

Company number: 3360545

Charity number: 1063589

Acorn Recovery Project
(a company limited by guarantee)
Report and Financial Statements

Year ended 31st March 2025

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Directors, Executive Officers, Advisors and Bankers

Directors

Richard Jones CBE (Chair)

Cheryl Mould
George Kimmance
Joanne Peters
Kelly Shaw (Resigned 25 November 2024)
Michael John Wedgeworth
Mushtaq Khan
Rachael Kaminski (Appointed 25 November 2024)
Sallie Bridgen

Company Secretary

Anthony Duerden

Executive Officers

Group 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

Managing Director Sarah Swanson

Registered Office

Centenary Court
Croft Street
Burnley
BB11 2ED

Registered Number 06329047

Charity Number 1125312

External Auditor Crowe U.K. LLP
3rd floor, 56 Peter Street
Manchester
M2 3NQ

Solicitor

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 Directors

The Directors are pleased to present their annual Directors' Report together with the financial statements of the charity for the year ending 31 March 2025 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.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Structure, Governance and Management Structure

Acorn Recovery Projects is a registered charity with the Charity Commission and is a company limited by guarantee. Acorn owns 100% of the issued share capital of Delphi Medical Limited (Company No. 69014150). Its registered office is Centenary Court, Croft Street, Burnley, BB11 2ED.

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 Ltd ("Acorn") and Calico Enterprise Ltd ("Enterprise"). This arrangement was made to enhance continued growth by integrating service and company offers and enabling competition with larger scale 'lead' providers.

Acorn has been successfully providing abstinence-based drug and alcohol treatment since 1997, originally trading as ADAS (Alcohol and Drug Abstinence Service). The organisation changed its legal and operating name formally to Acorn Recovery Projects on the 1 November 2013, when it joined the Calico Group. The Calico Group is the ultimate parent of the Syncora Group of Companies.

Delphi Medical Limited ("Delphi"), subsidiary of Acorn, provides clinical and psychosocial detoxification services which complement existing services provided by Acorn. Delphi is the lead provider of integrated substance misuse services in Blackpool, Blackburn with Darwen and in Manchester, Garth and Wymott prisons, working alongside Acorn.

In order to drive further operational cohesion and improved efficiencies a decision was taken in 2023/24 to transfer all aspects of the trading of Delphi Medical Consultants into Delphi Medical Limited and operate as one company. The trade and assets were transferred on 31st March 2025.

Public Benefit

The Directors have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing aims and objectives and in planning the company's future activities. In particular, the Directors consider how planned activities will contribute to the aims and objectives that have been set.

Acorn undertakes and manages its activities in line with the above objectives through the provision of support contracts and work initiatives. The Directors receive regular updates on performance and feel that the objectives have been achieved as set out in the next section.

The programmes delivered by the Charity are available to anyone suffering from alcohol or drug addiction problems. Clients are referred by the judicial system or because of their own willingness to recover from addiction. The impact on the general society at large is significant if individuals abstain from their addiction as there is a clear linkage between drug and alcohol addiction and crime. Therefore, by helping people achieve and sustain abstinence, society benefits.

Objectives and Activities

Acorn Recovery Projects was incorporated as a not for profit, charitable company limited by guarantee to provide an innovative range of recovery services which enable individuals and their families to break free from drug, alcohol and other addictions. In order to help to find not just immediate recovery, but emotional, social, lifelong recovery.

At Acorn, we always see the person behind the illness. The success comes in a large part from our staff, 85% of whom, at all levels within the organisation, have personal experience of addiction and can understand and empathise with others in similar situations.

Acorn support people throughout their recovery journey in a compassionate way, focusing on the sustainable lifestyles free from substance misuse. We provide a variety of supported housing options to help clients on their journey towards fully independent living.

Our purpose is to be a catalyst for change in people's lives and to create opportunities to help people make the positive changes they seek, contributing to the Calico Group purpose of providing quality services that make a real difference to peoples' lives. This is achieved through the delivery of social enterprise, skills and support contracts. The achievements are summarised in the sections below.

Acorn's charitable objectives are to:

- Relieve persons with an alcoholic or drug problem by advising and assisting such persons
- Help the families and dependents of such persons
- To encourage and equip the recovered alcoholic or drug addict to take a useful and responsible part in society

Report of the Directors (continued)

Objectives and Activities (continued)

Acorn supports people through their recovery journey in a passionate way – going ‘One Step Further’ with individuals to help them achieve a life worth living.

Acorn’s core values are centred around achieving abstinence-based recovery.

