi Medical Limited and Delphi Medical Consultants Limited ("Delphi"), subsidiaries of Acorn, provide clinical and psychosocial detoxification services which compliments existing services provided by Acorn. Delphi is the lead provider of integrated substance misuse services in Blackpool and in Manchester and Buckley Hall Prisons, working alongside Acorn.

Staff Performance

We are able to attract a wide range of staff from different backgrounds to our business. The diversity of our employees within Delphi Medical Limited is 25% male, 75% female, 4% who self-identify as disabled and 7% from a BME background. The latter 2 measures are largely reflective of the communities we serve.

Conflict Resolution Policy

The Board Members acknowledge that regardless of the number of Boards within the Group upon which they serve, each Group Member is a legal entity in its own right, with its own distinct Board. When taking decisions, the Board Members on each Board are under a duty to act in the best interests of each separate legal entity. The rules of each Group member include appropriate wording to deal with conflicts generally, and also state that merely sitting on the Board of another Group member will not give rise to a conflict. However, in the event that circumstances arise in which the Board Members are unable to independently fulfil their duties to each Group member on which they serve (a Conflict Situation) there is a written procedure which shall be adopted.

Covid-19

Despite the current Covid-19 outbreak, there is no expectation or evidence in the forecasts or the financial performance of the year to date that would suggest the pandemic will have a significant impact on the financial position of the business.

The Syncora Group have been undertaking regular forecast updates in each of its entities to help mitigate unexpected risks. Although the long-term effects of the Pandemic are still largely uncertain, adding in this additional exercise allows the Board to identify any potential future changes to the business.

Going concern

The business activities, together with the factors likely to affect its future development, performance and position are set out in the Director's Report on pages 2 to 5. In addition, notes on pages 10 to 14 of the financial statements include the company's objectives, policies and processes.

The directors have reviewed and considered the future projected cash flows for the next two years. Inter-company balances are supporting the negative reserves position primarily a loan from the parent company, Acorn Recovery Projects, which is not to be repaid in the next twelve months and support from fellow subsidiary Delphi Medical Consultants Limited. In practice, the two Delphi companies are operated as one business and consideration is to be given to amalgamating the companies into one. Work is ongoing to ensure that the Pavilion is self-sustaining during 2020/21 and Delphi Medical Consultants Limited has long term contracts in place. We are supporting the business with four Directors from the Calico Group Executive Team who are now part of the Delphi Senior Leadership Team. A detailed action plan is now being worked through to improve the financial performance.

Directors' Report (continued)

At the time of signing the Financial Statements, COVID-19 has been declared a pandemic. The Calico Group Board is confident that Delphi Medical Ltd remains a Going Concern for the following reasons:

Following the lockdown announcement in March 2020 the Group Board instigated its Business Continuity arrangements, which meant that all services within Delphi Medical Limited that were able to be delivered safely were able to continue. These included services required by and provided to vulnerable tenants within admissions and therapy.

Delphi Medical Limited received a £25,000 donation from the Michael Bishop Foundation which has contributed to the income during this period.

Stress testing of the business included scenarios for the areas that are likely to be most affected by the pandemic and the increases in demand for vulnerable services. All the scenarios tested demonstrate that the business has sufficient funds to cover potential increases in costs as a result of COVID-19.

The Calico Group Board confirms it has a reasonable expectation that the organisation and subsidiaries have adequate resources to continue in operational existence for the foreseeable future. Accordingly, it continues to adopt the going concern basis in preparing the financial statements

Statement as to disclosure of information to auditor

The directors who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. The directors have confirmed that they have taken all the steps that they ought to have taken as director in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

Statement of Directors' Responsibilities in respect of the Annual Report & Financial Statements

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including Financial Reporting Standard 102 "The Financial Reporting Standard Applicable in the UK and Republic of Ireland" ("FRS 102").

