Company number: 11171831

Syncora Limited

Report and Consolidated Financial Statements

Year ended 31 March 2022

Contents

Board Members, Executive Officers, Advisors and Bankers

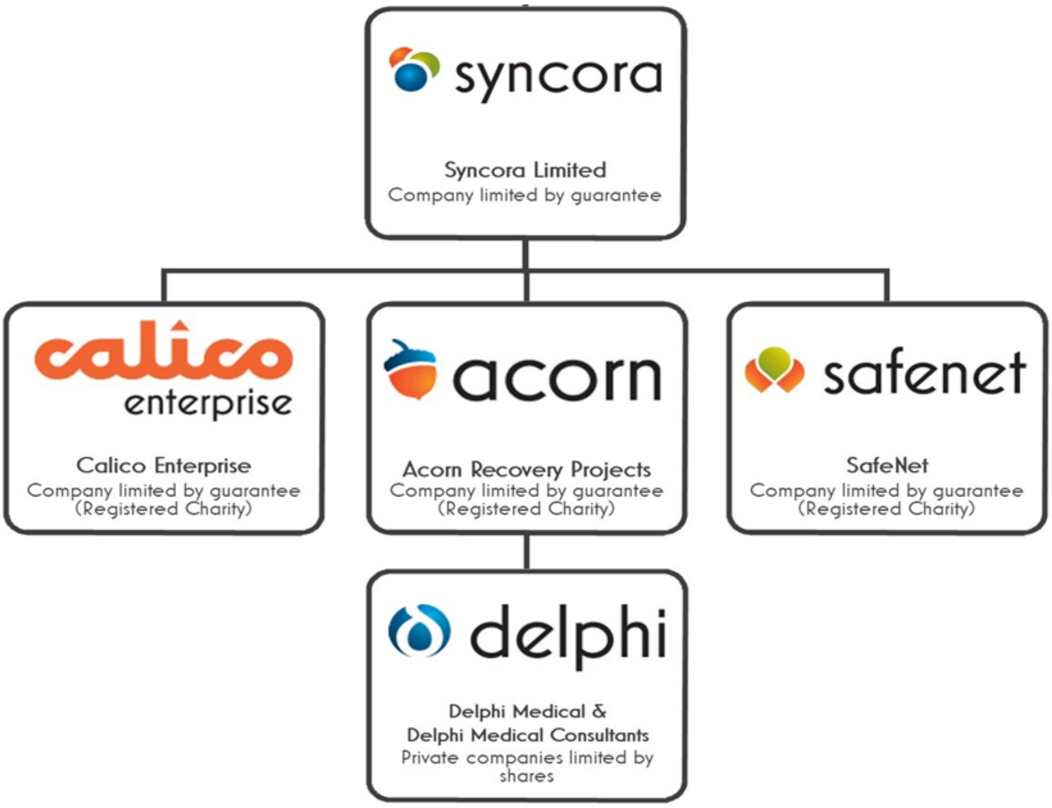
Board	Richard Jones CBE (Chair) Karen Ainsworth (Vice-Chair) Andrew Henderson Grahame Elliott CBE (resigned 6 December 2021) Joanne Peters (appointed 25 March 2022) Kelly Shaw Lynn McCracken (resigned 28 April 2021) Mushtaq Khan Sallie Bridgen (appointed 23 July 2021) Sharon Livesey Susan Moore (appointed 23 July 2021)
Company Secretary	Stephen Aggett
Executive Officers	
Group Chief Executive	Anthony Duerden
Executive Director of Group Finance	Stephen Aggett
Executive Director of Group Operations	Helen Thompson
Executive Director of Organisational Development	Vicki Howard
Registered Number	11171831
External Auditor	Crowe U.K. LLP The Lexicon Mount Street Manchester M2 5NT
Solicitors	Forbes Solicitors Rutherford House 4 Wellington Street St. Johns Blackburn BB1 8DD
Bankers	National Westminster Bank 6th Floor 1 Spinningfields Square Manchester M3 3AP

Report of the Board

The Directors are pleased to present their report together with the financial statements of the charity for the year ending 31 March 2022 which are also prepared to meet the requirements for a Directors' Report and accounts for Companies Act purposes. The Directors are also the company trustees for Charity purposes.

Principal activities

Syncora Limited (Syncora) was incorporated 26th January 2018 as a not for profit company limited by guarantee to act as the parent body for the Calico Group ("Calico") care and support entities. Syncora is the holding company with a common board for each of its subsidiaries which are: SafeNet Domestic Abuse Support Services Ltd, Acorn Recovery Projects, Calico Enterprise Limited, Delphi Medical Consultants limited and Delphi Medical Limited. The company sits between the legal entities and the Calico Group Board. This arrangement will enhance continued growth by integrating service and company offers and maximise the synergies and opportunities across the wide range of services provided by the Group companies.



Review of the year

Details of the Syncora Group annual performance and future are set out within the Strategic Report that follows the Report of the Board.

The Board

Syncora Limited (registered number 11171831) was established in 2018 as a holding company with a common board for each of its subsidiaries. The Calico Group Limited is the ultimate parent of the Syncora Group of Companies.

The Directors of Syncora are listed on page 1. The Directors possess the skills and experience necessary to fulfil their responsibilities to the company.

The Board comprises 9 (2021: 9) Non-Executive Directors who are responsible for providing strategy and direction to the Group ensuring synergies and opportunities are maximising the Group's potential and diverse service offering. The Non-Executive Directors who served during the year and up to the date of the signing of these financial statements are listed on page 1. The Non-Executive Directors are trustees for charity purposes.

The Board delegates the day-to-day management and implementation to the Chief Executive and Executive Directors. The Executive Team meet weekly and attend Board meetings.

Non-Executive Directors are recruited on a skills-based approach ensuring they have the appropriate range of skills, experience and qualities required to provide strategic direction and monitor the Safenet and Syncora performance. The Board met 4 times throughout the year and all meetings were quorate.

Report of the Board (continued)

The Board (continued)

New Board Members as part of their induction undergo training on their legal obligations under charity and company law; the content of the Articles of Association; the board and decision-making processes; the business plan and recent financial performance of the charity. The induction programme also covers Syncora's strategy purpose, history, aims and objectives.

Syncora has insurance policies that indemnify its Board members and Executive Officers against liability when acting for the Syncora group.

In order to operate effectively and ensure appropriate governance in business-critical areas the Board has delegated authority to two Group Committees.

Group Audit & Assurance Committee

The Group Audit & Assurance Committee met 4 times during the year. The Committee is responsible for reviewing the Calico Group's risk management framework and reports to the Board on the effectiveness of the Company's internal control arrangements. The Committee addresses internal and external control issues, considering the scope of work of both internal and external audit activities including their appointments. It also considers the financial statements and recommends their approval to the Board.

Remuneration Committee

The Group Remuneration Committee met 4 times during the year. The Committee advises the Board on Non-executive member recruitment and remuneration and the appointment and remuneration of the Chief Executive and Executive Directors, taking independent advice and using consultants as necessary. The committee also sets the objectives for the Chief Executive and reviews performance against those objectives.

