

A group of young people are running and smiling in a park. In the foreground, a man with dark hair is wearing a green and yellow striped zip-up hoodie and light blue jeans. He is smiling broadly. To his left, a woman with long brown hair is wearing a light-colored jacket and a pink and white striped scarf. She is also smiling. Other people are partially visible in the background, also running. The background shows green trees and a red metal structure, possibly a playground or bridge.

Company number: 3360545

Charity number: 1063589

Acorn Recovery Projects

(a company limited by guarantee)

Report and Financial Statements

Year ended 31st March 2023

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Directors, Executive Officers, Advisors and Bankers

Directors

Richard Jones CBE (Chair)

Andrew Henderson
George Kimmance (appointed 6 March 2023)
Grahame N Elliott CBE (resigned 5 December 2022)
Joanne Peters
Karen Ainsworth (resigned 5 December 2022)
Kelly Shaw
Michael John Wedgeworth (appointed 6 March 2023)
Mushtaq Khan
Sallie Bridgen
Sharon Livesey (resigned 5 December 2022)
Susan Moore (resigned 7 June 2023)

Executive Officers:

Group Chief Executive

Anthony Duerden

Deputy Chief Executive

Helen Thompson

Executive Director of Group Finance

Stephen Aggett

Company Secretary

Stephen Aggett (resigned 30th June 2023)
Anthony Duerden (appointed 30th June 2023)

Executive Director of Organisational
Development

Vicki Howard

Company Lead:

Director of Treatment and Recovery

Tom Woodcock

Registered Office

Centenary Court
Croft Street
Burnley
BB11 2ED

Registered Number

03360545

Charity Number

1063589

External Auditor

Crowe U.K. LLP
The Lexicon
Mount Street
Manchester
M2 5NT

Solicitor

Forbes Solicitors
Rutherford House
4 Wellington Street
St. Johns
Blackburn
BB1 8DD

Bankers

National Westminster Bank
6th Floor
1 Spinningfields Square
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 2023 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 Consultants Limited (Company No. 6944767) and 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 and Delphi Medical Consultants Limited ("Delphi"), subsidiaries of Acorn, provide 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.

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 reduce stress levels
- Mentoring - Delivering mentoring programmes across Cheshire East/West and Warrington

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 during 2022/23 has been 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 two residential rehab sites, one in Burnley and one in Stockport, and receive referrals from Local Authorities and other commissioners for placements of up to 12 weeks. In 2022/23 over 100 clients received residential care. A new 5 bed residential rehab location on Magda Road in Stockport was opened in June which has increased the treatment capacity.

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 2022/23 over 5,000 hours of volunteering time were delivered by Acorn volunteers.

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 900 clients successfully complete group programmes across community services

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.

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.

Report of the Directors (continued)

Supported Housing (continued)

Acorn continue 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 80 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 over 60 people accessing the RAMP programme.

Badkamra

Badkamra is a social enterprise film and media production company set up to promote recovery and provide inspiration to others. The team film real stories that evoke emotions and allow the viewer to connect to the person in front of the camera, hence their tag line 'Pictures that Move'.

Acorn Academy

Acorn Academy is unique and specialised in providing training in a range of areas for our customers, staff, professionals and organisations. The Academy is recognised as a centre for learning by the National Open College Network and is able to develop bespoke training packages upon request. This year has seen the Academy continue to work wider in The Calico Group, specifically with Calico Enterprise to grow and widen their educational offer and enhance their reputation.

Current courses include:

- Combination Learning Programme: provides specific training around the major theories and practices associated with modern counselling, alongside an understanding of group facilitation and management.
- Counselling Concepts: explores the main theories and practices of modern counselling and is useful for students thinking of embarking on a certified counselling qualification.
- Group Work Facilitation: enables students to learn about the efficient management and facilitation of group sessions, e.g., counselling, recovery and group work.
- Peer Mentoring: develops the required skills involved in forming relationships and the supporting ethos, including aspects such as healthy boundaries.
- Recovery Coaching: is designed for those who are interested in volunteering within recovery services.
- Personal Development Programme (PDP) is a four-week personal development programme focusing on behaviour, self-awareness, resilience and emotional intelligence.
- Right Start Programme: the programme, developed by the Academy in partnership with secondary schools, focuses on emotional intelligence, confidence and motivation to help the students understand themselves as individuals and address any challenging behaviour and limiting beliefs.
- Everyday Safe Programme: a domestic abuse perpetrator programme, designed to address behaviours and work towards increased emotional intelligence and self-awareness to promote safety to women and children.

