REPORT OF THE DIRECTORS AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2020 FOR

SALFORD PRIMARY CARE TOGETHER CIC



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for the Year Ended 31st March 2020

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SALFORD PRIMARY CARE TOGETHER CIC

COMPANY INFORMATION

for the Year Ended 31st March 2020

DIRECTORS: E A Cross

L K Gardner R Harding B Hope H M Leyden A M Kershaw P C L Stross

REGISTERED OFFICE: 3rd Floor

2 City Approach Albert Street Eccles Manchester M30 0BL

REGISTERED NUMBER: 07227455 (England and Wales)

AUDITORS: Kay Johnson Gee Limited

Chartered Accountants and Statutory Auditors

1 City Road East Manchester M15 4PN

CHAIRMAN'S REPORT

for the Year Ended 31st March 2020

On behalf of the Board of Directors and all of our staff, I am pleased to present to you our Annual Report and Accounts for 2019/2020.

Whilst March 2020 feels like a lifetime ago, as we have all faced the challenge of Covid-19, it would be remiss not to summarise the activities we carried out in serving as a Primary Care and GP support organisation during that financial year and, within our accounts, where our income came from and how we spent our funds.

As a social enterprise (which operates as a community benefit company) we must ensure we balance operating both as a sustainable business and in reinvesting profits arising into value adding services that bring benefit to our customers, stakeholders and the communities in which we work.

During the last year, we have worked hard to be a trusted partner providing services that support GP practices and Primary Care to truly make the biggest and most positive impact we can around improving health and well-being and tackling health inequalities in an ever changing health and social care system.

We have endeavoured to adapt what we do and how we do it to ensure we can achieve great outcomes with:

- individual practices working alongside the Salford & Trafford Local Medical Committee (LMC) to establish a
 procurement hub utilising the economies of scale of 37 GP practices to secure the Salford Pound where
 possible whilst also being mindful of the need to reduce our carbon footprint.
- local Primary Care Networks (PCNs) to support them to develop into mature networks of practices which supply mutual aid and collective decision making for their particular locality. This has enabled them to really drive the primary care agenda at the local / neighbourhood level whilst still leveraging their collective voice into the system alongside others such as the LMC.
- the CCG to address City wide and system level challenges that we hope will tackle health inequalities, support the journey towards an integrated care system and to ensure we do this in a way that takes some of the strain off colleagues in practices.

We were pleased to:

- have led the activities to address the challenges faced at the Eccles Gateway Medical Practice this includes identifying people who had previously experienced sub-optimal disease management and ensuring they had effective care management plans; developing and introducing effective and efficient practice management systems to stabilise the practice going forward; and supporting and developing practice staff who had had not previously received the personal development and training they had a right to expect.
- have continued to offer great Workforce Development services these included the introduction of the
 practice nurse training course across GM, supporting the education and development of roles in pharmacy,
 Physician Associates, and GP Fellowships, as well as initiatives to support recruitment and retention of primary
 care staff and supported the development of a number of international doctors.
- have delivered primary care through our own practices in providing services to over 17,000 patients, we aim
 to never lose sight of the challenges and the opportunities for change that our primary care colleagues in
 Salford face on a day to day basis.
- have delivered social and community benefits including working closely with the charity Gaddum to support 'Children Who Care', and to ensure that there is increased understanding of the needs of this group of young people across primary care. We are members of the Salford Real Living Wage campaign and are signed up to the principles of the Real Living Wage. We have a dynamic relationship with Salford CVS and work with them on a range of projects and issues in an effort to improve local lives.

In these first six months of the new financial year, as we have endeavoured to take some of the strain in responding to Covid-19, we are pleased to have been working with our primary care colleagues to establish:

- Covid Assessment Centres (CACs) to support the medical assessment of people known to have or suspected of suffering from Covid-19.
- Home Assessment Service to support people who are housebound, have Covid-19 and require certain medical
- 'Cold' home visiting service for those people who are shielded or extremely vulnerable and also require medical support.