Pensions

Executive Directors and senior leadership are eligible to join the Social Housing Pension Scheme. The Executive Officers participate in the scheme on the same terms as all other eligible staff. Full details of the scheme are given in note 7 to the financial statements.

Risk Management

As part of the Calico Group approach to risk management, Syncora Group 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 Syncora's exposure to the major risks.

Principle Risks and Uncertainties

Regular reporting on control issues provides assurance to successive levels of management and to the Board. It is supplemented by regular reviews by internal audit that provide independent assurance to the Board. The arrangement for review includes a rigorous procedure which is monitored internally and ensures corrective action is taken in relation to any significant control issues. The business has implemented a programme of control and risk self-assessment and is further embedding this at different levels of the organisation, which will continue to strengthen each business areas' control arrangements.

Utilising this approach Syncora has identified the following risks to the successful achievement of the objectives:

Charity Code of Governance

In 2021, the Board approved that Syncora and its subsidiaries will adopt the 2020 Charity Governance Code for the year ended 31 March 2022.

The Board confirm compliance with the Code for the full year ended 31 March 2022. The Board have agreed areas of further focus to develop in 2022 focussing on Safeguarding, Equality, Diversity and Inclusion, and Customer Voice.

Group Board member Grahame Elliott and Syncora Board member Karen Ainsworth have served on the Boards of subsidiaries, Acorn Recovery Projects and Safenet Domestic Abuse and Support Services Ltd respectively, for over 9 years. While this is not in line with best practice the Board and Audit & Assurance Committee agreed that for 21/22 Grahame and Karen continued in their role due to the extensive knowledge, experience and skill that they bring to the Boards. Karen will be stepping down from the Board in 22/23 and all Board terms will remain to be reviewed on an annual basis.

Report of the Board (continued)

Employees

The strength of Syncora lies in the quality and commitment of its employees. The contribution of its employees is essential in the ability of Syncora' ability to deliver its strategic objectives and commitments to customers.

Syncora continues to provide information on its objectives, progress, and activities through briefings from senior staff, regular departmental meetings, an annual staff conference, One Calico events, a performance and personal growth framework and a regularly updated intranet site. There is an Employee Voice Group which represents staff from across Calico and meet regularly with senior leaders to consider how Calico delivers services and runs its business.

Syncora is committed to inclusivity for all its employees and customers. Calico has established "This is Me" groups to support our colleagues and communities. The aim of these groups is to influence Calico's culture to ensure inclusivity and diversity in all realms. The vision of the This is Me Groups is *"Through our own diversity and lived experiences we will celebrate and champion (LGBTQ+/BAME/Youth) across the Calico Group and our communities".* Calico has retained its two ticks for disability recruitment, is a member of the HouseProud Network and a member of the Housing Diversity Network.

The Calico Group has been acknowledged by Inclusive Companies as the 2nd most Inclusive Employer in the UK and was award "Best for Diversity and Inclusion" at the Greater Manchester Good Employment Charter Awards. This recognition is based on amalgamation of topics including recruitment procedures, training, workforce data and a host of diversity related initiatives. The Calico Group attracts a diverse range of colleagues from different backgrounds. Syncora's diversity of employees is 39% male, 61% female, 9% who self-identify as disabled, 13% from a BME background and 5% who identify as LGBTQ+.

Health and Safety

The Board is aware of its Health and Safety responsibilities and has a policy statement in place, supported by a robust framework of policies and procedures. and receives regular reports on health and safety issues arising from across the organisation. The Health and Safety Performance Team, chaired by the Chief Executive, meets on a regular basis and receives regular reports on health and safety issues arising from across the organisation.

Internal controls assurance

The Board has overall responsibility for risk management and is responsible for ensuring the organisation has an effective system of internal control.

The system of internal control is designed to manage, rather than eliminate, the risk of failure to achieve business objectives, and to provide reasonable, and not absolute, assurance against material misstatement or loss, in line with the Board's view that risks should be controlled and not avoided.

In meeting its responsibilities, the Board has adopted a risk-based approach to establishing and maintaining internal controls that are embedded within day-to-day management and governance processes. This approach includes the regular evaluation of the nature and extent of risks to which Calico Homes is exposed.

The process for identifying, evaluating and managing the significant risks faced by Syncora is ongoing and has been in place throughout the period commencing 1 April 2021 up to the date of approval of the annual report and financial statements. The Board receives and considers reports from management on these risk management and control arrangements on a regular basis during the year and considers at each meeting whether the risk map needs amending as a result of the meeting.

Assurance on the effectiveness of key risk controls is reviewed annually by both by Audit and Assurance Committee and the Board.

The arrangements adopted by the Board in reviewing the effectiveness of the system of internal control, together with some of the key elements of the control framework include:

- **Identifying and evaluating key risks**
  The Calico Group's risk management framework, setting out the Board's attitude to risk in the achievement of its objectives, underpins the risk management, business planning and control arrangements. These arrangements clearly define management responsibility for the identification, evaluation, and control of significant risks. The Executive Officers regularly consider reports on these risks and the Chief Executive is responsible for reporting to the Board any significant changes affecting key risks
- **Information and reporting systems**
  Financial reporting procedures include the Board review and approval of annual 30-year business plan which is supported by various sensitivities and robust stress testing of the plan. The Board also approve the annual budget and are supported by regular reporting, forecasts and cashflows which are reviewed and monitored by the Board throughout the year. Reports on key performance indicators to assess progress towards the achievement of key business objectives, targets and outcomes are regularly produced and reviewed. The outcomes of these reviews are formally reported and discussed by the Board quarterly.

Report of the Board (continued)

Internal controls assurance (continued)

- **Monitoring arrangements**
  Regular management reporting on control issues provides assurance to successive levels of management and to the Board. The Calico Group and Calico Homes have a number of policies and frameworks in place to support the systems of internal control. These cover issues such as anti-fraud and bribery, whistleblowing, delegated authority, treasury management, health and safety, data protection and the code of conduct.
- **External Assurance**
  Internal Audit
  Internal Audit is provided by BDO LLP who are responsible for the independent and objective review of the effectiveness of the internal control system within the Calico Group and this provides independent assurance to the Board, via the Group Audit and Assurance Committee. The arrangements include a rigorous procedure, monitored by the Group Audit and Assurance Committee, for ensuring that corrective action is taken in relation to any significant control issues. In 21/22 the Annual Statement of Assurance confirmed reasonable assurance with the exception of two areas, Cyber Security (Group) and Case Management (Syncora companies) where the opinion was limited for the design and effectiveness of the control environment. The two areas are planned for follow up in 2022/23
- **External Audit**
  External Audit is provided by Crowe UK LLP who provide an external audit management letter, which is required to report any material weaknesses in internal controls identified in the course of their audit work, has been received. There were no such weaknesses identified on the effectiveness of existing internal controls that directly relate to the Financial Statements.

Reserves Policy

The Syncora Reserves Policy states aims to keep unrestricted reserves to cover at least two months of variable expenditure to cover costs that are not contract related where we may not have notice of changes. The current level of free reserves is £2.271,000 (2021: £976,000). Syncora Group reserves are calculated from income and expenditure reserve of £2.139m and a positive restricted reserve of £0.132m. The targeted free reserves level is £662,000.