Our extensive range of recovery programmes include:

- RAMP (Reduction and Motivation Programme) - Offers clear goals, focus and structure, helping clients to make the first steps towards recovery
- Ummah RAMP - Based on traditional RAMP principles and helps individuals to overcome the barriers and stigma around addiction within minority communities
- Family RAMP - Helps relatives of clients in recovery understand the issues and provide effective support
- Wellbeing RAMP - Based on the Five Ways to Wellbeing (Connect, Be Active, Take Notice, Keep Learning and Give) a set of evidence-based actions to promote people’s wellbeing.
- DEAP (Dependency, Emotional, Attachment Programme) - Explores addiction at a personal level for motivation for long-term recovery
- CORE (Changed Outlooks with Renewed Enthusiasm) - With an emphasis on dealing with trauma, ACES (Adverse Childhood Experiences), commitment, attachments and readiness to change, the CORE programme will enable individuals to overcome barriers to recovery and create a life worth living
- STEP (a 12-step recovery programme) - To develop a new set of skills for those committed to abstinence.
- STAR (Skills training for people in recovery) - A structured post-treatment programme to gain new skills and regain their independence
- HEART (Healthy Eating and Responsible Thinking) - Focuses on the underlying psychological factors of obesity and weight management, the programme improves self-confidence, emotional intelligence, self-esteem and reduces stress levels

As part of the wider Calico Group, Acorn is able to widen the available support to its customers, particularly around services such as supported housing and employment opportunities where we are working with our internal partners in Calico Homes and Enterprise.

Achievements and Performance

Operational delivery of services is overseen by an integrated Senior Leadership Team with three Area Operational Managers taking responsibility on a geographical split (North, Central, South) of the region. This model allows for Acorn and Delphi services to be managed coherently in a ‘place based’ approach and align with the Syncora Group of companies.

Residential Rehabilitation

Acorn operates three residential rehab sites, one in Burnley and two in Stockport, and receive referrals from Local Authorities and other commissioners for placements of up to 12 weeks. In 2024/25, 96 clients received residential care and demand remained high throughout the year with a waiting list in place and occupancy rates circa 97%.

Volunteering

One of Acorn’s cornerstones is our volunteer programme which is an integral part of the long-term journey to recovery for many people who enter our services. The impact is based not on short term ‘fixes’ but a peer-led approach based on years of tried and tested experience of what really works. The volunteer programmes are robust, where volunteers are placed carefully according to their needs, skills and aspirations.

Volunteers within Acorn allow the organisation to utilise the most fundamental skills of lived experience and a chance to motivate people daily with stories and evidence of life changing possibilities.

During 2024-5 19,195 hours of volunteering time were delivered by Acorn volunteers, contributing £230,348 of Gross Value Added. Acorn also received National Lottery support for a ‘permitted worker’ scheme whereby a number of volunteers were employed in a part time capacity of 1-2 days a week.

Community Services

Acorn works within a range of community settings alongside partner agencies including Change Grow Live in Manchester, Pennine Care NHS in Stockport and Delphi Medical Ltd in Blackpool and Blackburn with Darwen. The community teams deliver a range of different group programmes and have modified them to meet the needs of some of the most vulnerable people in society in a safe and secure way. We had over 800 clients successfully complete group programmes across community services during the year. People completing groupwork with Acorn are supported into volunteering or signposted to different options for long term recovery support.

Supported Housing

Acorn offers a range of supported housing options for people who have either completed our programmes or are in recovery and in need of extra support. The projects are facilitated by highly skilled and experienced housing support staff. Two of these projects work specifically with people who have experience of the criminal justice system and focus on breaking the cycle of addiction and criminality.

Report of the Directors (continued)

Supported Housing (continued)

Whilst customers reside in our supported housing properties, there is a requirement for them to undertake voluntary work or further education and training, as our long-term aim is to promote resettlement and help individuals to live fully independent lives. During the year 144 people were accommodated in Acorn's schemes and occupancy rates were 86%. Acorn continues to work in partnership with local Councils to provide accommodation for individuals who present with complex issues and a history of homelessness. These properties offer a pathway into our abstinence-based project for those who are ready to take their first steps into recovery or alternatively the team will work with them to secure more suitable accommodation. In total we operate 105 supported accommodation spaces in Lancaster, Burnley, and Greater Manchester.

Prison in reach and outreach support

The contract with Delphi Medical at HMP Manchester has continued to demonstrate positive outcomes with 215 people accessing the RAMP programme. The prison environment can be challenging but Acorn staff have provided consistent input to improve the quality of the rehabilitation offer.