CHAIRMAN'S REPORT

for the Year Ended 31st March 2020

- A home phlebotomy service for housebound people.
- A service to divert all people with low level Covid-19 away from the Emergency Department at Salford Royal Foundation Trust (SRFT).
- A clinical hub staffed by highly skilled GPs with expertise in Covid-19.
- A cohort of clinicians who through this pandemic response work are now recognised as having enhanced expertise and skills in the care of people with Covid-19, and are now deemed as Clinicians with Special Interest.
- The AJ Bell Covid-19 testing centre supporting pre-operative testing for people awaiting surgery, all key worker groups across the City of Salford including primary care, SRFT, Care Homes and Salford Council staff etc.
- Procurement systems for Personal Protective Equipment (PPE) to ensure sufficient supplies for primary care across the City of Salford.
- Enhanced communications and testing for the Orthodox Jewish Community in Higher Broughton which was a community disproportionately affected by Covid-19.
- SPCT as members of the GM Mass Testing Expert Group (MTEG)
- Improved communications across practices by organising 'huddles' on a PCN basis

None of us can predict what the rest of this financial year will bring or what we may need to do to help address the impacts of the pandemic on the people of Salford and those who provide primary care services to them. What we can promise is that we will do our best to:-

- Ensure we listen and respond to the needs of individual GP practices, to support them in their day to day challenges
- Work collaboratively with Clinical Directors, PCNs and the LMC to ensure GPs and the voices of all in primary care are heard and are shaping a system that is changing locally, regionally and nationally
- Engage fully with the Voluntary, Community and Social Enterprise sector in Salford that is well placed to help us see and meet the needs of communities of interest, communities of identity as well as communities of place and tackle the determinants of poor health and health inequality

We want to thank all of our staff, our GP and Primary Care colleagues, partners and commissioners with whom we have worked over this last 18 months in particular as we have all faced unprecedented change and challenges. I believe that we will continue to build on our experiences and deepen the trust we need in each other to ensure we all make the difference we want to see to the lives of those who work and live in the City of Salford.

Liz Cross
Chair of the Board
Date:

REPORT OF THE DIRECTORS

for the Year Ended 31st March 2020

The directors present their report with the financial statements of the company for the year ended 31st March 2020.

PRINCIPAL ACTIVITY

We are a Primary Care and GP support organisation. As a Social Enterprise we are independent of but strongly aligned to the principles and values of the NHS, working for the benefit of local people and communities.

DIRECTORS

The directors shown below have held office during the whole of the period from 1st April 2019 to the date of this report.

E A Cross

R Harding

B Hope

H M Leyden

Other changes in directors holding office are as follows:

L K Gardner - appointed 1st April 2019 A M Kershaw - appointed 28th October 2019 P C L Stross - appointed 1st December 2019

STATEMENT OF DIRECTORS' RESPONSIBILITIES

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

AUDITORS

In accordance with section 485 of the Companies Act 2006, Kay Johnson Gee Limited will be proposed for reappointment.

REPORT OF THE DIRECTORS

for the Year Ended 31st March 2020

This report has been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

ON BEHALF OF THE BOARD:

A M Kershaw - Director

Date: 22 OCTOBER 2020

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REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF SALFORD PRIMARY CARE TOGETHER CIC

Opinion

We have audited the financial statements of Salford Primary Care Together CIC (the 'company') for the year ended 31st March 2020 which comprise the Profit and Loss Account, Balance Sheet, Statement of Changes in Equity and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The directors are responsible for the other information. The other information comprises the information in the Annual Report, but does not include the financial statements and our Report of the Auditors 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF SALFORD PRIMARY CARE TOGETHER CIC

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters where 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Directors.

Responsibilities of directors

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

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Auditors.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

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Michael Garrett (Senior Statutory Auditor) for and on behalf of Kay Johnson Gee Limited Chartered Accountants and Statutory Auditors 1 City Road East Manchester M15 4PN

Date: 22rd Ochoku 2020

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PROFIT AND LOSS ACCOUNT

for the Year Ended 31st March 2020

| Notes | 2020 £ | 2019 £ |
|-------|-------------|--|
| Notes | | £ |
| | | |
| | 9,510,030 | 7,637,026 |
| | (9,393,198) | (7,439,354) |
| 5 | 116,832 | 197,672 |
| | 22 | |
| | 116,854 | 197,672 |
| | (22,714) | (36,940) |
| | 94,140 | 160,732 |
| | 5 | 5 116,832 22 116,854 (22,714) |