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 2022/23 turnover was £3.931m (2022: £3.428m) with net expenditure of £55k (2022: income of £51k).

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, with its own distinct Board. 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 (2022: ten) 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 have been two new appointments to the Board and four retirements. 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.

During the year, the Board conducted an open, skills-based recruitment process, which resulted in two new appointments to the Board, including one person from the New Generation programme.

Board Members normally serve for up to six years, with a maximum term of nine years, including time served on other Group Boards. One Board Member, Kelly Shaw, has served for seven years on another subsidiary Board, reappointment is reviewed annually at each Annual General Meeting, considering the skills and experience required by the Board.

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 four 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 four times during the year.

Employees

Acorn are able to attract a wide range of staff from different backgrounds. The diversity of employees is 53% (2022: 55%) male, 47% (2022: 45%) female, 8% (2022: 12%) who self-identify as disabled, 12% (2022: 11%) from a BAME background, and 3% (2022: 2%) 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. Full details of the scheme are given in note 7 to the financial statements.

Risk Management

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

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.

Report of the Directors (continued)

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

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

Fundraising Practices

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

Plans for Future Periods

Acorn's priorities for 2023/24 include the development of the residential rehabilitation model which it is hoped will include the acquisition of a newly dedicated site. Acorn will review the community offer to ensure group programmes remain relevant and inclusive. New contracts which went live in April will be developed and new business opportunities will be explored across Lancashire, Greater Manchester and other parts of the Northwest.

Acorn has a Business Development strategy that will see the charity balance the risk of current contracts with new and more diverse models of delivery and services, that will make us attractive to commissioners and allow us to manage the business robustly.

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 2023.

To ensure continued compliance with the Charity Code of Governance, the Board will continue to enhance its approach to hearing and acting upon what service users are saying, to bench-marking performance and to broadening its diversity and inclusivity.

Reserves Policy

The Syncora Reserves Policy states that we will aim to keep unrestricted reserves to cover at least two months of variable expenditure to cover costs that are not contract related where we may not have notice of changes. The current level of free reserves is a negative of £182k (2022: negative of £119k). This is a calculation of the unrestricted funds less the tangible & intangible fixed assets. We have not designated anything for essential future spending.

Our targeted free reserves level is £123k. The company is committed to reduce the under provision over the next 5 years, and this is due to be reviewed again in 2023. This will take place through positive trading leading to the company holding the targeted unrestricted reserves.

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

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.

During the financial year ending 2022/23, Acorn incurred a net loss of £55k as a result of a reduction in occupancy in residential rehabilitation properties combined with prevailing economic challenges creating inflationary cost pressures. This loss has been a significant concern for the management.

Acorn has taken several measures to address this challenging financial performance, including identifying areas of efficiency through system and process reviews, cost-cutting initiatives, increasing number of available rehabilitation bed space and reviewing opportunities to increase income. These actions are aimed at improving the company's financial position and returning it to profitability. Furthermore, management has assessed the company's current financial position and cash flow forecasts. Based on these assessments, management believes that the company has adequate financial resources and access to funding to meet its obligations as they become due in the foreseeable future.

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.

Report of the Directors (continued)

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.

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

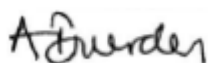
Crowe U.K. LLP were appointed as auditors in November 2021, following a tender process, for a period of 3 years with an option for a further 2 years.

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

Date: 18 September 2023

For the year ended 31 March 2023

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 2023 which comprise the 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 2023 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.

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
- 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.

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 7, 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.

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 cutoff 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.