Financial Review

The income and expenditure and company's financial position at the end of the year are shown on pages 10 and 11 of the financial statements. In 2024/25 turnover was £5,782k (2024: £4,034k) with net income of £378k (2024: £118k).

The Board

The Board of Syncora Limited and the Boards of each of its subsidiaries operate as a common board ("the Board"). The Board members acknowledge that, notwithstanding the operation of a common board, each company is a legal entity in its own right. When taking decisions, the Board members are under a duty to act in the best interests of each separate legal entity. In the event that circumstances arise in which Board members are unable independently to fulfil their duties to each company, a written procedure is adopted. The rules of each company provide guidance on dealing with any conflicts.

The Directors of Acorn Recovery Projects are listed on page 1. The Directors possess the skills and experience necessary to fulfil their responsibilities to the Company.

The Board comprises eight (2024: nine) Non-Executive Directors who are responsible for setting the vision and strategic objectives of the business and overseeing their delivery. The Non-Executive Directors are Trustees for charity purposes. 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. During this period, there has been one new appointment to the Board and one retirement. The Board met four times throughout the year and all meetings were quorate.

The Board delegates the day-to-day management and implementation of the strategic objectives to the Group Chief Executive, Executive Directors and Syncora Managing Director. The Executive Team meet weekly and attend Board meetings.

Non-Executive Directors are recruited on a skills-based approach to ensure that they have the appropriate range of skills, experience and attributes required to provide strategic direction and monitor the companies' performance. The Board conduct an annual review of the overall effectiveness of the Board and of the skills required by the Board, which informs future recruitment. The Board and its committees obtain external specialist advice from time to time as necessary.

In 2020, Calico Group launched a New Generation Board Diversity Programme in partnership with the Housing Diversity Network with the intention of broadening diversity within the Board, in particular increasing participation from younger people and people from minority ethnic backgrounds. The New Generation programme supports participants for two years with the aim that at the end of the programme participants will be ready to become Board members. The second New Generation Board member programme launched in September 2024, with four New Generation Board members of which there are two in Syncora.

Board members normally serve for up to six years, with a maximum term of nine years, including time served on other Group Boards. Reappointment is reviewed annually at each Annual General Meeting, considering the skills and experience required by the Board. There are two Board members – Richard Jones (Chair) and Mushtaq Khan who were extended in 204/25 for a further year. The new Chair recruitment has completed in 25/26 and Sallie Bridgen has been appointed as Chair and will commence her role in November 2025.

Alongside the annual review of the overall Board effectiveness, each individual board member also has an annual development review to evaluate their contribution to the Board and identify training needs. These reviews inform a Board development programme that focuses on Board performance and ensuring the Board's future effectiveness, together with tailored events on specific business-related topics where a training need has been identified.

Syncora and its subsidiaries have insurance policies that indemnify its Board members and Executive Officers against liability when acting for Syncora.

New Board members receive induction training on their legal obligations under charity and company law; the governance framework of the company; the vision and strategic objectives of the Board; and the services provided.

To operate effectively, and to ensure appropriate governance in business-critical areas, the Board has delegated some responsibilities to two Group Committees:

Audit & Assurance Committee

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

Nominations and Remuneration Committee

The Group Nominations & Remuneration Committee advises the Board on Non-Executive Director recruitment and remuneration, and the appointment and remuneration of the Group Chief Executive and Executive Directors, taking independent advice as necessary. The Committee also sets the objectives for the Group Chief Executive and reviews performance against those objectives. The Committee met three times during the year.

Employees

Acorn are able to attract a wide range of staff from different backgrounds. The diversity of employees is 55% (2024: 44%) male, 45% (2024: 56%) female, 15.3% (2024: 12%) who self-identify as disabled, 9.4% (2024: 13%) from a BAME background, and 5.9% (2024: 8%) LGBTQ+.

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.

Social Housing Pension Scheme ("SHPS")

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.

Reserves Policy

The Syncora Reserves Policy states that we will aim to keep unrestricted reserves to cover a minimum of three months of variable expenditure to provide where costs are not contract related and also include a provision for contractual costs. The current level of free reserves is £302k (2024: deficit £57k). This is a calculation of the unrestricted funds less the tangible & intangible fixed assets. There are not any designated reserves for essential future spending.

The Board have agreed a target of £270k for 25/26 and the company is committed to maintaining this level of reserves over the next 5 year through ordinary activity. The level of reserves is due to be reviewed annually.

The Directors will monitor and review the level of reserves annually, in line with guidance issued by the Charity Commission. Therefore, Acorn does not need to retain large reserves and the current level of unrestricted reserves is sufficient. 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.