Statement of Directors' Responsibilities in respect of the Annual Report & Financial Statements (continued)

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently.
- make judgments and estimates that are reasonable and prudent.
- state whether applicable United Kingdom Accounting Standards, including FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements.
- notify its shareholders in writing about the use of disclosure exemptions, if any, of FRS 102 used in the preparation of financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company 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.

NHF Code of Governance

As a Group we have chosen to adopt the NHF Code of Governance as an appropriate set of governance principles.

The Code deals with our Board, the way it operates, our constitution, the role of chair, the chief executive, equalities and probity, in fact everything which you would expect to see in a well-run Board and organisation. Each year, we are compliant where relevant to the NHF code of Governance - where we are not, we agree an action plan and do what is necessary to comply with the Code.

The Board certifies that the Company is pleased to report compliance with this Code where relevant for the year ended 31 March 2020 following an annual review that took place in March 2020.

Auditor

The directors will be carrying out a tender process in respect of the auditor appointment for the next financial period

Small company provisions

The report of the directors has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption. The directors have taken advantage of the small companies' exemption from the requirement to prepare a strategic report.

Delphi Medical Limited
Company number: 06944767

Directors' Report (continued)

Approved by the Board and signed on its behalf by: -

Stephen Aggett
Company Secretary
7th September 2020

Independent Auditor's Report to the members of Delphi Medical Limited

Opinion

We have audited the financial statements of Delphi Medical Limited "the company" for the year ended 31 March 2020 which comprise the Statement of Comprehensive Income, Statement of Changes in Equity, the Statement of Financial Position and notes to the financial statements including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2020 and of its loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and the provisions available for small entities, as set out in the accounting policies, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Material uncertainty relating to going concern

We draw your attention to note 1, specifically the going concern accounting policy, in the financial statements, which indicates that the company incurred a net loss of £348k during the year ended 31 March 2020 and, as of that date, the company's net current liabilities amounted to £1,579k and total net liabilities amounted to £1,583k. As stated in note 1, specifically the going concern accounting policy, these events or conditions, along with other matters as set forth in the note, indicate that a material uncertainty exists that may cast significant doubt on the company's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Independent Auditor's Report to the members of Delphi Medical Limited (continued)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which 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; or;
- the directors were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of directors

As explained more fully in the Directors' Responsibilities Statement set out on page 4, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's web-site at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Company's 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.

Lee Cartwright (Statutory Auditor)
For and on behalf of
BEEVER AND STRUTHERS, Statutory Auditor
St George's House
215/219 Chester Road
Manchester
M15 4JE

Date: 9 October 2020

Statement of Comprehensive Income

For the year ended 31 March 2020

	Note	2020 £	2019 £
Turnover	2	547,425	621,525
Cost of Sales		(182,052)	(35,314)
Gross profit		<u>365,373</u>	<u>586,211</u>
Administrative expenses		(713,459)	(931,161)
Operating (loss)/profit	3	<u>(348,086)</u>	<u>(344,950)</u>
Bank Charges		-	-
(Loss)/profit on ordinary activities before taxation		<u>(348,086)</u>	<u>(344,950)</u>
Taxation on profit on ordinary activities relief/(expense)	6	-	-
Total comprehensive (loss)/income for the year		<u>(348,086)</u>	<u>(344,950)</u>
Total comprehensive (loss)/income for the year attributable to:			
Owners of the parent		<u>(348,086)</u>	<u>(344,950)</u>

All of the activities in the current and prior financial periods are derived from continuing operations.

The notes on pages 10 to 14 form part of the accounts.