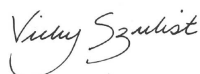
Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing 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
25th September 2023

Statement of Financial Activities

For the year ended 31 March 2023

	Note	Unrestricted funds £'000	Restricted funds £'000	2023 Total £'000	2022 Total £'000
Income					
Donations and legacies	2	13	-	13	66
Rent receivable		1,184	-	1,184	936
Income from charitable activities	3	2,734	-	2,734	2,426
Total income		<u>3,931</u>	<u>-</u>	<u>3,931</u>	<u>3,428</u>
Expenditure					
Expenditure on charitable activities	4	3,964	-	3,964	3,372
Interest payable	8	22	-	22	5
Total expenditure		<u>3,986</u>	<u>-</u>	<u>3,986</u>	<u>3,377</u>
Net (expenditure)/income for the year		<u>(55)</u>	<u>-</u>	<u>(55)</u>	<u>51</u>
Net movement in funds		<u>(55)</u>	<u>-</u>	<u>(55)</u>	<u>51</u>
Reconciliation of funds					
Total funds brought forward		<u>873</u>	<u>-</u>	<u>873</u>	<u>822</u>
Total funds carried forward	18	<u>818</u>	<u>-</u>	<u>818</u>	<u>873</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 12 to 21 form part of these financial statements

Statement of Financial Position

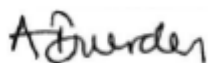
At 31 March 2023

	Note	31 March 2023		31 March 2022	
		£'000	£'000	£'000	£'000
Fixed assets					
Tangible assets	9		962		954
Intangible assets	10		-		-
Investments in subsidiaries	11		38		38
			<hr/>		<hr/>
Total fixed assets			1,000		992
Current assets					
Debtors	12	1,598		867	
Cash and bank balances		24		49	
		<hr/>		<hr/>	
		1,622		916	
Creditors: amounts falling due within one year	13	(1,170)		(864)	
		<hr/>		<hr/>	
Net current assets			452		52
Total assets less current liabilities			<hr/>		<hr/>
			1,452		1,044
Creditors: amounts falling due after more than one year	15		(634)		(171)
			<hr/>		<hr/>
Net assets			818		873
			<hr/>		<hr/>
Funds					
Unrestricted funds					
General fund	18		818		873
			<hr/>		<hr/>
Total charity funds			818		873
			<hr/>		<hr/>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small company's regime.

The notes on pages 12 to 21 form part of these financial statements.

The financial statements were approved by the directors and authorised for issue on 18 September 2023 and signed on their behalf by:



Anthony Duerden
Company Secretary
Date: 18 September 2023

Notes to the Financial Statements

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, judgements 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 in accordance with 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") (Updated 1 January 2019) – ("Charities SORP (FRS 102)"), the Financial Reporting Standard applicable in the UK and Republic of Ireland ("FRS 102") and the Companies Act 2006, and are presented in sterling £'000 for the year ended 31 March 2023.

The charity meets the definition of a public benefit entity under FRS 102.

Reduced disclosure exemptions

The charity 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 statement of cash flows and financial instruments.

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.

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.

Fees

Fees in respect of service level agreements are recognised within the statement of financial activities on an accruals basis. Income received in advance of services being performed is deferred.

Donations, legacies and other voluntary income

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

Notes to the Financial Statements (continued)

1 Accounting policies (continued)

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.

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.

Operating leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight-line basis over the period of the lease.

Reverse premiums and similar incentives received on leases to enter into operating lease agreements are released to Statement of Financial Activities over the term of the lease.

Notes to the Financial Statements (continued)

1 Accounting policies (continued)

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 Voluntary income

	Unrestricted funds £'000	Restricted funds £'000	2023 Total £'000	2022 Total £'000
Donations and similar incoming resources	13	-	13	66

During the year, voluntary income included:

- A donation totalling £4.5k (2022: £Nil) was received from the Morrisons Foundation
- A donation totalling £5.0k (2022: £Nil) was received from Redwood House
- A donation totalling £Nil (2022: £23k) was received from the Just Giving Foundation
- A donation totalling £Nil (2022: £15k) from Zochonis Foundation
- A donation totalling £Nil (2022: £25k) from Garfield Weston Foundation
- A donation totalling £3.5k (2022: £3k) from other sources

All donations in 2022 were unrestricted.

3 Income from charitable activities

	Unrestricted funds £'000	Restricted funds £'000	2023 Total £'000	2022 Total £'000
Reduction & motivational programmes	1,274	-	1,274	767
Tier 4 treatment SPOT	635	-	635	1,330
Supporting people services	671	-	671	193
Social Enterprises: Education/training & employment	154	-	154	136
Total income from charitable activities	2,734	-	2,734	2,426
Contract income	1,894	-	1,894	1,495
Activities from generating funds	840	-	840	930
	2,734	-	2,734	2,426

All activities in 2022 were unrestricted.