Principal Risks and Uncertainties

The Calico Group has a Risk Management Framework which is aligned to business activities and supports the achievement of corporate objectives. This framework was refreshed in May 2024. The Syncora Board has overall responsibility for risk management within the Syncora Group of companies. Risks are considered at all levels across the business and all decisions taken by the Board or Committees consider relevant risks.

As part of the Calico Group approach to risk management, Syncora's Board have a risk map in place which incorporates risks for each entity within Syncora. The Directors have undertaken a full refresh and review of the major strategic risks faced by the charity and have put in place systems to mitigate their exposure to the major risks. The risk map is reviewed by the Syncora Board on a quarterly basis.

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.

Report of the Directors (continued)

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

- Health and Safety
- Regulatory and legislative compliance
- Workforce skills, experience that meet the needs of customers
- Socio-economic conditions
- Financial Capacity and Sustainability of services
- Growth Capacity

Fundraising Practices

The charity had no fundraising activities requiring disclosure under s162A of the Charities Act 2011.

Plans for Future Periods

Acorn will build on its successful residential rehab model and look to create additional treatment spaces through the expansion into larger premises.

Plans are also underway to develop a female only model which will provide a dedicated program for women affected by substance misuse.

Acorn will continue to build on its volunteer offer and create pathways into employment for people who have been economically inactive. This will include the continuation of its permitted worker scheme which creates part-time employment roles within services.

Acorn will look to increase its supported housing capacity in light of the high levels of demand for recovery focused housing projects.

Charity Code of Governance

The Board has adopted the 2020 Charity Governance Code for Larger Charities. The Board confirms compliance with the Code for the year ended 31 March 2025.

To enable continuous improvement, the Board has identified some enhancement actions which will further support compliance with the Charity Code of Governance.

Going Concern

The Board are responsible for the preparation and presentation of the financial statements included in this report. The financial statements have been prepared on a going concern basis, which assumes that the company will continue its operations for the foreseeable future.

The Board have reviewed Acorn's activities, financial position and future trading activities alongside the current risks and any other key factors will affect the future financial position. This includes the impact of economic uncertainty and service delivery. The Board have concluded that through the ongoing monitoring of financial performance and risk management that it is reasonable to expect that the organisation and subsidiaries have adequate resources to continue in operational existence for the foreseeable future. Accordingly, it continues to adopt the going concern basis in preparing the financial statements.

Directors' responsibilities statement

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and its incoming resources and application of resources, including its income and expenditure for the year.

In preparing those financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; prepare the financial statements on the going concern basis unless it is inappropriate to presume that company will continue in business.

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Charities Act 1993 and 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.

Report of the Directors (continued)

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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.

All of the current directors have taken all steps that they ought to have taken to make themselves aware of any information needed by the company's auditors for the purpose of their audit and to establish that the auditors are aware of that information.

The directors are not aware of any relevant audit information of which the auditors are unaware.

The report of the directors has been prepared in accordance with the special provisions of the Companies Act 2006 relating to small companies.

Approved by the directors and signed on their behalf by:-



Anthony Duerden
Company Secretary
22nd September 2025
For the year ended 31 March 2025

Independent Auditor's Report to the members of Acorn Recovery Projects

Opinion

We have audited the financial statements of Acorn Recovery Projects for the year ended 31 March 2025 which comprise Statement of Financial Activities, 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 charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure 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 charitable 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.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' 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 charitable company'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 trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees 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.

Independent Auditor's Report to the members of Acorn Recovery Projects (continued)

Opinions on other matters 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 trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' 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[, 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 trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit [or
- the trustees 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 trustees' report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement on page 6, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 trustees 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 trustees are responsible for assessing the charitable 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 trustees either intend to liquidate the charitable 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 identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

Independent Auditor's Report to the members of Acorn Recovery Projects (continued)

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, Charities Act 2011 and employment tax legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Directors and other management and inspection of regulatory and legal correspondence, if any.

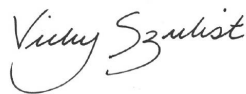
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management and completeness and cut off of grant and contract income. Our audit procedures to respond to these risks included enquiries of management 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 approach for income was to begin our testing from source documentation such as grant and contract agreements.