Statement of Changes in Equity

For the year ended 31 March 2020

	Called-up Share Capital £	Income and Expenditure Reserve £	Total £
At 31 March 2018	4	(890,747)	(890,743)
Loss for the year	-	(344,950)	(344,950)
At 31 March 2019	<u>4</u>	<u>(1,235,697)</u>	<u>(1,235,693)</u>
Loss for the year	-	(348,086)	(348,086)
At 31 March 2020	<u>4</u>	<u>(1,583,783)</u>	<u>(1,583,779)</u>

Statement of Financial Position

At 31 March 2020

	Note	2020 £	2019 £
Fixed assets			
Tangible assets	7	4,772	8,374
Current assets			
Cash at bank and in hand		23,265	236,294
Debtors	8	136,572	182,168
		<u>159,837</u>	<u>418,462</u>
Creditors: amounts falling due within one year	9	(1,739,791)	(1,653,932)
Net current (liabilities) / assets		<u>(1,579,954)</u>	<u>(1,235,470)</u>
Total assets less current liabilities		(1,575,182)	(1,227,096)
Provision for liabilities	10	(8,597)	(8,597)
Net (liabilities) / assets		<u>(1,583,779)</u>	<u>(1,235,693)</u>
Capital and reserves			
Called up share capital	11	4	4
Reserves		(1,583,783)	(1,235,697)
		<u>(1,583,779)</u>	<u>(1,235,693)</u>

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

The notes on pages 10-14 form part of these financial statements.

The financial statements were approved by the directors and authorised for issue on 7th September 2020 and signed on their behalf by:

Stephen Aggett
Company Secretary
7th September 2020

Notes to the Financial Statements

1. Accounting policies

Delphi Medical Limited is a limited company incorporated in England & Wales. The registered office is Centenary Court, Croft Street, Burnley, Lancashire, BB11 2ED.

Basis of accounting

The financial statements have been prepared under the historical cost convention, modified to include certain items at fair value, and in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland' ("FRS 102") and with the Companies Act 2006, and are presented in sterling £ for the year ended 31 March 2020.

The company meets the definition of a qualifying entity under FRS 102 and has taken advantage of the disclosure exemptions available to it in respect of presentation of a cash flow statement and financial instruments.

Going concern

The business activities, together with the factors likely to affect its future development, performance and position are set out in the Directors' Report on pages 2 to 5. In addition, notes on pages 10 to 14 of the financial statements include the company's objectives, policies and processes. The company incurred a net loss of £348k during the year ended 31 March 2020 and, as of that date, the company's net current liabilities amounted to £1,579k and total net liabilities amounted to £1,583k.

At the time of signing the Financial Statements, COVID-19 has been declared a pandemic. The Group Board is confident that Delphi Medical Ltd remains a Going Concern for the following reasons:

Following the lockdown announcement in March 2020 the Group Board instigated its Business Continuity arrangements, which meant that all services within Delphi Medical Limited that were able to be delivered safely were able to continue. These included services required by and provided to vulnerable tenants within admissions and therapy.

Delphi Medical Limited received a £25,000 donation from the Michael Bishop Foundation which has contributed to the income during this period.

Stress testing of the business included scenarios for the areas that are likely to be most affected by the pandemic and the increases in demand for vulnerable services. All the scenarios tested demonstrate that the business has sufficient funds to cover potential increases in costs as a result of COVID-19.

The directors have reviewed and considered the future projected cash flows for the next two years. The negative reserves position is being supported by inter-company balances, primarily a loan from the parent company, Acorn Recovery Projects, which is not to be repaid in the next twelve months and support from fellow subsidiary Delphi Medical Consultants Limited. In practice, the two Delphi companies are operated as one business and consideration is to be given to amalgamating the companies into one. Work is ongoing to ensure that the Pavilion is self-sustaining during 2020/21 and Delphi Medical Consultants Limited has long term contracts in place. There are now four Directors from the Calico Group Executive Team who are now part of the Delphi Senior Leadership Team and are closely monitoring and overseeing the delivery of a detailed action plan to improve the overall financial performance. Based on this information, the director has 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.

Value added tax ("VAT")

The supply of health services provided by registered doctors is VAT exempt. The financial statements include VAT to the extent that it is suffered by the Group and not recoverable.

Taxation

The charge for taxation for the year is based on the profits arising on taxable activities undertaken at the appropriate enacted rate.

