



Company number: O6O14150

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# Delphi Medical Consultant Limited

Report and Financial Statements

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Year ended 31 March 2024

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## Directors, Executive Officers, Advisors and Bankers

### Directors

Richard Jones CBE  
Sallie Bridgen  
Susan Moore (resigned 7<sup>th</sup> June 2023)

### Company Secretary

Stephen Aggett (resigned 4<sup>th</sup> July 2023)  
Anthony Duerden (appointed 4<sup>th</sup> July 2023)

### Executive Officers

Chief Executive Anthony Duerden

Deputy Chief Executive Helen Thompson

Executive Director of Group Finance Chloe Christian

Executive Director of Organisational Development Vicki Howard

### Syncora Officers

Director of Syncora Sarah Swanson

Director of Treatment and Recovery Tom Woodcock

### Company Leads

Head of Governance and Assurance Emma Thornber

Head of Medicines Management Colin Fearn

Head of Prison and Psychosocial Interventions Claire Illingworth

Head of Community and Inpatient Services Louis Wild

### Registered Office

Centenary Court  
Croft Street  
Burnley  
Lancashire  
BB11 2ED

### Registered Number

06014150

### External Auditor

Crowe U.K. LLP  
3<sup>rd</sup> floor, 56 Peter Street  
Manchester  
M2 3NQ

### Bankers

HSBC  
Newhouse Road  
1 Oxford Square  
Blackpool  
Lancashire  
FY4 4YH

## Report of the Directors

The Directors are pleased to present this report along with the audited financial statements for the year ended 31 March 2024.

### Structure, Governance and Management

Delphi Medical Consultants Limited was established on 30 November 2006. The principal activity of the company during the period was to provide clinical and non-clinical substance misuse services.

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

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

### 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, being Delphi Medical Consultants Limited (“DMC”) and Delphi Medical Limited (“DML”) combined, are subsidiaries of Acorn, provides 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.

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.

### Achievements and Performance

During 2023/24 DMC continued to deliver community substance misuse services in Blackpool, Blackburn with Darwen and prison substance misuse services in 3 prisons: HMP Manchester; and HMPs Garth and Wymott which are both in Leyland, as well as 2 Secure Children’s Homes, Barton Moss and Marydale.

The Blackpool service is part of the Horizon model which Local Authority commissioners have been developing for a number of years. DMC provide the clinical element and case management for around 1,200 service users at any one time. DMC work with partner agencies to generate referrals and establish effective treatment pathways and interventions which include Opioid Substitution Therapy (OST), talking therapies, community detox, and groupwork for Blackpool residents who have drug and alcohol problems. DMC work in partnership with local statutory and voluntary agencies on initiatives to reduce drug related deaths and improve options for people with a range of complex issues around homelessness, offending and addiction. Commissioners have extended the contract term for DMC until 2026 and are committed to service developments in line with the government’s 10 year drug strategy published in December 2021. The services in Blackpool have two CQC registered locations, Winstone House and the Lighthouse and these were inspected by the CQC in January this year with both services being rated as ‘Good’. Staff in these services have maintained a focus on quality improvement and developing an integrated approach with a range of partners and stakeholders in Blackpool.

In Blackburn with Darwen DMC provides the clinical treatment provision in the Spark Recovery Collaborative which is led by the Calico Group and involves a number of other Calico companies and external VCFSE partners. This service operates from 2 bases in the borough and was inspected in August 2023 by the CQC and was rated as ‘Requires Improvement’ which was a disappointing outcome but the team have responded really positively to this judgement and addressed areas of concern highlighted by the inspection. The service provides a range of clinical interventions to address substance misuse and have made a consistent offer to some of the most marginalized people in the borough including homeless people and street sex workers. The team have also been really effective in promoting blood borne virus testing and treatment with service users. Across both of these community contracts 3423 individuals engaged in treatment.

Prison services have maintained effective operational delivery despite intermittent restrictions on prisoner movements. The Therapeutic Community at HMP Wymott has successfully developed into a really effective and positive environment for prisoners to address long standing issues around substance misuse. All DMC prison services operate as sub-contracted arrangements with Greater Manchester Mental Health (“GMMH”) NHS FT who hold the main health contracts for the prisons in which we operate and this relationship is very positive. DMC have led on innovative treatment options in the prisons and are linked into regional groups and networks around developing practice in Health and Justice services. During the course of the year around 150 people engaged with DMC’s prison teams and around 30 in the secure children’s homes.