The Directors will monitor and review the level of reserves annually, in line with guidance issued by the Charity Commission. As a result of this, we do not have to retain large reserves and the current level of unrestricted reserves is sufficient for this. However, reserves are also built up to enable investment in accommodation to grow and expand the service. This will be over and above those reserves represented by fixed assets within the charity's balance sheet.

Capital structure and treasury management

Within the Syncora Group, there is one entity, Acorn Recovery Projects, who has an external loan faciiltiy in place with Barclays Bank. As at 31 March 2022 the loan totalled £0.201m (2021: £0.231m) and there were not any additional borrowings undertaken in year. Acorn's loan is based on both fixed and floating rates and the loan is secured by fixed charges on Acorn properties.

Going concern

After making enquiries the Board has a reasonable expectation that Syncora and its subsiduaries have adequate resources to continue in operational existence for the foreseeable future.

The Board is confident that Syncora Group remains a going concern for the following key reasons:

- Preparation of detailed financial forecasts, which demonstrate that the organisation has sufficient cash to meet its commitments.
- The subsiduaries within the Group have had sustained positive cashflows in prior years and have a number of medium term contracts in place and have also retained contracts in recent years, providing security. In 22/23 due to significant securing new contracts turnover will increase turnover by 30%.

After making enquiries, the Board is of the opinion that the Group has adequate resources to continue in operational existence for the foreseeable future. There was a surplus of £1.1m (2021: £1m) and net assets of £0.510m (2021: liabilities £0.477m), which includes £0.220m (2020: £0.476m) provision for the SHPS defined benefit scheme liability.

Syncora Group continues to adopt the going concern basis in the financial statements. The Group has total net assets of £2.662m (2021: £1.648m).

Report of the Board (continued)

Statement of directors' responsibilities for the annual report and financial statements

Company law requires the directors to prepare financial statements for each financial period. Under that law directors have elected to prepare the financial statements in accordance with the Companies Act 2006.

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 Group and Company, and of the surplus or deficit of the Group for that period. In preparing these financial statements the Board is required to:

- select suitable accounting policies and apply them consistently
- make judgements and estimates that are reasonable and prudent
- prepare the financial statements on a going concern basis

The Board is responsible for keeping proper accounting records that are sufficient to show and explain the Group's transactions and disclose with reasonable accuracy at any time the financial position of the Group and enable it to ensure that the financial statements comply with the Companies Act 2006. It is also responsible for taking reasonable steps to safeguard the assets of the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board is also responsible for the maintenance and integrity of the corporate and financial information on the Group's websites. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements and other information included in the annual reports may differ from legislation in other jurisdictions.

Statement as to disclosure of information to auditors

The Board, 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 auditors are unaware. Each of the Board members have confirmed that they have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditors

Auditor

Crowe U.K. LLP were appointed as auditors in November 2021, following a tender process, for a period of 3 years with an option for a further 2 years.

This report was approved by the Board on 5 September 2022 and signed on its behalf by:

Stephen Aggett
Company Secretary
5 September 2022
For the year ended 31 March 2022

Strategic Report

Structure, Governance and Management

Syncora is part of The Calico Group a collection of innovative charities and businesses working together to deliver social profit in the communities we serve. Whilst the range of services, geography, customers and job roles is diverse we all share a common social purpose- to make a real difference to peoples lives.

Syncora brings together the Group's specialist services:

acorn	Abstinence-based drug and alcohol treatment, accommodation and community services	gateway	Supports people who are homeless or at risk of homelessness
delphi	Drug and alcohol treatment services in the community and criminal justice settings	safenet	Provides support services to victim survivors of domestic abuse in refuge and the community
calico enterprise	Provides training activities, vocational skills, adult education, employability programmes and social enterprises	whitworth care	Provides residential and dementia care

Vision: To have a positive impact on society by connecting compassionate and experienced people to improve wellbeing: giving everyone a chance to live a better life – one person at a time

Our values let everyone know how we work and they are our guide to how we will get to where we are going. We all commit to, and care about;

- Going one step further with our customers
- Improving and strengthening ourselves and our organisation
- Our wellbeing as individuals and teams

Objectives:

1) To improve the wellbeing of existing and future customers through personalised, joined up services
2) To influence the market for integrated services by building strategic partnerships with commissioners
3) To grow the business to become a leading provider of services
4) To retain and develop our reputation as a provider of specialist services
5) To ensure that Syncora and its associated companies have effective leadership, are well governed and in a strong financial position

Objectives and Activities

Throughout 2021/22 (during the COVID 19 pandemic) Syncora has continued to focus on effective management and leadership and ensuring sufficient oversight and assurance reporting is in place across all Syncora companies. This will continue to be an area of focus into 2022/23. All companies within Syncora received grant monies and additional funding in relation to the pandemic which has been used to ensure vital services for its customers have continue to be delivered across Syncora throughout 2021/22. It's unlikely further grant monies will continue into 2022/23.

Syncora have supported 19,395 customers in the last 12 months achieving a consistent satisfaction level of above 90%.

Growth indicators are particularly strong with over £6 million contracts won in the year with a 87% tender success rate.

All Care Quality Commission (CQC) ratings remain "good", with positive feedback received from the CQC through Direct Monitoring Visits.

Acorn has benefitted from several grant applications and donations. Acorn services include a volunteering program, counselling, and community services. Acorn works within a range of community settings alongside partner agencies including Delphi Medical Ltd, Change Grow Live (CGL), New Leaf, Greater Manchester Health and Social Care Partnership and Lancashire and South Cumbria Foundation Trust, Supported Housing, Prison in-reach & outreach.

Delphi Medical Ltd's Pavillion has seen an improvement in its financial position during the later period of 2021/22, benefiting from a more stable occupancy level and more consistent uptake of services from both privately funded patients and patients coming to Delphi via their local authority.

Strategic Report (continued)

Objectives and Activities (continued)

DMC have various contracts in place across Local Authorities and also Mental Health Trusts. These contracts deliver integrated substance misuse services, provide clinical and psychosocial services to two prisons, and there has been an additional new contract to provide psychosocial services in an additional two prisons until 2025. DMC will continue to tender for appropriate contracts in line with the companies aims and objectives. .

SafeNet has successfully secured new funding for mental health & also a continuation of funding from Ministry of Justice supporting specialisms and developed and extended provision for male victims and complex needs. SafeNet has established additional accommodation to support the Covid-19 crisis provision of 30 units, along with additional 40 longer term units in the North West, and a new refuge opened in Lancaster.

Calico Enterprise's objectives for personal change are achieved through the delivery of social enterprise, skills and support contracts. Calico Enterprise has continued operating its support services, expanding across Lancashire. In addition, the work streams initiatives continue which includes Calico Interiors, Clean Team, Constructing the Future, Careers Service, Catering, Calico Assure, Furniture Matters and Afta Thought. Calico Enterprise also provides services that support vulnerable people to achieve and maintain independence including floating support service, provide support to over 300 people this year, and a global resettlement programme, providing the support required to enable the families to re-settle in the United Kingdom, and Gateway, a homelessness service for people with complex needs.