The notes form part of these financial statements

BALANCE SHEET

31st March 2020

| | Notes | 2020 £ | 2019 £ |
|--|-------|-------------|-------------|
| FIXED ASSETS | Notes | - | _ |
| Tangible assets | 6 | 10,590 | 12,190 |
| Investments | 7 | 10 | _ |
| Illvestilients | • | | |
| | | 10,600 | 12,190 |
| CURRENT ASSETS | | | |
| Stocks | | 9,277 | 7,094 |
| Debtors | 8 | 1,918,580 | 1,557,187 |
| Cash at bank and in hand | | 1,359,587 | 1,167,846 |
| | | 3,287,444 | 2,732,127 |
| CREDITORS | | (2.000.740) | (2 521 152) |
| Amounts falling due within one year | 9 | (2,980,740) | (2,521,153) |
| NET CURRENT ASSETS | | 306,704 | 210,974 |
| TOTAL ASSETS LESS CURRENT LIABILITIE | ES | 317,304 | 223,164 |
| | | | |
| CAPITAL AND RESERVES | | | 74 |
| Called up share capital | 11 | 74 | 74 |
| Retained earnings | | 317,230 | 223,090 |
| SHAREHOLDERS' FUNDS | | 317,304 | 223,164 |
| WI Er to two 1 of the manufacture of the manufactur | | | |

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Board of Directors and authorised for issue on 22 ここではこれ いっこう and were signed on its behalf by:

A M Kershaw - Director

for of Clahan

STATEMENT OF CHANGES IN EQUITY

for the Year Ended 31st March 2020

| | Called up share capital | Retained earnings | Total equity |
|----------------------------|-------------------------------|----------------------|-----------------|
| | £ | £ | £ |
| Balance at 1st April 2018 | 58 | 62,358 | 62,416 |
| Profit for the year | | 160,732 | 160,732 |
| Total comprehensive income | - | 160,732 | 160,732 |
| Issue of share capital | 16 | | 16 |
| Balance at 31st March 2019 | 74 | 223,090 | 223,164 |
| Profit for the year | _ | 94,140 | 94,140 |
| Total comprehensive income | | 94,140 | 94,140 |
| Balance at 31st March 2020 | 74 | 317,230 | 317,304 |

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS

for the Year Ended 31st March 2020

1. STATUTORY INFORMATION

Salford Primary Care Together CIC is a private company, limited by shares, registered in England and Wales, registration number 07227455. The address of the registered office and principal place of business is 3rd Floor, 2 City Approach, Albert Street, Eccles, Manchester, M30 0BL.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" including the provisions of Section 1A "Small Entities" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Turnover

Turnover represents amounts recognised by the company in respect of services supplied, exclusive of Value Added Tax and trade discounts. Turnover principally consists of provision of health services which are recognised at the point of contract.

Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses.

Depreciation on tangible fixed assets is charged to the profit and loss so as to write off their value, over their estimated useful lives, using the following methods:

Fixtures and fittings - between 25% and 100% on cost

At each balance sheet date, the Company reviews the carrying amounts of its fixed assets to determine whether there is any indication that any items have suffered an impairment loss. If any such indication exists, the recoverable amount of an asset is estimated in order to determine the extent of the impairment loss, if any. Where it is not possible to estimate the recoverable amount of the asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. Impairment loss is recognised as an expense immediately.

Investments in subsidiaries

Investments in subsidiary undertakings are recognised at cost.

Stocks

Stock is stated at the lower of cost and estimated selling price less costs to complete and sell. Costs are based on the method most appropriate to the type of inventory class, usually on a first-in-first-out basis.

Taxation

Taxation for the year comprises current and deferred tax. Tax is recognised in the profit and loss account, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current or deferred taxation assets and liabilities are not discounted.

Current tax is recognised at the amount of tax payable using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

NOTES TO THE FINANCIAL STATEMENTS - continued

for the Year Ended 31st March 2020

2. ACCOUNTING POLICIES - continued

Deferred tax

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date.

Timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in financial statements. Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the year end and that are expected to apply to the reversal of the timing difference.

Unrelieved tax losses and other deferred tax assets are recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

Leasing commitments

Assets that are held by the Company under leases which transfer to the Company substantially all the risks and rewards of ownership are classified as being held under finance leases. Leases which do not transfer substantially all the risks and rewards of ownership to the company are classified as operating leases.