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 located 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 charitable 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 charitable 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 charitable company and the charitable 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
Manchester

26th September 2025

Statement of Financial Activities

For the year ended 31 March 2025

	Note	2025 £'000	2024 £'000
Income			
Donations and legacies	2	3	1
Rent receivable		1,877	1,258
Income from charitable activities	3	3,902	2,775
Total income		<u>5,782</u>	<u>4,034</u>
Expenditure			
Expenditure on charitable activities	4	5,366	3,875
Interest payable	8	38	41
Total expenditure		<u>5,404</u>	<u>3,916</u>
Net income for the year		<u>378</u>	<u>118</u>
Net movement in funds		<u>378</u>	<u>118</u>
<u>Reconciliation of funds</u>			
Total funds brought forward		<u>936</u>	<u>818</u>
Total funds carried forward	17	<u>1,314</u>	<u>936</u>

All of the activities in the financial period are derived from continuing operations.

All recognised gains and losses are included in the statement of financial activities.

The notes on pages 13 to 22 form part of these financial statements

Statement of Financial Position

At 31 March 2025

	Note	31 March 2025		31 March 2024	
		£'000	£'000	£'000	£'000
Fixed assets					
Tangible assets	9		974		955
Intangible assets	10				-
Investments in subsidiaries	11		38		38
Total fixed assets			1,012		993
Current assets					
Debtors	12	1,827		1,549	
Cash and bank balances		96		69	
		1,923		1,618	
Creditors: amounts falling due within one year	13	(1,042)		(1,067)	
Net current assets			881	551	
Total assets less current liabilities			1,893		1,544
Creditors: amounts falling due after more than one year	15		(579)		(608)
Net assets			1,314		936
Funds					
Unrestricted funds					
General fund	17		1,314		936
Total charity funds			1,314		936

The notes on pages 13 to 22 form part of these financial statements.

The financial statements were approved by the directors and authorised for issue on 22nd September 2025 and signed on their behalf by:



Anthony Duerden
Company Secretary
22nd September 2025
For the year ended 31 March 2025

Notes to the Financial Statements

Legal Status

Acorn Recovery Projects is a private company limited by guarantee, registered with the Charities Commission, incorporated in England and Wales. The registered office is Centenary Court, Croft Street, Burnley, Lancashire, BB11 2ED.

1. Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

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 pounds sterling £'000 because that is the functional currency of Acorn.

The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

FRS102 Disclosure exemptions

Acorn 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.

Basis of consolidation

The financial statements of the charity are consolidated in the financial statements of The Calico Group Limited, see note 21. The charity has taken advantage of the exemption under section 401 of the Companies Act 2006 not to prepare consolidated accounts. These financial statements present information about the charity as an individual entity and not about its group.

Going concern

The Board have reviewed Acorn's activities, financial position and future trading activities alongside the current risks and any other key factors that will affect the future financial position. This includes the impact of economic uncertainty and service delivery. The Board have concluded that through the ongoing monitoring of financial performance and risk management that it is reasonable to expect that the organisation and subsidiaries have adequate resources to continue in operational existence for the foreseeable future. Accordingly, it continues to adopt the going concern basis in preparing the financial statements.

- At 31 March 2025, following a surplus of £378k (2024: £118k) Acorn had net assets of £1,314k (2024: 936k).
- Acorn is forecasting positive cash flows and a future profitable performance with key contracts secured and continuing to deliver services for the Calico Group.

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 statements.

Other key sources of estimation and assumptions:

Goodwill and intangible assets

The company 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 useful 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 that market participants 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.

Income

Income and how it is recognised is stated below.

Contractual income is recognised in accordance with the contracts. Other income (which will include housing benefit, service charges etc) is recognised at the point of delivery.

All income is stated exclusive of VAT. Investment income is recognised on a receivable basis

Donations, legacies and other voluntary income

Notes to the Financial Statements (continued)

1. Accounting policies (continued)

Donations, legacies and any other form of voluntary income or benefit to the charity are recognised within the statement of financial activities when received.

Grants

Grants receivable are recognised within the statement of financial activities in the year that they relate to. Grants received to fund the purchase of fixed assets are recognised as incoming resources on entitlement of the grant.

Rent receivable

Rental income is accounted for on an accruals basis.

Restricted and unrestricted funds

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund, together with a fair allocation of management and support costs.

Unrestricted funds are donations and other incoming resources receivable or generated for the object of the charity without further specified purpose and are available as general funds. This includes the funding received for the main projects from local authorities.

Expenditure allocation and apportionment

Expenditure is recognised on an accruals basis as a liability is incurred. Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, certain other expenses which are not wholly attributable to unrestricted funds are apportioned to restricted funds on a time spent basis.

Cost of generating funds comprises the costs associated with attracting voluntary income.

Charitable expenditure comprises those costs incurred by the Charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

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.

Tangible fixed assets

Tangible fixed assets are stated at cost (or deemed cost) less accumulated depreciation and accumulated losses. Expenditure on improvements will only be capitalised when it results in incremental future benefits such as increasing rental income, reducing maintenance costs or resulting in a significant extension of the useful life of the property.