Plans for Future Periods

The Syncora Group's priorities for 2022/23 are;

- **Leadership and Management**- effectiveness
- **Syncora Growth Strategy-** implementation and progress against aims, priorities and guiding themes
- **Customer Strategy-** implementation and progress against the aims of the 'Model' and the year one action plan
- **Substance misuse offer-** identify new premises, deliver on the action plan following the review of the service offer
- **Governance & Assurance-** systems, process, procedures, and reporting
- **Staff recruitment, retention, and wellbeing-** quality of recruitment, effective leadership, connection to our purpose and focus innovation.

The effectiveness of **Leadership and Management** across Syncora Companies is a focus for continuous improvement, the companies will invest in learning and development opportunities, such as Leaders Journey to ensure leaders and managers are equipped and supported to carry out their roles effectively whilst the Syncora Group continues to grow.

The Syncora **Growth Strategy** sets out 3 priority areas;

- A Safe Home
- Working Together
- Customer Need

The priority areas are underpinned by six Guiding Themes;

- Lived Experience
- Customer Voice
- Trauma-informed Practice
- Safe and Settled Accommodation
- Personalisation
- Net Carbon Zero

The **Customer Strategy** *The Humanity Offer: 'Living our best lives'* sets out the vision and ambition for how the Companies will engage and work with customers. During the first 12 months there will be significant work to:

- establish leadership
- communicate
- gain commitment
- align resources

Acorn and Delphi Companies will further develop the **Substance Misuse Offer**, this includes the development of the residential rehabilitation model which will include the acquisition of a new dedicated site. Acorn will review the community offer to ensure group programmes remain relevant and inclusive. New contracts which went live in April 2022 will be developed and new business opportunities will be explored across Lancashire, Greater Manchester and other parts of the North West.

Strategic Report (continued)

Plans for Future Periods (continued)

There are plans to strengthen the Group offer with Delphi Medical and Acorn targeting further community and prison contracts.

There will be new opportunities for *Delphi Medical Ltd* centred around the Government's announcement of nationwide increased funding for detox services, which is already starting to filter through to Delphi's services. The Delphi companies 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 the Delphi companies to bid for large scale service models across the North West.

A key challenge for *DMC* in bidding processes sits with its main competitors, NHS trusts, large voluntary sector providers, and large private sector organisations. DMC are able to compete on the quality which can and is being delivered which puts it in a positive position for the future..

SafeNet's growth strategy concentrates on the maintenance and consolidation of existing services across Lancashire and Greater Manchester, and further expansion in conjunction with the property-owning strength and expertise of the Calico Group. This will include extension of contracts to 5 years (currently 3 years), and extension of refuge commission.

Enterprise's priorities for the coming year are to establish and further develop the company model and offer around Homelessness, and continuing to develop and nurture links and partnerships with the health sector.

Strengthening **Governance and Assurance** systems, process, procedures, and reporting is a priority area for all Syncora Companies. Syncora Group has invested in a senior leadership role, Head of Governance & Assurance Syncora to ensure adequate resource and capacity is available to develop and strengthen the ability to evidence compliance and high quality provision.

Staff recruitment, retention, and wellbeing was an area of challenge during 2021/22, during 2022/23 there will be an increased focus on the quality of recruitment, effective leadership, support greater connection to the vision and purpose along with a focus innovation.

This report was approved by the Board on 5 September 2022 and signed on its behalf by:

Stephen Aggett
Company Secretary
5 September 2022

For the year ended 31 March 2022

Independent Auditor's Report to the Members of Syncora Limited

Opinion

We have audited the financial statements of Syncora Group Limited (the "parent company") and its subsidiaries (the "group") for the year ended 31 March 2022 which comprise Consolidated Statement of Comprehensive Income, Consolidated Statement of Financial Position, Company Statement of Financial Position, Consolidated Changes in Reserve, Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 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 group's and of the parent company's affairs as at 31 March 2022 and of the group's profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 group 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 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.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

In auditing the financial statements, we have concluded that the director's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The directors are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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.

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 this gives rise to a material misstatement in the financial statements themselves. 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.

Opinion on other matter prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.
We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or

Independent Auditor's Report to the Members of Syncora Limited

Matters on which we are required to report by exception (continued)

- the parent company 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

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 6, 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 group's and the parent 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 group or the parent 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We obtained an understanding of the legal and regulatory frameworks within which the company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and Taxation legislation.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals and reviewing accounting estimates for biases.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities for the audit of the financial statements is available on the Financial Reporting Council's website 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.

Vicky Szulist
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
The Lexicon, Mount Street
Manchester, M2 5NT
Date: 30 September 2022

Consolidated Statement of Comprehensive Income
For the year ended 31 March 2022

	Note	2022	2021
		£'000	£'000
Turnover	2	21,294	18,604
Operating costs	2	(20,210)	(17,792)
Operating surplus		1,084	812
Interest receivable and similar income		31	30
Interest payable and financing costs	4	(46)	(39)
Surplus before tax		1,069	803
Taxation	8	1	7
Payment to charity under gift aid scheme		-	200
Surplus for the year after tax		1,070	1,010
Actuarial gain/(loss) in respect of pension schemes	6	225	(297)
Total comprehensive profit for the year		1,295	713

The notes on pages 17 to 31 form part of these financial statements.

Consolidated Statement of Financial Position
As at 31 March 2022

	Note	2022	2021
		£'000	£'000
Fixed assets			
Tangible fixed assets	9	2,140	2,076
Intangible fixed assets and goodwill	10	12	49
		2,152	2,125
Current assets			
Stock		42	18
Debtors	11	2,688	2,521
Cash and cash equivalents		1,538	810
		4,268	3,349
Creditors: Amounts falling due within one year	12	(3,758)	(3,826)
Net current assets/(liabilities)		510	(477)
Total assets less current liabilities		2,662	1,648
Creditors: Amounts falling due after more than one year	13	171	196
Provisions for liabilities	16	220	476
		391	672
Capital and reserves			
Income and expenditure reserve		2,139	808
Restricted reserve		132	168
Total reserves		2,271	976
		2,662	1,648

The notes on pages 17 to 31 form part of these financial statements.

The financial statements were approved and authorised for issue by the Board on 5 September 2022 and signed on its behalf by:

Richard Jones CBE
Chair of the Board
5 September 2022
For the year ended 31 March 2022

Statement of Financial Position – Syncora Limited
As at 31 March 2022

	Note	2022	2021
		£'000	£'000
Fixed assets			
Investments		-	-
Current assets			
Debtors	11	10	6
Cash at bank and in hand		21	-
		31	6
Creditors: Amounts falling due within one year	12	(31)	(6)
Net current assets		-	-
Net assets		-	-
Capital and reserve			
Income and expenditure reserve		-	-
Total Funds		-	-

Syncora Limited is a private company limited by guarantee without share capital

The notes on pages 17 to 31 form part of these financial statements.

