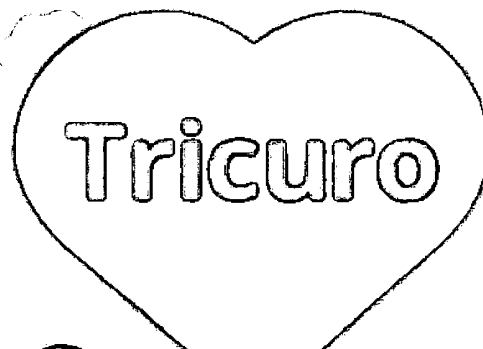


Tricuro Limited
Statement of Accounts
2016-17
Company No: 09536732



Tricuro is a Local
Authority Trading
Company wholly owned
by Dorset,
Bournemouth and
Poole Local Authorities



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Phil Rook
Finance Director
Tricuro
Beech House
28-30 Wimborne Road
Poole
Dorset
BH15 2BU

Tricuro Ltd Company Number 09536732

STRATEGIC REPORT

Overview

On 1 July 2015, Bournemouth Borough Council, Dorset County Council and the Borough of Poole, launched Tricuro. Tricuro is a group of two companies established under Local Authority Trading Company principles to take the transfer of the three authorities' supply-side Adult Social Services business, with staff transferring from each of the three authorities in order to provide care services.

Tricuro has two companies (a care company Tricuro Limited and a 'support function' company Tricuro Support Limited) managed by the same Board.

Tricuro Support Limited holds the contractual relationships with the three commissioning Councils, as well as the property leases and support services agreements with the two providing Councils.

Tricuro Limited employs all the staff and is registered with CQC as the provider, and provides all the care requirements to service users.

Each authority owns one ordinary share in Tricuro Support Limited, which in turn owns 100% of the equity of Tricuro Limited. Tricuro's turnover in 2016-17 was £42m (the part-year to 31 March 2016 saw group turnover of £31m). Tricuro Limited's turnover in 2016-17 was £30m (the part-year to 31 March 2016 turnover of £22m). A shareholder agreement regulates the way in which the three councils manage Tricuro, including a profit /cost sharing agreement. Dorset County Council is contracted to provide support services to Tricuro for three years until 30 June 2018. The value of this contract was £1.17m for the period to 31 March 2017. Bournemouth Borough Council also provides certain support services to the company. The cost of this was £870k for the period to 31 March 2017.

All shareholders treat Tricuro as a joint venture in their financial statements.

Tricuro has the following main areas of service delivery.

- Residential Care Homes - 6 homes providing residential care for older people, 1 home providing residential and nursing care for older people and 2 homes providing residential care for people with a learning disability.
- Reablement, providing short term support for up to six weeks, enabling people to regain and maximise daily living skills and independence in their own homes and one home providing intermediate care services.
- Day opportunities and other services provide a range of services with identified support needs (older people, dementia, learning disability, mental health and physical disability).

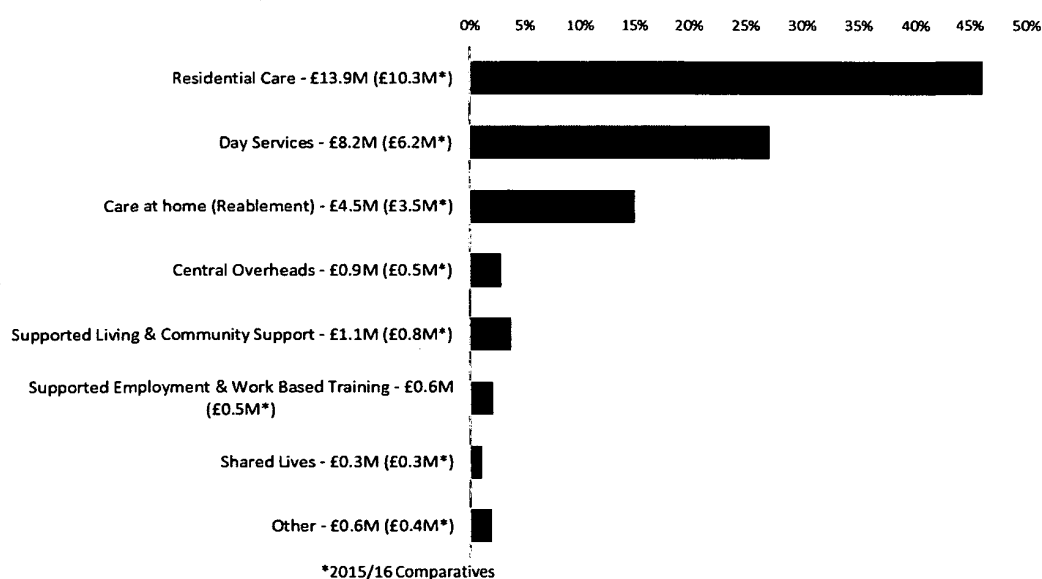
Strategic Vision

Tricuro will utilise its competent, capable and flexible workforce, combining innovation and technology to enhance its service offer. Tricuro will develop and deliver services that focus on the delivery of complex care, challenging behaviours and end of life care. Tricuro will develop strategic partnerships and align services to deliver key health and social care services across Dorset, this will include a focus on prevention and wellbeing.