Depreciation has been provided on all tangible fixed assets at rates calculated to write off the cost of each asset evenly over its estimated useful economic life, as follows:

Motor vehicles	-	25% pa
Computer equipment	-	25% pa
Fixtures, fittings and equipment	-	10-33% pa
Freehold improvement	-	20% pa
Freehold property	-	75 years
Leasehold property	-	75 years or the term of the lease (whichever is lower)
Plant	-	20-33% pa

Intangible assets

Goodwill arising on the 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 any impairment losses.

Amortisation is calculated on a straight-line basis over the useful economic life.

Taxation

The company is non-profit making and as a charity is exempt from Corporation Tax.

Leased Assets

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

Notes to the Financial Statements (continued)

1 Accounting policies (continued)

Leased Assets (continued)

The interest element of rental obligations is charged to the Statement of Comprehensive Income over the period of the lease in proportion to the balance of capital repayments outstanding.

Rentals payable under operating leases are charged to the Statement of Comprehensive Income on a straight-line basis over the lease term.

Rentals payable under operating leases are charged to the Statement of Comprehensive Income on a straight-line basis over the lease term.

Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2 Voluntary income

	2025 Total £'000	2024 Total £'000
Donations and similar incoming resources	3	1

During the year, voluntary income included:

- A donation totalling £2.7k (2024: £1.1k) from other sources

All donations in 2025 were unrestricted.

3 Income from charitable activities

	2025 Total £'000	2024 Total £'000
Reduction & motivational programmes	1,321	1,242
Tier 4 treatment SPOT	999	938
Supporting people services	1,538	561
Social Enterprises: Education/training & employment	44	34
Total income from charitable activities	3,902	2,775
Contract income	2,858	1,796
Activities from generating funds	1,044	979
	3,902	2,775

Notes to the Financial Statements (continued)

4 Expenditure on charitable activities

	Therapy 2025 £'000	Housing 2025 £'000	2025 Total £'000	Therapy 2024 £'000	Housing 2024 £'000	2024 Total £'000
Employee costs	1,221	1,186	2,407	1,086	817	1,903
Client and volunteer expenses	11	101	112	15	79	94
Rents, rates, insurance and utilities	(6)	653	647	11	505	516
Property costs	14	402	416	21	285	306
Other staff costs	23	50	73	9	27	36
Agency Staff	-	72	72	-	-	-
Printing, stationery and postage	7	19	26	8	18	26
Finance costs	-	-	-	-	11	11
Legal and professional fees	-	18	18	-	1	1
Depreciation & amortisation	2	24	26	2	23	25
Transport costs	-	18	18	-	24	24
Bad debt expense	-	5	5	-	-	-
Recharges and write offs	224	440	664	261	415	676
Housing maintenance	1	1	2	-	-	-
Partner fees	851	-	851	189	-	189
Allocate support costs	10	13	23	40	63	103
<u>Governance Costs</u>						
Audit fees	3	3	6	3	3	6
	<u>2,361</u>	<u>3,005</u>	<u>5,366</u>	<u>1,645</u>	<u>2,271</u>	<u>3,916</u>

5 Net (income)/expenditure

	Note	2025 £'000	2024 £'000
This is after charging:-			
Auditor's remuneration (exc. VAT)		5	5
Depreciation of tangible fixed assets	9	29	28
Amortisation of intangible fixed assets	10	-	-
Operating Leases – Land and buildings		429	320
Operating Leases – Other		26	34
		<u>489</u>	<u>387</u>

Notes to the Financial Statements (continued)

6 Employees

The average monthly number of employees during the year, analysed by function, was as follows:

	2025 No.	2024 No.
Counselling and therapy	61	48
Finance and administration	4	4
Business Development	2	3
Housing Support Staff	16	16
	<u>83</u>	<u>71</u>
Full-time equivalents (36.25 hours/week)	<u>79</u>	<u>65</u>
Staff costs consist of:	£'000	£'000
Salaries	2,428	2,012
Social security costs	222	173
Termination payments	2	13
Pension contributions	80	50
	<u>2,732</u>	<u>2,248</u>
Aggregate number of full time equivalent staff whose remuneration exceeded £60,000 in the period:	2025 No.	2024 No.
Between £70,000 - £80,000	<u>1</u>	<u>1</u>