### Risk Management

An integrated Senior Leadership Team (SLT) oversees operational delivery across all of Syncora’s treatment and recovery services, which include the DML provision. This SLT meets fortnightly and reviews risks which are then reported to 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 Acorn’s exposure to the major risks.

## Report of the Directors (continued)

### Principal 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 area's control arrangements.

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

- Funding from Public Services
- Sustainability & Retention of Key Contracts
- Regulatory and legislative compliance
- Health and Safety
- Financial Viability
- Robust Forecasting
- Income Management
- Capacity for Growth
- Staff retention

### Plans for Future Periods

DMC have expanded service provision with new contracts during 2023/24 and a priority over the next year will be to embed these new services and ensure that they are operating effectively in line with commissioner expectations. DMC will work closely with partner agencies in Blackpool and Blackburn to increase the impact of services and improve the contribution we make to local communities. DMC are keen to ensure that they continue to develop a dynamic and positive workforce and ensure that career pathways are attractive to people at all stages in their career. DMC place emphasis on clinical roles and exploring the development of a wider skill set within the organisation around physical and mental health.

In order to drive further operational cohesion and improved efficiencies, a decision was taken in 23/24 to transfer all aspects of the trading of DMC into DML and operate as one company. It is expected that the transfer will take place during the 2024/25 financial year.

### Employees

DMC are able to attract a diverse range of employees. The diversity of our employees within Delphi Medical Consultants and Delphi Medical Limited combined is 22% (2023: 23%) male, 78% (2023: 77%) female, 18% (2023: 15%) who self-identify as disabled, 11% (2023: 10%) from a BME background, and 7% LGBTQ (2023: 6%).

### Charity Code of Governance

In 2021, the Board approved that Syncora and its subsidiaries adopt the 2020 Charity Governance Code.

The Board confirms compliance with the Code for the full year ended 31 March 2024. The Board have agreed areas to develop further in 2024 focusing on Board member development and training, benchmarking of operational performance, Board diversity and inclusion, and better hearing of the customer voice.

### Going Concern

Post year end, the board have undertaken a decision as part of a merger exercise to transfer the trade and assets of the company into another group entity, Delphi Medical Limited, at which point operations in the company will cease. Therefore, they do not consider that it is appropriate to adopt the going concern basis of accounting in preparing the financial statements. Accordingly, the financial statements have been prepared on a basis other than going concern.

## Report of the Directors (continued)

### 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").

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.

### 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

### 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.

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

Anthony Duerden  
**Company Secretary**  
16 September 2024  
For the year ended 31 March 2024

# Independent Auditor's Report to the Directors of Delphi Medical Consultants Limited

## Opinion

We have audited the financial statements of Delphi Medical Consultants Limited for the year ended 31 March 2024 which comprise the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Financial Position 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 company's affairs as at 31 March 2024 and of its profit 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 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.

## Emphasis of matter – financial statements prepared on a basis other than going concern

We draw attention to the Directors Report on page 3 of the financial statements which explains that the directors intend to merge activities with Delphi Medical Limited to drive operational and financial cohesion. Due to the merger this will lead to the cessation of activities in the company. Therefore, they do not consider it to be appropriate to adopt the going concern basis of accounting in preparing the financial statements. Accordingly, the financial statements have been prepared on a basis other than going concern. Our audit opinion is not modified in respect of this matter.

## 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 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.

## 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 the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the company, 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 exemption in preparing the directors report and from the requirement to prepare a strategic report.

# Independent Auditor's Report to the Directors of Delphi Medical Consultants Limited (continued)

## 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.

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 and group 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 relevant 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 and completeness and cutoff of grant and contract revenue recognition. 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. Our audit procedures to respond to revenue recognition risks included testing a sample of grant and contract revenue across the year to from underlying documentation and testing revenue cut-off to ensure that it has been recognised in the correct period.

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.

These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations.

A further description of our responsibilities for the audit of the financial statements is located on the

Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://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  
3<sup>rd</sup> floor, 56 Peter Street,  
Manchester, M2 3NQ  
Date:



## Statement of Comprehensive Income

### For the year ended 31 March 2024

	Note	2024 £'000	2023 £'000
Turnover	2	8,810	7,953
Cost of Sales		(2,268)	(1,955)
Gross profit		6,542	5,998
Administrative expenses		(6,302)	(5,884)
<b>Operating profit</b>	<b>3</b>	240	114
Interest receivable		145	31
<b>Profit on ordinary activities before taxation</b>		385	145
Taxation on profit on ordinary activities	6	-	-
<b>Total comprehensive income for the year</b>		385	145
<b>Total comprehensive income for the year attributable to:</b>			
Owners of the parent		385	145

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

The notes on pages 9 to 13 form part of the accounts.