Notes to the Financial Statements (continued)

4 Expenditure on charitable activities

	Therapy	Housing	2023	Therapy	Housing	2022
	£'000	£'000	Total £'000	2022 £'000	2022 £'000	Total £'000
Employee costs	1,433	781	2,214	1,498	518	2,016
Client and volunteer expenses	31	66	97	63	17	80
Rents, rates, insurance and utilities	26	425	451	70	302	372
Property costs	9	206	215	11	84	95
Other staff costs	54	29	83	38	31	69
Printing, stationery and postage	12	17	29	14	3	17
Finance costs	-	2	2	1	6	7
Legal and professional fees	-	2	2	10	2	12
Depreciation & amortisation	3	21	24	39	11	50
Transport costs	-	16	16	14	6	20
Bad debt expense	-	43	43	(6)	-	(6)
H&S, fire & security	-	-	-	12	82	94
Recharges and write offs	86	143	229	60	135	195
Housing maintenance	-	72	72	5	50	55
Partner fees	199	-	199	-	-	-
Allocate support costs	142	140	282	91	204	295
<u>Governance Costs</u>						
Audit fees	3	3	6	3	3	6
	<u>1,998</u>	<u>1,966</u>	<u>3,964</u>	<u>1,923</u>	<u>1,454</u>	<u>3,377</u>

5 Net (income)/expenditure

	Note	2023 £'000	2022 £'000
This is after charging:-			
Auditor's remuneration (exc. VAT)		5	6
Depreciation of tangible fixed assets	9	26	26
Amortisation of intangible fixed assets	10	-	25
Operating Leases – Land and buildings		310	242
Operating Leases – Other		11	24
		<u> </u>	<u> </u>

Notes to the Financial Statements (continued)

6 Employees

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

	2023 No.	2022 No.
Counselling and therapy	61	53
Finance and administration	4	4
Business Development	4	5
Housing Support Staff	18	24
	<u>87</u>	<u>86</u>

Staff costs consist of:	£'000	£'000
Salaries	2,105	2,008
Social security costs	198	181
Pension contributions	52	46
	<u>2,355</u>	<u>2,235</u>

Aggregate number of full time equivalent staff whose remuneration exceeded £60,000 in the period:	2023 No.	2022 No.
Between £70,000 - £80,000	1	-

7 Board members and Executive Officers

	2023 £'000	2022 £'000
The aggregate emoluments paid to or receivable by non-executive Directors	30	33
The aggregate emoluments paid to or receivable by executive officers	81	59
The emoluments paid to the highest paid officer excluding pension contributions	79	52
Pension cost for executive officers	2	1
The aggregate amount of any consideration payable to / (receivable from) third parties for making available the services of non-executive Directors	(41)	(25)
Total key management personnel remuneration	<u>70</u>	<u>67</u>

Directors' emoluments

Directors are members of the Syncora Limited Board a holding company providing a common board for each of its subsidiaries, which are SafeNet, Acorn and Calico Enterprise. These members received a total remuneration of £30k in 2023 (2022: £33k), for all Syncora group membership.

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

8 Interest payable

	2023 £'000	2022 £'000
Bank mortgages	5	5
Other loans	17	-
	<u>22</u>	<u>5</u>

Notes to the Financial Statements (continued)

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 2022	533	485	85	109	1,212
Additions	-	-	34	-	34
At 31 March 2023	533	485	119	109	1,246
<i>Depreciation</i>					
At 31 March 2022	66	39	44	109	258
Charge for period	5	5	16	-	26
At 31 March 2023	71	44	60	109	284
Net Book Value					
31 March 2023	462	441	59	-	962
31 March 2022	467	446	41	-	954

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 18.

10 Intangible Fixed assets

	Goodwill £'000	Total £'000
<i>Cost or Valuation</i>		
At 31 March 2022	251	251
At 31 March 2023	251	251
<i>Amortisation</i>		
At 31 March 2022	251	251
At 31 March 2023	251	251
Net Book Value		
31 March 2023	-	-
31 March 2022	-	-

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

Notes to the Financial Statements (continued)

11 Investments in subsidiaries

	2023 £'000	2022 £'000
ADAS	-	-
Delphi	38	38
	38	38

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 2023, the non-trading company had net assets of £1 (2022: £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 Consultants Limited (Company No. 6944767) and Delphi Medical Limited (Company No. 69014150), both companies incorporated in England and Wales. The companies provide medical treatment for drug and alcohol abstinence.