The payment of taxation is deferred or accelerated because of timing differences between the treatment of certain items for accounting and taxation purposes. Except as noted below, full provision for deferred taxation is made under the liability method on all timing differences that have arisen, but not reversed by the balance sheet date.

Deferred tax is measured at the tax rates that are expected to apply in the periods when the timing differences are expected to reverse, based on tax rates and law enacted or substantively enacted at the balance sheet date. Deferred tax assets and liabilities are not discounted. Deferred tax assets are only recognised to the extent that their recovery is reasonably expected in the foreseeable future.

Judgement and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgments, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statement.

Notes to the Financial Statements (continued)

1. Accounting policies (continued)

Turnover

Turnover comprises of medical treatment income. Turnover is stated exclusive of Value Added Tax ("VAT").

Tangible Assets

Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. Their actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. Tangible assets are stated at cost less depreciation. Depreciation is provided evenly on the cost of the assets to write them down to their estimated residual values over their expected useful lives. The principle annual rates used for tangible assets are:

- Furniture, fixtures and fittings 25%
- Computers and office equipment 25%
- Motor Vehicles 25%

Pensions

The cost of defined benefit contributions and other post-employment benefits are determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, future salary increases, mortality rates and future pension increases. Due to the complexity of the valuation, the underlying assumptions and the long term nature of these plans, such estimates are subject to significant uncertainty.

Financial instruments

Financial assets and liabilities are initially measured at the transaction price (including transaction costs), except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value.

2. Turnover

	2020	2019
	£	£
Medical Treatment Income	547,425	621,525
	<u> </u>	<u> </u>

3. Operating profit

The operating profit for the year is stated after charging:-

	2020	2019
	£	£
Auditor's fees	2,330	5,081
Depreciation of tangible fixed assets (note 7)	4,502	7,328
	<u> </u>	<u> </u>

4. Directors' remuneration

The Director's, also members of the larger group of the Syncora Limited Board, a holding company with a common board for each of its subsidiaries, which are SafeNet, Acorn, Delphi and Calico Enterprise. These members received a total remuneration of £42,000 in 2020 (2019: £42,000).

The Syncora Board receive an annual allowance. The Chair receives £6,000 and all other Board members £3,500.

5. Employees

Employee numbers are a combination of Delphi Medical Limited and Delphi Medical Consultants Limited. All employees are on dual contracts with both entities. The average monthly number of employees during the year, analysed by function, was as follows:

	2020	2019
	No.	No.
Community and Prison staff	71	71
Finance and administration	13	14
Detoxification staff	24	26
	<u> </u>	<u> </u>
	<u>108</u>	<u>111</u>

Notes to the Financial Statements (continued)

5. Employees (continued)

Staff costs consist of:	£	£
Salaries	2,463,810	2,626,011
Social security costs	234,700	257,912
Pension contributions	132,766	140,480
	<u>2,831,276</u>	<u>3,024,403</u>
Allocation to Delphi Medical Consultants Ltd	(2,279,750)	(2,383,805)
	<u>551,526</u>	<u>640,598</u>

Aggregate number of full time equivalent staff whose remuneration (basic salary, benefits in kind, employer's pension contributions and compensation for loss of office) exceeded £60,000 in the period:

	2020	2019
	No.	No.
£60,000 to £70,000	1	1
£70,000 to £80,000	1	2
£90,000 to £100,000	-	1
	<u> </u>	<u> </u>

6. Taxation

	2020	2019
	£	£
<i>Current tax charge</i>		
Deferred tax credit	-	(5,494)
	<u> </u>	<u> </u>
<i>Factors affecting the tax charge for the period</i>		
Profit/(loss) on ordinary activities before tax	(348,086)	(344,950)
	<u> </u>	<u> </u>
Taxation at the standard rate of corporation tax of 19% (2019:20%)	(66,136)	(68,990)
Depreciation in excess of capital allowances	-	5,494
Losses available to carry forward	66,136	63,496
	<u> </u>	<u> </u>
Current tax charge for the period	-	-
	<u> </u>	<u> </u>