## Statement of Changes in Equity

### For the year ended 31 March 2024

	Called-up Share Capital £'000	Income and Expenditure Reserve £'000	Total £'000
<b>At 31 March 2022</b>	1	876	877
Profit for the year	-	145	145
<b>At 31 March 2023</b>	1	1,021	1,022
Profit for the year	-	385	385
<b>At 31 March 2024</b>	1	1,406	1,407

## Statement of Financial Position

### At 31 March 2024

	Note	2024 £'000	2023 £'000
<b>Fixed assets</b>			
Tangible Assets	7	272	238
<b>Current assets</b>			
Cash at bank and in hand		44	33
Debtors	8	2,926	2,992
		2,970	3,025
<b>Creditors: amounts falling due within one year</b>	9	(1,835)	(2,241)
<b>Current assets less current liabilities</b>		1,135	784
<b>Net assets</b>		1,407	1,022
<b>Capital and reserves</b>			
Called up share capital	10	1	1
Income and Expenditure Reserve		1,406	1,021
		1,407	1,022

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

The notes on pages 9 to 13 form part of these financial statements.

The financial statements were approved by the Director and authorised for issue on 20 September 2024 and signed on their behalf by:

Anthony Duerden  
**Company Secretary**  
16 September 2024

# Notes to the Financial Statements

## 1. Accounting policies

Delphi Medical Consultants Limited is a private company, limited by shares, 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 £'000 for the year ended 31 March 2024.

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

Post year end, the board have undertaken a decision as part of a merger exercise to transfer the trade and assets of the company into another group entity, Delphi Medical Limited, at which point operations in the company will cease. Therefore, they do not consider that it is appropriate to adopt the going concern basis of accounting in preparing the financial statements. Accordingly, the financial statements have been prepared on a basis other than going concern.

### 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.

### Critical accounting judgements 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.

### Tangible 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. Tangible assets are stated at cost less depreciation. Depreciation is provided evenly on the costs 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:

- Fixtures, fittings, tools and equipment 25%
- Computers and office equipment 25%

### Turnover

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

## Notes to the Financial Statements (continued)

### 1. Accounting policies (continued)

#### 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.

#### 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

	<b>2024</b>	<b>2023</b>
	<b>£'000</b>	<b>£'000</b>
Medical Treatment Income	8,810	7,953
	<u>          </u>	<u>          </u>

### 3. Operating profit

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

	<b>2024</b>	<b>2023</b>
	<b>£'000</b>	<b>£'000</b>
Depreciation	66	24
Auditor's fees	8	4
	<u>          </u>	<u>          </u>

### 4. Employees

Employee numbers are a combination of Delphi Medical Consultants Limited and Delphi Medical 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:

	<b>2024</b>	<b>2023</b>
	<b>No.</b>	<b>No.</b>
Community and Prison staff	128	138
Finance and administration	12	11
Detoxification staff	<u>30</u>	<u>24</u>
	<u>170</u>	<u>173</u>

	<b>2024</b>	<b>2023</b>
	<b>£'000</b>	<b>£'000</b>
Staff costs consist of:		
Salaries	5,095	4,731
Social security costs	469	455
Pension contributions	<u>196</u>	<u>190</u>
	<u>5,760</u>	<u>5,376</u>
Allocated to <i>Delphi Medical Limited</i>	(924)	(792)
	<u>4,836</u>	<u>4,584</u>

## Notes to the Financial Statements (continued)

### 4. Employees (continued)

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:

	2024 No.	2023 No.
£60,000 to £70,000	2	3
£70,000 to £80,000	1	1
£80,000 to £90,000	-	-
	<u>          </u>	<u>          </u>

	2024 £'000	2023 £'000
The aggregate emoluments paid to or receivable by non-executive Directors	33	30
The aggregate emoluments paid to or receivable by executive officers	132	270
The emoluments paid to the highest paid officer excluding pension	66	74
The aggregate pension costs for executive officers	6	12
The aggregate amount of any consideration payable to / (receivable from) third parties for making available the services of non-executive Directors	(27)	(30)
<b>Total key management personnel remuneration</b>	<b>132</b>	<b>270</b>

### 5. 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 £33k in 2024 (2023: £30k), for all Syncora group membership.

The Directors and Syncora Board receive an annual allowance. The Chair receives £6,300 and all other Board members £4,200.