The financial statements on pages 12 to 31 were approved and authorised for issue by the Board on 5 September 2022 and signed on its behalf by:

Richard Jones CBE
Chair of the Board
5 September 2022
For the year ended 31 March 2022

Consolidated Statement of Changes in Reserves

	Income and expenditure reserve £'000	Restricted reserve £'000	Total excluding non-controlling interest £'000	Non-controlling interest £'000	Total including non-controlling interest £'000	Restricted fund £'000	Unrestricted fund £'000
Balance at 31 March 2021	123	140	263	-	**263**	140	123
Surplus from Statement of Comprehensive income	713	-	713	-	**713**	-	713
Transfer of restricted expenditure from unrestricted reserve	(28)	28	-	-	**-**	(28)	28
Balance at 31 March 2021	808	168	976	-	**976**	168	808
Surplus from Statement of Comprehensive income	1,295	-	1,295	-	**1,295**	-	1,295
Transfer of restricted expenditure from unrestricted reserve	36	(36)	-	-	**-**	(36)	36
Balance at 31 March 2022	2,139	132	2,271	-	**2,271**	132	2,139

syncora
the calico group together

Consolidated Statement of Cash Flows
For the year ended 31 March 2022

	Note	2022	2021
		£'000	£'000
Net cash inflow from operating activities	21	964	548
Cash flow from investing activities			
Interest received		31	30
Purchase of tangible fixed assets	9	(191)	(133)
Purchase of intangible fixed assets	10	-	-
Net used in investing activities		(160)	(103)
Cash flow from financing activities			
Interest paid		(46)	(39)
Repayment of borrowings		(30)	(30)
Net cash used in financing activities		(76)	(69)
Net change in cash and cash equivalents		728	376
Cash and cash equivalents at beginning of the year		810	434
Cash and cash equivalents at end of the year		1,538	810

The notes on pages 17 to 31 form an integral part of these accounts

Notes to the Consolidated Financial Statements

Legal Status

Syncora Limited is a not for profit, private non-charitable company limited by guarantee incorporated in England & Wales. The Company is non asset holding and provides strategy and direction to the Group ensuring opportunities are seen with a whole Group perspective. Syncora Limited has a common board for Safenet Domestic Abuse Support Services Ltd, Acorn Recovery Projects, Enterprise Limited, Delphi Medical Limited and Delphi Medical Consultants Limited. The registered office is Centenary Court, Croft Street, Burnley, Lancashire, BB11 2ED.

1. Accounting policies

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 ("FRS 102") issued by the Financial Reporting Council.

The financial statements are presented in sterling £'000 because that is the functional currency of the Group.

The Syncora Group Limited meets the definition of a qualifying entity under FRS 102 and has therefore taken advantage of the disclosure exemptions available to it in respect of its separate financial statements, which are presented alongside the consolidated financial statements. Exemptions have been taken in respect to financial instruments and presentation of a cash flow statement.

Going concern

The Group's financial statements have been prepared on a going concern basis which assumes an ability to continue operating for the foreseeable future. No significant concerns have been noted and we consider it appropriate to continue to prepare financial statements on a going concern basis.

The Board are of the opinion that the Group has adequate resources to continue in operational existence for the foreseeable future. There was a surplus of £1.08m (2021: £1.01m) and net assets of £2.28m (2021: £976k), which includes £220k (2021: £475k) provision for the SHPS defined benefit scheme liability.

Basis of consolidation

The consolidated financial statements incorporate the results of Syncora Limited, and its subsidiary undertakings Calico Enterprise Limited, SafeNet Domestic Abuse and Support Services Ltd, Acorn Recovery Projects, Delphi Medical Limited and Delphi Medical Consultants Limited.

Using the acquisition or merger method of accounting as required, where the acquisition method is used, the results of subsidiary undertakings are included from the date of acquisition, being the date the Group obtains control. Where the merger method is used, the results are incorporated from the date that control passes. All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation.

Where necessary, adjustments are made to financial statements of subsidiaries to bring accounting policies used into line with those used by other members of the group.

The Group has taken advantage of the exemption granted under Section 408 of Companies Act 2006 from disclosing the unconsolidated Statement of Comprehensive Income for the parent entity.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, 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 statements.

- **Pension and other post-employment benefits.** 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.

Other key sources of estimation and assumptions:

- **Tangible fixed assets.** Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors.
- **Goodwill and intangible assets.** The Group establishes a reliable estimate of the useful life of goodwill and intangible assets arising on business combinations. This estimate is based on a variety of factors such as the expected use of the acquired business, the expected usual life of the cash generating units to which the goodwill is attributed, any legal, regulatory or contractual provisions that can limit useful life and assumptions would consider in respect of similar businesses. Where in exceptional circumstances, the useful life of goodwill cannot be determined, the life will not exceed 10 years.

Notes to the Consolidated Financial Statements (continued)

1. Accounting policies (continued)

Intangible fixed assets

Goodwill arising on an acquisition of a subsidiary undertaking is the difference between the fair value of the consideration paid and the fair value of the assets and liabilities acquired. Subsequently goodwill is carried at cost less accumulated amortisation and impairment losses.

Amortisation is calculated on a straight line basis over the estimated useful life. This is currently 5 years. The Group establishes a reliable estimate of the useful life of goodwill arising on business combinations based on a variety of factors such as the expected use of the acquired business, the expected useful life of the cash generating units to which the goodwill is attributed and any legal, regulatory or contractual provisions that can limit useful life assumptions that market participants would consider in respect of similar businesses.

Intangible assets are measured at cost less accumulated amortisation and any impairment losses.

Software development costs are recognised as an intangible asset when all of the following criteria are demonstrated:

- The technical feasibility of completing the software so that it will be available for use.
- The ability to use the software.
- The availability of adequate resources to complete the development.
- The ability to measure reliably the expenditure attributable to the software during its development.

Amortisation is charged so as to allocate the cost of intangibles less their residual values over their estimated useful lives, using the straight-line method. The principal annual rates used are Software development costs 20% to 33%.

Turnover

Turnover represents supporting people services contract income, revenue grants from local authorities and other income and are recognised in relation to the period when the goods or services have been supplied.

Turnover is stated exclusive of Value Added Tax ("VAT") and a summary can be found in note 2 to the financial statements.

Loan Interest payable

Loan Interest costs are calculated using the effective interest method of the difference between the loan amount at initial recognition and amount of maturity of the related loan.

Loan finance issue costs

These are amortised over the life of the related loan. Loans are stated in the Statement of Financial Position at the amount of the net proceeds after issue, plus increases to account for any subsequent amounts amortised.

Taxation

The tax expense for the period comprises current and deferred tax. Tax is recognised in The Statement of Comprehensive Income, except that a change attributable to an item of income or expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted by the reporting date.

Charitable activities are exempt from taxation which applies to Acorn, SafeNet and Enterprise.

Deferred balances are recognised in respect of all timing differences that have originated but not reversed by the Statement of Financial Position date, except:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits,
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met; and
- Where timing differences relate to interests in subsidiaries, associates and joint ventures and the Group can control their reversal and such reversal is not considered probable in the foreseeable future.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair value of liabilities acquired and the amount that will be assessed for tax.