At 31 March 2023:

- DMC had net assets £1,022k (2022: £878k) following a profit for the year £145k (2022: £399k) and allotted share capital of £1,000 (1,000 x £1 ordinary shares).
- DML had net liabilities £1,897k (2022: £1,807k) following a loss for the year £90k (2022: £81k) and allotted share capital of £4 (4 x £1 ordinary shares).

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

	2023 £'000	2022 £'000
Trade debtors	608	420
Intercompany balance	884	425
Prepayments	106	21
Staff loans & deposits	-	1
	1,598	867

13 Creditors (amounts due within one year)

	2023 £'000	2022 £'000
Bank loans (secured)	36	30
Trade creditors	25	18
Other taxes and social security	57	52
Deferred Income	-	46
Accruals	101	90
Intercompany loans	-	500
Intercompany balances	951	128
	1,170	864

Notes to the Financial Statements (continued)

14 Deferred Income

	2023 £'000	2022 £'000
Balance at 1 April 2022	46	158
Amount released to income	(46)	(158)
Amount deferred in the year	-	46
Balance at 31 March 2023	-	46

Deferred income comprises NHS contract funds received in advance to deliver the services they relate to and an element of rent charged for the week commencing 28 March 2022.

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

	2023 £'000	2022 £'000
Intercompany loan	500	-
Bank loans (secured)	134	171
	634	171
Bank loans payable by instalments as follows:-		
Between two and five years	134	122
After five years	-	49
	134	171

Loan account no.	Expiry	Interest Rate %	Legal charge	Balance £
44461770	April 2028	2.56%	Rosemary Court	170,411

The total bank loans of £170k (2022: £201k) are secured by legal charges on Rosemary Court leasehold property. At 31 March 2023, this property has a net book value of £441k (2022: £446k).

16 Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Fixed assets	1,000	-	1,000
Current assets	1,622	-	1,622
Current liabilities	(1,653)	-	(1,653)
Long term liabilities	(134)	-	(134)
Net assets at 31 March 2023	835	-	835

All activities in 2022 were unrestricted.

Notes to the Financial Statements (continued)

17 Financial commitments

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

	2023 Land and buildings £'000	2022 Land and buildings £'000
Expiry date:		
In less than one year	60	144
In two to five years	24	61

18 Movement in funds

	At 31 March 2022 £'000	Incoming resources £'000	Outgoing resources £'000	Transfers £'000	At 31 March 2023 £'000
Unrestricted funds	873	3,931	(3,986)	-	818
Total funds	<u>873</u>	<u>3,931</u>	<u>(3,986)</u>	<u>-</u>	<u>818</u>

All activities in 2022 were unrestricted.

19 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 £450k (2022: £468k).

20 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 (2022: 1).

21 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:

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

No other accounts include the results of this charity.

Notes to the Financial Statements (continued)

22 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 £108k (2022: £20k).

At 31 March 2023, the company owed to Syncora £Nil (2022: £2k).

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

During the year, Homes recharged office costs and rents to Acorn amounting to £291k (2022: £261k).

At 31 March 2023, the company owed Homes £714k (2022: £101k).

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% and repayable by 31 March 2028.

During the year Ring Stones recharged interest amounting to £17k (2022: £Nil)

At 31 March 2023, the company owed Ring Stones £517k (2022: £500k).

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

During the year, Enterprise supplied training and catering services, and an internal apprenticeship amounting to £26k (2022: £27k).

At 31 March 2023, Enterprise owed the company £63k (2022: £10k).

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

During the year, there were no transactions (2022: £Nil).

At 31 March 2023, the company owed Safenet £1k (2022: £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.

At 31 March 2023, DMC owed the company £740k (2022: £415k).

Delphi Medical Limited ("Delphi"), a subsidiary of Acorn

During the year, there were no transactions (2022: £Nil).

At 31 March 2023, the company owed Delphi £220k (2022: £24k).

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

During the year, there were no transactions (2022: £Nil).

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

At 31 March 2023, Group owed the company £81k (2022: £Nil).