### 6. Taxation

	2024 £'000	2023 £'000
<i>Current tax charge</i>		
UK Corporation tax on prior year's profit	-	-
	<u>          </u>	<u>          </u>
<i>Factors affecting the tax charge for the period</i>		
Profit on ordinary activities before tax	385	145
	<u>          </u>	<u>          </u>
Taxation at the standard rate of corporation tax of 25% (2023: 19%)	96	27
Capital allowances in excess of depreciation	-	(42)
Losses carried forward	-	15
Group relief	(96)	-
	<u>          </u>	<u>          </u>
Current tax charge for the period	<u>          </u>	<u>          </u>

## Notes to the Financial Statements (continued)

### 7. Tangible Fixed Assets

	Computers £'000	Fixtures & Fittings £'000	Total £'000
<b>Cost</b>			
At 1 April 2023	162	109	271
Additions	48	53	101
At 31 March 2024	<u>210</u>	<u>162</u>	<u>372</u>
<b>Depreciation</b>			
At 1 April 2023	33	-	33
Charge in the year	39	28	67
At 31 March 2024	<u>72</u>	<u>28</u>	<u>100</u>
<b>Net book amount at 31 March 2024</b>	<u><b>138</b></u>	<u><b>134</b></u>	<u><b>272</b></u>
Net book amount at 31 March 2023	<u>129</u>	<u>109</u>	<u>238</u>

### 8. Debtors

	2024 £'000	2023 £'000
Trade debtors	205	569
Prepayments	243	195
Amounts owed by group undertakings	<u>2,478</u>	<u>2,228</u>
	<u>2,926</u>	<u>2,992</u>

### 9. Creditors: amounts falling due within one year

	2024 £'000	2023 £'000
Trade creditors	85	141
Other taxes and social security	139	116
Accruals and deferred income	415	347
Amounts due to group undertakings	<u>1,196</u>	<u>1,637</u>
	<u>1,835</u>	<u>2,241</u>

### 10. Share capital

At 31 March 2024, the number of authorised, allotted, called up and fully paid £1 ordinary shares was 1,000 (2023: 1,000).

On 15 October 2016, the company was acquired by Acorn Recovery Projects.

## Notes to the Financial Statements (continued)

### 11. Parent undertaking

The Company is a 100% subsidiary of Acorn Recovery Projects (Company No. 3360545), a company incorporated in England and Wales. Acorn Recovery Projects is a 100% subsidiary of Syncora Limited (Company No. 11171831).

The Directors consider The Calico Group Limited (Company No. 08747100), a holding company and the 100% parent of Syncora Limited, to be the ultimate parent entity. The Calico Group Board has overall control to appoint and remove Syncora Limited Board Trustees. The Calico Group comprises a number of innovative charities and businesses, working together to create social profit.

Consolidated accounts which include the results of the charity 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 charity.

### 12. 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 entities.

**Syncora Limited ("Syncora")**, the holding 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. During the year, these members received a total remuneration of £33k (2023: £30k).

During the year, Syncora recharged overheads amounting to £254k (2023: £175k).

At 31 March 2024, the company owed Syncora £Nil (2023: £Nil).

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

There were no transactions during the year (2023: £Nil). The company and Acorn deliver a number of joint contracts and the money for these contracts goes into Delphi Medical Ltd.

At 31 March 2024, the company owed Acorn £1,069k (2023: £740k).

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

During the year, Homes recharged overheads amounting to £184k (2023: £176k).

At 31 March 2024, the company owed Homes £65k (2023: £884k).

**Delphi Medical Limited ("DML")**, a fellow subsidiary of Acorn

DMC have offered a loan facility to DML for up to £2,000k at an interest rate of base rate plus 1% and repayable by 31 March 2028. During the year DMC recharged interest costs of £145k (2023: £31k)

At 31 March 2024, DML owed the company £2,376k (2023: £2,007k). DMC make purchase ledger and payroll payments on behalf of DML and these amounts are recharged back to DML.

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

During the year, Enterprise supplied training and cleaning services amounting to £12k (2023: £16k).

At 31 March 2024, the Enterprise owed the company £61k (2023: £13k).

**Safenet Domestic Abuse and Support Services Ltd ("Safenet")**, a fellow subsidiary of the Group

There were no transactions during the year (2023: £Nil).

At 31 March 2024, the company owed the Safenet £1k (2023: £1k)

**The Calico Group Limited ("Group")**, the ultimate parent company

There were no transactions during the year (2023: £Nil).

Group are the contracted party for the Blackburn with Darwen clinical substance misuse service who pay monthly in arrears.

At 31 March 2024, Group owed the company £102k (2023: £220k).