Notes to the Financial Statements (continued)

7. Tangible fixed assets

	Fixtures, Fittings, Tools & Equipment
	£
Cost	
At 1 April 2019	45,773
Additions	900
Disposals	-
	<hr/>
At 31 March 2020	46,673
	<hr/> <hr/>
Depreciation	
At 1 April 2019	37,399
Charge in the year	4,502
Disposal	-
	<hr/>
At 31 March 2020	41,901
	<hr/> <hr/>
Net book amount at 31 March 2020	4,772
	<hr/> <hr/>
Net book amount at 31 March 2019	8,374

8. Debtors

	2020	2019
	£	£
Trade debtors	126,681	28,290
Prepayments	9,891	10,492
Amounts owed by group undertakings	-	143,386
	<hr/>	<hr/>
	136,572	182,168
	<hr/> <hr/>	<hr/> <hr/>

9. Creditors: amounts falling due within one year

	2020	2019
	£	£
Trade creditors	10,813	7,920
Accruals and deferred income	10,777	6,419
Amounts due to parent entity	-	49,548
Amounts due to group undertakings	1,718,201	1,590,045
	<hr/>	<hr/>
	1,739,791	1,653,932
	<hr/> <hr/>	<hr/> <hr/>

10. Provision for liabilities

	2020	2019
	£	£
Deferred tax	8,597	8,597
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Notes to the Financial Statements (continued)

11. Share capital

At 31 March 2020, the number of allotted, called up and fully paid shares was 4 (2019: 4). On 15 October 2016, the company was acquired by Acorn Recovery Projects.

The total authorised number of £1 ordinary shares at 31 March 2020 was 1,000 (2019: 1,000).

12. Parent undertaking

At 31 March 2020, the Company is a 100% subsidiary of Acorn Recovery Projects, a company incorporated in England and Wales.

The Director's consider The Calico Group Limited ("Group") to be the ultimate parent entity.

Consolidated Syncora and Group accounts which include the results of the Company can be obtained from:

- Company Secretary, The Calico Group Limited, Centenary Court, Croft Street, Burnley, BB11 2ED

No other accounts include the results of the Company.

13. Related party transactions

Sales and purchases of goods and services between related parties are at an arm's length basis at normal market prices. Any outstanding balances are unsecured and interest free.

Calico Homes Limited make Purchase ledger and payroll payments on behalf of the Syncora Group and these amounts are then recharged back to the relevant entity.

Syncora Limited, the parent company.

Trustees are members of the Syncora Limited Board a holding company with a common board for each of its subsidiaries, which are SafeNet, Acorn and Calico Enterprise. These members received a total remuneration of £42,000 in 2020 (2019: £41,000).

During the year, Syncora recharged the company £14k (2019: £10k).

At 31 March 2020, the company owed Syncora £1k (2019: £10k).

Acorn Recovery Projects ("Acorn"), the parent company

During the year, there were no transactions (2019: £Nil).

At 31 March 2020, the company owed Acorn £Nil (2019: £250k). During 2017, Acorn lent the company £170k at an interest rate of base rate plus 1% and was repaid by 31 March 2020.

Calico Homes Limited ("Homes"), a fellow subsidiary of Group

During the year, Homes recharged office costs and rents amounting to £180k (2019:£180k).

At 31 March 2020, the company owed Homes £180k (2019: £143k).

Calico Enterprise Limited ("Enterprise"), a fellow subsidiary of Group

During the year, Enterprise supplied cleaning, painting & decorating services amounting to £1k (2018: £4k).

At 31 March 2020, the company owed Enterprise £Nil (2019: £Nil).

Delphi Medical Consultants Limited ("DMC"), a fellow subsidiary of Acorn

During the year, there were no transactions (2019: £Nil).

At 31 March 2020, the company owed DMC £1,537k (2019: £1,580k). DMC make purchase ledger payments on behalf of DML and these amounts are recharged back to DML.