Assets held under finance leases are initially recognised as assets of the Company at their fair value at the inception of the lease or, if lower, at the present value of the minimum lease payments. The corresponding liability to the lessor is included in the statements of financial position as a finance lease obligation. Lease payments are apportioned between finance expenses and reduction of the lease obligation so as to achieve a constant rate of interest on the remaining balance of the liability, finance expenses are recognised immediately in profit or loss, unless they are directly attributable to qualifying assets, in which case they are capitalised in accordance with the Company's policy on borrowing costs. Contingent rentals are recognised as expenses in the periods in which they are incurred.

Operating lease payments are recognised as an expense on straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed. Contingent rentals arising under operating leases are recognised as an expense in the period in which they are incurred.

In the event that lease incentives are received to enter into operating leases, such incentives are recognised as a liability. The aggregate benefit of incentives is recognised as a reduction of rental expense on a straight-line basis, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

Pension costs and other post-retirement benefits

The company operates a defined contribution pension scheme. Contributions payable to the company's pension scheme are charged to profit or loss in the period to which they relate.

The obligations for contributions to defined contribution scheme are recognised as an expense as incurred.

NOTES TO THE FINANCIAL STATEMENTS - continued

for the Year Ended 31st March 2020

2. ACCOUNTING POLICIES - continued

Trade and other debtors

Trade and other debtors are initially recognised at fair value and thereafter stated at amortised cost using the effective interest method, less impairment losses for bad and doubtful debts except where the effect of discounting would be immaterial. In such cases, the receivables are stated at cost less impairment losses for bad and doubtful debts.

Trade and other creditors

Trade and other creditors are initially recognised at fair value and thereafter stated at amortised cost using the effective interest method unless the effect of discounting would be immaterial, in which case they are stated at cost.

Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and in hand.

3. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Company's accounting policies above, management is required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Provisions

The company accounts for provisions in accordance with FRS 102.

4. EMPLOYEES AND DIRECTORS

The average number of employees during the year was 134 (2019 - 113).

5. **OPERATING PROFIT**

The operating profit is stated after charging:

| | 2020 | 2019 |
|-----------------------------|-------|-------|
| | £ | £ |
| Depreciation - owned assets | 5,744 | 8,306 |
| | | |

NOTES TO THE FINANCIAL STATEMENTS - continued

for the Year Ended 31st March 2020

| 6. | TANGIBLE FIXED ASSETS | | |
|----|--|-----------|-------------------|
| | | | Fixtures |
| | | | and |
| | | | fittings £ |
| | COST | | £ |
| | At 1st April 2019 | | 23,381 |
| | Additions | | 4,144 |
| | Additions | | |
| | At 31st March 2020 | | 27,525 |
| | DEPRECIATION | | |
| | At 1st April 2019 | | 11,191 |
| | Charge for year | | 5,744 |
| | At 31st March 2020 | | 16,935 |
| | | | |
| | NET BOOK VALUE | | |
| | At 31st March 2020 | | 10,590 |
| | At 31st March 2019 | | 12,190 |
| | | | |
| 7. | FIXED ASSET INVESTMENTS | | |
| | | | Shares in |
| | | | group |
| | | | undertakings £ |
| | COST | | - |
| | Additions | | 10 |
| | | | |
| | At 31st March 2020 | | 10 |
| | NET BOOK VALUE | | |
| | At 31st March 2020 | | 10 |
| | | | |
| 8. | DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR | | |
| | | 2020 | 2019 |
| | | £ | £ |
| | Trade debtors | 1,305,494 | 1,006,535 |
| | Other debtors | 613,086 | 550,652 |
| | | 1,918,580 | 1,557,187 |
| | | | |

NOTES TO THE FINANCIAL STATEMENTS - continued

for the Year Ended 31st March 2020

| 9 | CREDITORS: | AMOUNTS FALLING | DUE WITHIN ONE YEAR |
|---|------------|------------------------|----------------------------|
| | | | |

| | 2020 | 2019 |
|------------------------------|-----------|-----------|
| | £ | £ |
| Trade creditors | 581,901 | 654,471 |
| Taxation and social security | 226,939 | 255,239 |
| Other creditors | 2,171,900 | 1,611,443 |
| | | |
| | 2,980,740 | 2,521,153 |
| | | |

10. LEASING AGREEMENTS

Operating lease commitments not included in the balance sheet amount to £114,768 (2019: £78,762).

11. CALLED UP SHARE CAPITAL

Allotted, issued and fully paid:

 Number:
 Class:
 Nominal value:
 2020
 2019

 37
 Ordinary
 £2
 74
 74