The following chart shows the spend on services in 2016-17.

STRATEGIC REPORT

Expenditure 2016/17 -Total £30.1M



Key Performance Indicators

The directors monitor the performance of the Company utilising a balanced scorecard. A range of "Key Performance Indicators" (KPI's) including activity levels, employee absenteeism and quality measures against care standards are measured through this process. Financial KPI's include cost per bed and cost per day session. Work is ongoing to develop these performance monitoring systems further. The company just has established a Quality Assurance Committee which looks at range of information by various sources to ensure the delivery of high quality services. The framework includes client feedback, staff voices, quantitative and qualitative data from KPI's and CQC other inspection and peer review reports. The key performance indicators for the period ended 31 March 2017 together with comparatives for the year ended 31 March 2016 (trading from 1 July 2015 - 9 months) are as follows:

	2016-17	2015-16
Group Revenue (£)	30,109,093	22,431,569
Gross profit (£)	493,540	442,973
Gross margin	1.64%	1.97%
Net loss before taxation (£)	-2,872	-3,896
Net margin	-0.01%	-0.02%
Average employee numbers	1,520	1,639

Risks and Uncertainty

The principal risk facing the Company is the requirement at all times to ensure the delivery of safe and compliant services and the associated reputational risk if the Company fails to safeguard and provide high quality services to its customers. This risk is mitigated through maintaining high standard robust policies and procedures, developing strong relationships with customers and ensuring continuous investment in staff development through internally and externally provided training.

The principal uncertainty facing the Company is the continuation of austerity measures and the impacting reduction in public sector funding particularly in adult social care. The Company

STRATEGIC REPORT

is reliant on the local authorities for the majority of its income. This uncertainty will be managed through maintaining strong relationships with local health and social care bodies and seeking to diversify income streams through investment in growth areas.

During 2017-18 Tricuro will be continuing to build a network of customers, suppliers and potential partners in Social Care. Tricuro is able to demonstrate financial stability due to Bournemouth Borough Council, Dorset County Council and Borough of Poole being our shareholders as well as our major customers. This demonstrates a low risk as our shareholders fully support Tricuro.

Given the challenges of a cash standstill budget which meant absorbing unavoidable cost pressures of £1.3M. One significant area of change was the implementation of the new terms and conditions. This took effect on 10 March 2017, which reduced the weekend enhancements for employees on 'Dorset' terms and conditions from time and half to time and a quarter and bank holiday payments from triple time to double time for 5 out of the 8 bank holidays. This saved £47k in 2016-17 and a full year recurring saving of £624k, which is significant to the future sustainability of the company.

The effect of Brexit is likely to be minimal for Tricuro. Tricuro does not trade directly with Europe so it should have no direct effect on our revenue. Brexit could have an impact on our ability to recruit dependant on the final agreements over free movement of employees from Europe. The care industry is typically a large recruiter of European workers and any reduction in the "pool" of workers available could see pressure put on our ability to recruit or increase the cost of agency staff.

Pensions

Tricuro participates in the Dorset County Pension Fund, the administering authority for the Fund is Dorset County Council. The Pension Fund Committee oversees the management of the Fund whilst the day to day fund administration is undertaken by a team within the administering authority.

Employer contribution rates are set every three years as a result of the actuarial valuation of the Fund required by the Regulations. The last actuarial valuation of the Fund was carried out as at 31 March 2016 and set contribution rates for the period from 1 April 2017 to 31 March 2020. Tricuro is not responsible for any past pension deficits that emerge, their contributions will either be fixed or set to be equal to the cost of future benefits. In 2015-16 Tricuro's employer contribution rate was 16.2% and in 2016-17 the contribution rate is 17.2%. The rate determined by the actuary in 2017-18 for the next period to 2020 is 17.7%.

Going Concern

The accounts have been prepared on a going concern basis and it is the belief of the Board that the Company will continue to operate as a going concern.

This strategic report is only part of the company's annual accounts and a copy of these accounts and annual report are available on the Tricuro website www.tricuro.co.uk
The annual accounts were unqualified and under Companies Act 2006 section 496 this strategic report and directors' report were consistent with the accounts.

By order of the Board



Phil Rook
Finance Director

DIRECTORS' REPORT

Principal activities

The directors present the annual report and audited financial statements for Tricuro Limited (the "Company") for the period from 1 April 2016 to 31 March 2017.

The Company was incorporated on 10 April 2015 and commenced trading on 1 July 2015. The Company is a subsidiary of Tricuro Support Limited who owns 100% of share capital. The Company is principally engaged in the provision of social care services for vulnerable adults across Dorset, Bournemouth and Poole.

Results and Dividends

Profit after tax for the period amounted to £nil and Dividends £nil. In 2015-16 profit amounted to £nil. Dividends £nil.