Deferred tax income is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

Value added tax

The Group charges VAT on some of its income and is able to recover part of the VAT it incurs on expenditure. The financial statements include VAT to the extent that it is suffered by the Group and not recoverable

Notes to the Consolidated Financial Statements (continued)

1. Accounting policies (continued)

Tangible fixed assets and depreciation

Depreciation - Other tangible fixed assets
Other tangible fixed assets are stated at cost less depreciation. Depreciation is provided evenly on the cost of other tangible fixed assets to write them down to their estimated residual values over their expected useful lives. The principal annual rates used for other assets are:

• Freehold property	75 years
• Leasehold properties	75 years or the term of the lease (whichever is lower)
• Furniture, fixtures and fittings	10-33%
• Computers and office equipment	5-33%
• Motor vehicles	25%

Leased assets
Assets held under finance leases are included in the balance sheet and depreciated in accordance with the Company's normal accounting policies. The present value of future rentals is shown as a liability.

The interest element of rental obligations is charged to the income and expenditure account over the period of the lease in proportion to the balance of capital repayments outstanding.

Rentals payable under operating leases are charged to the profit and loss account on a straight-line basis over the lease term.

Stock
Stocks of materials is stated at lower of cost and net realisable value being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a first in, first out basis. Work in progress and finished goods include labour and attributable overheads.

At each reporting date, stock is assessed for impairment. If there is evidence of impairment, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in Statement of Comprehensive Income.

Short-term debtors and creditors
Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the income statement in other operating expenses.

Holiday Pay accrual
A liability is recognised to the extent of any unused holiday pay entitlement which has accrued at the balance sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the reporting date.

Pensions
The Group operates defined contribution plans for the benefit of its employees. The cost of providing retirement pensions and related benefits is charged to management expenses over the periods benefiting from the employees' services.

The Group also participates in a defined benefit multi-employer pension scheme, Social Housing Pension Scheme, administered by TPT Retirement Solutions. The Company ceased contributions to this defined benefit scheme as at 1 August 2019. The net change in the net defined benefit liability is recognised as the cost of the defined benefit plan during the period. A liability for the Group's pension obligations is recognised net of plan assets. Pension plan assets are measured at fair value and the defined benefit obligation is measured on an actuarial basis using the projected unit method.
Further details of the assumptions and the pension plans are in note 6.

Financial instruments
Financial assets and financial liabilities are measured at transaction price initially, plus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

At the end of each reporting period, financial instruments are measured as follows, without any deduction for transaction costs the entity may incur on sale or other disposal:

Debt instruments that meet the conditions in paragraph 11.8(b) of FRS 102 are measured at amortised cost using the effective interest method, except where the arrangement constitutes a financing transaction. In this case the debt instrument is measured at the present value of the future payments discounted at a market rate of interest for a similar debt.

Notes to the Consolidated Financial Statements (continued)

1. Accounting policies (continued)

Financial instruments (continued)

Commitments to receive or make a loan to another entity which meet the conditions in paragraph 11.8(c) of FRS 102 are measured at cost less impairment.

Financial instruments held by the Group are classified as follows:

- Financial assets such as cash, current asset investments and receivables are classified as loans and receivables and held at amortised cost using the effective interest method.
- Financial liabilities such as bonds and loans are held at amortised cost using the effective interest method.
- Loans to or from subsidiaries including those that are due on demand are held at amortised cost using the effective interest method.
- Commitments to receive or make a loan to another entity which meet the conditions above are held at cost less impairment.
- An investment in another entity's equity instruments other than non-convertible preference shares and non-puttable ordinary and preference shares are held at fair value.
- Fixed asset investments such as ordinary shares and fixed rate unsecured convertible loan notes are held at fair value.
- Derivatives such as interest rate swaps are classified as financial assets or financial liabilities at fair value.

Impairment of financial assets

Financial assets are assessed at each reporting date to determine whether there is any objective evidence that a financial asset or group of financial assets is impaired. If there is objective evidence of impairment, an impairment loss is recognised in profit or loss immediately.

Other financial instruments are assessed for impairment either individually or grouped on the basis of similar credit risk characteristics.

If, in a subsequent period, the amount of an impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed either directly or by adjusting an allowance account. The reversal cannot result in a carrying amount (net of any allowance account) which exceeds what the carrying amount would have been had the impairment not previously been recognised. The amount of the reversal is recognised in profit or loss immediately.

An impairment loss is measured as follows on the following instruments measured at cost or amortised cost:

(a) For an instrument measured at amortised cost, the impairment loss is the difference between the asset's carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate.

(b) For an instrument measured at cost less impairment, the impairment loss is the difference between the asset's carrying amount and the best estimate of the amount that the entity would receive for the asset if it were to be sold at the reporting date.

Notes to the Consolidated Financial Statements (continued)

2. Turnover, operating expenditure and operating surplus / (deficit)

Continuing activities

	2022 Turnover £'000	2022 Operating costs £'000	2022 Operating surplus £'000	2021 Turnover £'000	2021 Operating costs £'000	2021 Operating surplus £'000
Group activities	21,294	(20,210)	1,084	18,604	(17,792)	812

3. Profit on ordinary activities

The operating profit is stated after charging/(crediting):-

	Note	2022 £'000	2021 £'000
Depreciation of tangible fixed assets	9	126	127
Amortisation of intangible fixed assets	10	37	98
Operating lease rentals – land and buildings		1,058	758
Operating lease rentals – other		71	65
Auditor's remuneration (excluding VAT):			
• for audit services		33	23
• for non-audit services		3	-

4. Interest payable and finance costs

	2022 £'000	2021 £'000
Loans and bank overdrafts	5	5
Net interest on pension deficit	41	34
	46	39

5. Employees

Average monthly number of employees

	2022 No.	2021 No.
Administration	53	54
Housing and community services	358	347
Non social-housing activity	128	112
Total	539	513
Full-time equivalents (36.25 hours/week)	408	387

Notes to the Consolidated Financial Statements (continued)

5. Employees (continued)

Employee Costs	2022 £'000	2021 £'000
Wages and salaries (gross)	11,377	10,269
Social security costs	931	871
Other pension costs	346	341
Termination payments	39	10
Total	12,693	11,491

Number of employees in the Group with emoluments, including pension contributions, between:

	2022 No.	2021 No.
£60,000 to £70,000	4	3
£70,000 to £80,000	1	1
£80,000 to £90,000	1	2

6. Pensions

Social Housing Pension Scheme

The Group participates in a defined benefit multi-employer pension scheme, Social Housing Pension Scheme, administered by TPT Retirement Solutions. The net change in the net defined benefit liability is recognised as the cost of the defined benefit plan during the period. A liability for the Group's pension obligations is recognised net of plan assets. Pension plan assets are measured at fair value and the defined benefit obligation is measured on an actuarial basis using the projected unit method. The Company ceased contributions to this defined benefit scheme as at 1 August 2019. The latest actuarial valuation was as at 30 September 2020.