7 Board members and Executive Officers

	2025 £'000	2024 £'000
The aggregate emoluments paid to or receivable by non-executive Directors	-	33
The aggregate emoluments paid to or receivable by company lead	71	63
The emoluments paid to the highest paid officer excluding pension contributions	71	61
Pension cost for company lead	2	2
The aggregate amount of any consideration payable to / (receivable from) third parties for making available the services of non-executive Directors	-	(25)
Total key management personnel remuneration	<u>71</u>	<u>71</u>

Notes to the Financial Statements (continued)

8 Interest payable

	2025 £'000	2024 £'000
Bank mortgages	8	11
Other loans	30	30
	<u>38</u>	<u>41</u>

9 Tangible Fixed assets

	Freehold property £'000	Leasehold property £'000	Fixtures and fittings £'000	Freehold improvements £'000	Total £'000
<i>Cost or Valuation</i>					
At 31 March 2024	533	485	140	109	1,267
Additions	-	-	48	-	48
At 31 March 2025	<u>533</u>	<u>485</u>	<u>188</u>	<u>109</u>	<u>1,315</u>
<i>Depreciation</i>					
At 31 March 2024	76	49	78	109	312
Charge for period	5	5	19	-	29
At 31 March 2025	<u>81</u>	<u>54</u>	<u>97</u>	<u>109</u>	<u>341</u>
Net Book Value					
31 March 2025	<u>452</u>	<u>431</u>	<u>91</u>	<u>-</u>	<u>974</u>
31 March 2024	<u>457</u>	<u>436</u>	<u>62</u>	<u>-</u>	<u>955</u>

All assets are held for direct charitable purposes.

The freehold relating to the leasehold property is owned by the subsidiary Alcohol and Drug Abstinence Service (Management) Limited (see note 11).

The freehold property at Magda Road and Newton Place acquired in 2009 are subject to a fixed charge. Further details are disclosed in note 19.

Notes to the Financial Statements (continued)

10 Intangible Fixed assets

	Goodwill £'000	Total £'000
<i>Cost or Valuation</i>		
At 31 March 2024	251	251
	<hr/>	<hr/>
At 31 March 2025	251	251
	<hr/>	<hr/>
<i>Amortisation</i>		
At 31 March 2024	251	251
-	<hr/>	<hr/>
At 31 March 2025	251	251
	<hr/>	<hr/>
<i>Net Book Value</i>		
31 March 2025	-	-
	<hr/>	<hr/>
31 March 2024	-	-
	<hr/>	<hr/>

The goodwill relates to Delphi acquisition (Note 11) and has been fully amortised.

11 Investments in subsidiaries

	2025 £'000	2024 £'000
ADAS	-	-
Delphi	38	38
	<hr/>	<hr/>
	-	-
	<hr/>	<hr/>

ADAS

The charity owns 100% of the issued share capital of Alcohol and Drug Abstinence Service (Management) Limited, a company incorporated in England and Wales (Company No. 6545855). This company was formed to hold the freehold interest in one of the leasehold properties occupied by the charity. At 31 March 2025, the non-trading company had net assets of £1 (2024: £1) and allotted share capital of £1 (1 x £1 ordinary share).

The freehold interest in the property occupied by the charity was assigned to Alcohol and Drug Abstinence Service (Management) Limited during April 2008 when a lease back to the charity was put in place at a peppercorn rent.

Delphi

The charity owns 100% of the issued share capital of Delphi Medical Limited (Company No. 69014150) incorporated in England and Wales. The company provides medical treatment for drug and alcohol abstinence.

At 31 March 2025:

- DML had net liabilities £1,306k (2024: £2,397k) following a loss for the year £543k (2024: £500k) and allotted share capital of £4 (4 x £1 ordinary shares).

Notes to the Financial Statements (continued)

12 Debtors (All amounts shown under debtors fall due for payment within one year)

	2025 £'000	2024 £'000
Trade debtors	438	292
Intercompany balance	1,321	1,069
Prepayments	68	188
	<hr/>	<hr/>
	1,827	1,549
	<hr/>	<hr/>

13 Creditors (amounts due within one year)

	2025 £'000	2024 £'000
Bank loans (secured)	32	34
Trade creditors	163	24
Other taxes and social security	82	35
Deferred Income	66	45
Accruals	479	180
Intercompany loans	-	-
Intercompany balances	220	749
	<hr/>	<hr/>
	1,042	1,067
	<hr/>	<hr/>

14 Deferred Income

	2025 £'000	2024 £'000
Balance at 1 April 2024	45	-
Amount released to income	(45)	-
Amount deferred in the year	66	45
	<hr/>	<hr/>
Balance at 31 March 2025	66	45
	<hr/>	<hr/>

Deferred income comprises contract funds and grants received in advance of the delivery of services.