FAIR VALUE OF PLAN ASSETS, PRESENT VALUE OF DEFINED BENEFIT OBLIGATION, AND DEFINED BENEFIT ASSET (LIABILITY)	31 March 2022 (£000s)	31 March 2021 (£000s)
Fair value of plan assets	1,585	1,391
Present value of defined benefit obligation	1,805	1,866
Surplus (deficit) in plan	(220)	(475)
Defined benefit asset (liability) to be recognised	(220)	(475)
Net defined benefit asset (liability) to be recognised	(220)	(477)

RECONCILIATION OF OPENING AND CLOSING BALANCES OF THE DEFINED BENEFIT OBLIGATION	Period from 31 March 2021 to 31 March 2022 (£000s)
Defined benefit obligation at start of period	1.866
Current service cost	-
Expenses	4
Interest expense	41
Member contributions	-
Actuarial losses (gains) due to scheme experience	112
Actuarial losses (gains) due to changes in demographic assumptions	(27)
Actuarial losses (gains) due to changes in financial assumptions	(172)
Benefits paid and expenses	(19)
Defined benefit obligation at end of period	**1,805**

Notes to the Consolidated Financial Statements (continued)

6. Pensions (continued)

RECONCILIATION OF OPENING AND CLOSING BALANCES OF THE FAIR VALUE OF PLAN ASSETS	**Period from 31 March 2021 to 31 March 2022 (£000s)**
Fair value of plan assets at start of period	1,391
Interest income	31
Experience on plan assets (excluding amounts included in interest income) - gain (loss)	138
Employer contributions	44
Member contributions	-
Benefits paid and expenses	(19)
Assets acquired in a business combination	-
Assets distributed on settlements	-
Exchange rate changes	-
Fair value of plan assets at end of period	1,585

The actual return on plan assets (including any changes in share of assets) over the period from 31 March 2021 to 31 March 2022 was £169,000.

DEFINED BENEFIT COSTS RECOGNISED IN STATEMENT OF COMPREHENSIVE INCOME (SOCI)	**Period from 31 March 2021 to 31 March 2022 (£000s)**
Current service cost	-
Expenses	4
Net interest expense	10
Defined benefit costs recognised in Statement of Comprehensive Income (SoCI)	14

DEFINED BENEFIT COSTS RECOGNISED IN OTHER COMPREHENSIVE INCOME (OCI)	**Period from 31 March 2021 to 31 March 2022 (£000s)**
Experience on plan assets (excluding amounts included in net interest cost) - gain (loss)	138
Experience gains and losses arising on the plan liabilities - gain (loss)	(112)
Effects of changes in the demographic assumptions underlying the present value of the defined benefit obligation - gain (loss)	27
Effects of changes in the financial assumptions underlying the present value of the defined benefit obligation - gain (loss)	172
Total actuarial gains and losses (before restriction due to some of the surplus not being recognisable) - gain (loss)	225
Effects of changes in the amount of surplus that is not recoverable (excluding amounts included in net interest cost) - gain (loss)	-
Total amount recognised in Other Comprehensive Income - gain (loss)	225

Notes to the Consolidated Financial Statements (continued)

6. Pensions (continued)

ASSETS	31 March 2022 (£000s)	31 March 2021 (£000s)
Global Equity	304	222
Absolute Return	63	77
Distressed Opportunities	57	40
Credit Relative Value	53	44
Alternative Risk Premia	52	52
Fund of Hedge Funds	-	-
Emerging Markets Debt	46	56
Risk Sharing	52	51
Insurance-Linked Securities	37	33
Property	43	29
Infrastructure	113	93
Private Debt	41	33
Opportunistic Illiquid Credit	53	35
High Yield	14	42
Opportunistic Credit	6	38
Cash	5	-
Corporate Bond Fund	106	82
Liquid Credit	-	17
Long Lease Property	41	27
Secured Income	59	58
Over 15 Year Gilts	-	-
Index Linked All Stock Gilts	-	-
Liability Driven Investment	442	354
Currency Hedging	(6)	-
Net Current Assets	4	8
Total assets	1,585	1,391

None of the fair values of the assets shown above include any direct investments in the employer's own financial instruments or any property occupied by, or other assets used by, the employer.

KEY ASSUMPTIONS	31 March 2022 % per annum	31 March 2021 % per annum
Discount Rate	2.78%	2.21%
Inflation (RPI)	3.47%	3.22%
Inflation (CPI)	3.14%	2.87%
Salary Growth	4.14%	3.87%
Allowance for commutation of pension for cash at retirement	75% of maximum allowance	75% of maximum allowance

The mortality assumptions adopted at 31 March 2022 imply the following life expectancies:

	Life expectancy at age 65 (Years)
Male retiring in 2022	21.1
Female retiring in 2022	23.7
Male retiring in 2042	22.4
Female retiring in 2042	25.2

Notes to the Consolidated Financial Statements (continued)

7. Board members and Key Management Personnel Remuneration

Eight Board members received salaries during the period.

	2022	2021
	£'000	£'000
Board Member salaries	33	38

	Group	Group
	2022	2021
	£'000	£'000
The aggregate emoluments paid to or receivable by non-executive Directors	33	38
The aggregate emoluments paid to or receivable by company leads	549	528
The aggregate compensation paid to or receivable by company leads	-	-
The emoluments paid to the highest paid company lead (excluding pension)	95	77
The aggregate pension costs for company leads	21	10
The aggregate amount of any consideration receivable from third parties for making available the services of executive officer	-	-
Total key management personnel remuneration	**582**	**566**

The key management personnel are the company leads of the group entities and the Board members of Syncora.

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

8. Taxation on ordinary activities

Most subsidiaries in the group hold charitable status and therefore their activities are deemed to be non-taxable. The exceptions to this are any profits made by Delphi Medical Limited, Delphi Medical Consultants Limited and Syncora Limited.

	2022	2021	2020
	£'000	£'000	£'000
UK corporation tax charge for the year	-	1	-
Deferred taxation charge for the year	(1)	(8)	-
	(1)	(7)	-
Profit/(loss) on ordinary activities before tax at standard rate of corporation tax	1,070	803	(4)
Surplus on ordinary activities before tax at standard rate of corporation tax of 19%	203	153	(1)
Effect of charitable income and expenditure not subject to tax	(143)	(112)	(56)
Adjustment for short term timing differences	(60)	(40)	-
Depreciation in excess of capital allowances	(1)	(8)	-
Loss carried forward	-	-	57
Tax charge for period	(1)	(7)	-

Notes to the Consolidated Financial Statements (continued)

9. Tangible fixed assets

	Freehold property	Leasehold property	Furniture, fixtures & fittings	Computers & Office Equipment	Motors	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Cost or valuation						
At 31 March 2021	1,347	790	574	378	49	3,138
Additions	-	-	91	80	20	191
Disposals	-	-	(111)	(30)	-	(141)
At 31 March 2022	1,347	790	554	428	69	3,188
Depreciation and impairment						
At 31 March 2021	272	93	384	278	36	1,063
Charged in year	14	9	61	35	7	126
Disposals	-	-	(111)	(30)	-	(141)
At 31 March 2022	286	102	334	283	43	1,048
Net book value at 31 March 2022	1,061	688	220	145	26	2,140
Net book value at 31 March 2021	1,075	697	190	100	13	2,075

Notes to the Consolidated Financial Statements (continued)

10. Intangible Fixed Assets

	Goodwill	Software & Licences	Group Total
Cost	**£'000**	**£'000**	**£'000**
At 31 March 2021	411	62	473
Additions	-	-	-
Disposals	-	-	-
At 31 March 2022	411	62	473
Amortisation			
At 31 March 2021	386	38	424
Charge for the year	25	12	37
At 31 March 2022	411	50	461
Net Book Value at 31 March 2022	**-**	**12**	**12**
Net Book Value at 31 March 2021	25	24	49

11. Debtors

	Group		Company	
	2022	**2021**	**2022**	**2021**
	£'000	£'000	£'000	£'000
Other debtors	1,996	2,004	-	-
Amounts owed from group undertakings	80	43	10	6
Prepayments and accrued income	612	474	-	-
	2,688	2,521	10	6

12. Creditors: amounts falling due within one year

	Group		Company	
	2022	**2021**	**2022**	**2021**
	£'000	**£'000**	**£'000**	**£'000**
Debt (Note 14)	30	35	-	-
Trade creditors	149	115	-	-
Amount owed to group undertakings	1,405	1,670	27	3
Other creditors	64	94	-	-
Accruals and deferred income	1,857	1,719	4	3
Other taxation and social security	253	193	-	-
	3,758	3,826	31	6

Notes to the Consolidated Financial Statements (continued)

13. Creditors: amounts falling due after more than one year

	Group	Group
	2022	2022
	£'000	£'000
Debt (Note 14)	171	196
	171	196

14. Debt analysis

	Group	Group
	2022	2021
	£'000	£'000
Bank loans		
Within one year	30	36
Between two to five years	122	144
After five years	49	51
	201	231

Loan account no.	Expiry	Interest Rate %	Legal charge	Balance £
44461770	April 2028	2.56%	Rosemary Court	200,871

All the bank loans are Acorn loans from Barclays Bank plc totalling £200,871 (2021: £231,228) are secured by legal charges over specific assets held by Acorn (Rosemary Court), which at 31 March 2022 had a net book value of £446,000 (2021: £451,050).

Notes to the Consolidated Financial Statements (continued)

15. Operating leases

The Group had commitments of future minimum lease payments under non-cancellable operating leases as follows:

	Group 2022 £'000	Group 2021 £'000
Land and buildings, leases expiring:		
• Within one year	723	687
• Two to five years	61	474
	784	1,161
Other leases expiring:		
• Within one year	-	53
• Two to five years	-	195
	-	248

Syncora Company has no Commitments for the period (2021: £Nil)

16. Provisions for liabilities

	2022 £'000	2021 £'000
SHPS – Social Housing Pension Scheme (Note 6)	220	475
Deferred taxation	-	1
	220	476

17. Contingent liabilities

There were no contingent liabilities at 31 March 2022 (2021: £Nil).

18. Parent Undertaking

The Company is a subsidiary of The Calico Group Limited (Company No. 08747100), a company incorporated in England and Wales.

The Calico Group comprises a number of innovative charities and businesses, working together to create social profit.

The directors consider The Calico Group Limited to be the ultimate parent entity.

Consolidated 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

These accounts include the results of the Company.

Notes to the Consolidated Financial Statements (continued)

19. Related parties

Members of Syncora Board are also members of other group company boards: Richard Jones CBE & Grahame Elliot CBE (Calico Group Board).

Transactions between related parties are on an arm's length basis at normal market prices. 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 ("Group"), the parent company
Directors are members of the Syncora Limited Board, a holding company, with a common board for each of its 100% owned subsidiaries, which are SafeNet, Acorn and Calico Enterprise. These members received a total remuneration of £33,000 in 2022 (2021: £38,000).

Calico Homes Limited ("Homes"), *a fellow subsidiary of The Calico Group Limited*
During the year, Syncora Group supplied Homes with cleaning, painting and decorating, catering and apprentice management services amounting to £570,000 (2021:£406,000) and Homes recharged office costs and rent totalling £1,231,000 (2021: £1,077,000).

At 31 March 2022, Syncora Group owed to Homes £650,000 (2021: £921,000), and Homes owed Syncora Group £48,000 (2021:£16,000).

Ring Stones Maintenance and Construction LLP ("Ringstones"), *a fellow subsidiary of The Calico Group Limited*
During the year, Syncora Group supplied Ringstones with catering, cleaning, painting and decorating services amounting to £273,000 (2021: £438,000).

At 31 March 2022, Ring Stones owed Syncora Group £33,000 (2021: £27,000). Syncora Group owed Ringstones £753,954 in respect of a company loan (2021: £750,000).

20. Investment in subsidiaries

As required by statute, the financial statements consolidate the results of:

- Syncora Limited, the parent undertaking
- Calico Enterprise Limited
- SafeNet Domestic Abuse and Support Services Ltd
- Acorn Recovery Projects
- Delphi Medical Limited
- Delphi Medical Consultants Limited

The Syncora Group is the Parent Company for Calico Enterprise Limited, SafeNet Domestic Abuse Support Services and Acorn Recovery Projects.

In January 2018 Syncora Limited, a company limited by guarantee, was formed to control the care and support entities. Calico Enterprise Limited is a charitable subsidiary formed to assist the delivery of a range of care and worklessness related services, SafeNet Domestic Abuse and Support Services Ltd is a charitable subsidiary which protects victims of domestic violence and abuse and provides services to support victims. Acorn Recovery Projects is a charitable subsidiary formed to help the recovery of addicts.

During a prior year, Acorn Recovery Projects acquired 100% of the shares of Delphi Medical Limited and Delphi Medical Consultants Limited which provide clinical treatment for detoxification services.

At 31 March 2022, Delphi had net liabilities £929,000 (2021: £1,249,000) following a surplus for the year £319,000 (2021: £213,000) and allotted share capital of £1,004 (1,004 of £1 Ordinary Shares).

Notes to the Consolidated Financial Statements (continued)

21. Reconciliation of Group surplus before tax to net cash generated from operating activities

	Note	2022 £'000	2021 £'000
Surplus/(loss) before tax		1,070	803
Adjustments for non-cash items:			
Pension adjustment	6	(30)	(34)
Depreciation of tangible fixed assets	9	127	127
Amortisation of intangible fixed assets	10	37	98
Tax received/(paid)		-	-
Payment to charity under gift aid scheme		-	200
Working capital movements:			
(Increase)/Decrease in stock		(24)	3
(Increase)/Decrease in debtors		(180)	(815)
(Decrease)/Increase in creditors		(51)	157
Adjustments for investing or financing activities:			
Interest payable and financing costs		46	39
Interest receivable and other income		(31)	(30)
Net cash generated from operating activities		**964**	**548**

22. Financial instruments

	2022 £'000	2021 £'000
Financial assets that are debt instruments measured at amortised cost:		
• Cash at bank and in hand	1,538	810
• Intercompany balances	80	43
• Other debtors	1,996	1,004
	3,614	2,857
Financial liabilities at amortised cost:		
• Bank loans	201	231
• Trade creditors	149	290
• Intercompany balances	1,405	1,670
	1,755	2,191