15 Creditors (amounts falling due after more than one year)

	2025 £'000	2024 £'000
Intercompany loan	500	500
Bank loans (secured)	79	108
	<hr/>	<hr/>
	579	608
	<hr/>	<hr/>
Bank loans payable by instalments as follows:-		
Between two and five years	79	108
After five years	-	-
	<hr/>	<hr/>
	79	108
	<hr/>	<hr/>

Notes to the Financial Statements (continued)

The total bank loans of £111k (2024: £142k) are secured by legal charges on Rosemary Court leasehold property. The average interest rate charges was 6.31%. At 31 March 2025, this property has a net book value of £432k (2024: £436k).

16 Financial commitments

The company had remaining commitments under non-cancellable operating leases as set out below:

	2025 Land and buildings £'000	2024 Land and buildings £'000
Expiry date:		
In less than one year	140	121
In two to five years	24	24

17 Movement in funds

	At 31 March 2024 £'000	Incoming resources £'000	Outgoing resources £'000	Transfers £'000	At 31 March 2025 £'000
Unrestricted funds	936	5,782	5,404	-	1,314
Total funds	<u>936</u>	<u>5,782</u>	<u>5,404</u>	<u>-</u>	<u>1,314</u>

All activities in 2025 were unrestricted.

18 Contingent Liability

NHS National Treatment Agency for Substance Misuse - During the year ended 30 September 2010 the charity was awarded and received two grants totalling £670k, under the Department for Health 2009–2010 Capital Funding Scheme, to acquire two further houses for accommodation. These grants are repayable on a pro-rata basis over 35 years from acquisition date if the charity ceases to provide Recovery Community Services in accordance with those currently offered within those two properties. The potential repayment is secured by a fixed charge on these properties and is restricted to the pro-rata proceeds on the sale of either property £451k (2024: £456k).

19 Company Limited by Guarantee

The company has no share capital. The liability to the members in respect of the guarantee as set out in the company's memorandum of association is limited to £1 per member. The number of members at the year-end was 1 (2024: 1).

20 Parent Undertaking

The Company is a 100% subsidiary of Syncora Limited (Company No. 11171831), a holding company registered in England and Wales.

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. Syncora sits between the legal entities and the Calico Group Board. The Calico Group Board has overall control to appoint and remove Syncora Board Trustees. The Calico Group comprises a number of innovative charities and businesses, working together to create social profit.

The Syncora and Calico Group consolidated accounts which include the results of the charity can be obtained from:

Notes to the Financial Statements (continued)

20 Parent Undertaking (continued)

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

No other accounts include the results of this charity.

21 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, unless stated otherwise.

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
During the year, Syncora recharged the company £279k (2024: £239k).
At 31 March 2025, the Syncora owed the company £Nil (2024: £170).

Calico Homes Limited ("Homes"), a fellow subsidiary of Group
During the year, Homes recharged office costs and rents to Acorn amounting to £310k (2024: £313k).
At 31 March 2025, the company owed Homes £96k (2024: £237k).

Ring Stones Maintenance and Construction Limited ("Ring Stones"), a fellow subsidiary of Group
There remains a loan in place between Ring Stones and Acorn of £500k at an interest rate of base rate plus 1%, repayable by 31 March 2028.
During the year Ring Stones recharged interest amounting to £30k (2024: £30k)
At 31 March 2025, the company owed Ring Stones £535k (2024: £505k).

Calico Enterprise Limited ("Enterprise"), a fellow subsidiary of Group
During the year, Enterprise supplied training services, furniture and internal apprenticeship amounting to £38k (2024: £20k).
At 31 March 2025, the company owed Enterprise £84k (2024: £381k).

SafeNet Domestic Abuse and Support Services Ltd ("Safenet"), a fellow subsidiary of Group
During the year, there were no transactions (2024: £Nil).
At 31 March 2025, the company owed Safenet £nil (2024: £1k).

Delphi Medical Consultants Limited ("DMC"), a subsidiary of Acorn
The company and DMC deliver joint contracts. The money for these contracts goes into DMC. The trade and assets of DMC were acquired by DML on 31 March 2025.

Delphi Medical Limited ("Delphi"), a subsidiary of Acorn
During the year, the company supplied no services £Nil (2024 £Nil) as at 31st March 2025 DML acquired the trade and assets of DMC and amounts owing to the company of £871k for jointly delivered contracts were transferred to DML.

At 31 March 2025, Group owed the company £871k (2024: the company owed Group £124k).

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

During the year, there were no transactions (2024: £Nil).

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

At 31 March 2025, Group owed the company £444k (2024: £Nil).