Directors

The directors who held office during the period and up to the date of signing these financial statements were as follows:

Colin Dennis (Chairman)
Suzanne Westhead (Interim Managing Director resigned 1 August 2016)
Alison Waller (Managing Director appointed 1 August 2016)
Phil Rook (Finance Director)
Sue Ladbrook (HR Director appointed 16 January 2017)
Alan Bulloch (Non-Executive Director)
Andrea Peacock (Non-Executive Director)
Jane Pike (Non-Executive Director appointed 1 November 2016)

Employee Involvement and Disabled Employees

The company continues to keep employees informed of matters affecting them and the financial and economic factors affecting the performance of the company. This is achieved through consultations and regular newsletters. Applications for employment by disabled persons are given full and fair consideration. In the event of employees becoming disabled, every effort is made to retrain them in order that their employment with the group may continue. It is the policy of the company that training, career development and promotion opportunities should be available to all employees.

Political contributions

The Company did not make any political donations or incurred any political expenditure during the period.

Disclosure of information to auditor

The directors who held office at the date of approval of this directors' report confirm that, so far as they are aware, there is no relevant audit information of which the Company's auditor is unaware; and directors have taken all the steps that they ought to have taken as a director to make themselves aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

Auditor

Pursuant to Section 487 of the Companies Act 2006, the auditor will be deemed to be reappointed and KPMG LLP will therefore continue in office.

By order of the Board



Phil Rook
Finance Director

STATEMENT OF DIRECTORS' RESPONSIBILITIES IN RESPECT OF THE STRATEGIC REPORT, THE DIRECTORS' REPORT AND THE FINANCIAL STATEMENTS

The directors are responsible for preparing the Strategic Report, the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law they have elected to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 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 the financial statements, the directors are required to:

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

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company'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 have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the company and to prevent and detect fraud and other irregularities.

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

By order of the Board



Phil Rook
Finance Director

Independent Auditor's Report to the Members of Tricuro Limited

We have audited the financial statements of Tricuro Limited for the period ended 31 March 2017 set out on pages 9 to 19. The financial reporting framework that has been applied in their preparation is applicable law and UK Accounting Standards (UK Generally Accepted Accounting Practice), including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

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

Respective responsibilities of directors and auditor

As explained more fully in the Directors' Responsibilities Statement set out on page 6, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit, and express an opinion on, the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2017 and of its result for the period then ended;
- have been properly prepared in accordance with UK Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the Strategic Report and the Directors' Report for the period for which the financial statements are prepared is consistent with the financial statements.

Based solely on the work required to be undertaken in the course of the audit of the financial statements and from reading the Strategic report and the Directors' report:

- we have not identified material misstatements in those reports; and
- in our opinion, those reports have been prepared in accordance with the Companies Act 2006.

Matters on which we are required to report by exception

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 company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Rees Batley

Rees Batley
Senior Statutory Auditor
for and on behalf of KPMG LLP, Statutory Auditor
Chartered Accountants
66 Queen Square
Bristol
BS1 4BE


11 July 2017

Profit and Loss Account and Other Comprehensive Income
for the period from 1 April 2016 to 31 March 2017

	Note	2015-16	2016-17
		£	£
Turnover	2	22,431,569	30,109,093
Cost of sales		(21,988,596)	(29,615,553)
Gross profit		442,973	493,540
Other operating expenses		(446,869)	(496,412)
Operating loss		(3,896)	(2,872)
Interest Receivable	8	3,896	2,872
Profit before taxation		-	-
Tax on profit on ordinary activities	9	-	-
Profit for the financial period		-	-
Other Comprehensive Income		-	-
Total Comprehensive income for the period		-	-

2015-16		Tricuro Ltd		2016-17	
		Balance Sheet			
		<i>as at 31 March 2017</i>			
£	£		Note	£	£
		Current Assets			
133,440		Debtors	11	260,184	
869,056		Cash at bank and in hand	12	460,833	
<u>1,002,496</u>				<u>721,017</u>	
		Liabilities			
(986,091)		Creditors; amounts falling due within one year	13	(700,369)	
(16,404)		Provisions	14	(20,647)	
<u>(1,002,495)</u>				<u>(721,016)</u>	
	<u>1</u>	Net Current Assets			<u>1</u>
	<u>1</u>	Total Assets less Current Liabilities			<u>1</u>
	<u>1</u>	Net Assets			<u>1</u>
		Capital and Reserves			
1		Called Up Share Capital	15	1	
	<u>1</u>	Equity			<u>1</u>

These financial statements were approved by the board of directors on 22 June 2017 and were signed on its behalf by



Phil Rook
Finance Director
Tricuro Ltd - Company Number 09536732

Statement of Changes in Equity for the period from 1 April 2016 to 31 March 2017			
	Called up Share Capital	Retained Earnings	Total equity
	£	£	£
Balance at 1 April 2016	1	-	1
Total comprehensive income for the period			
Profit	-	-	-
Other Comprehensive Income	-	-	-
Total comprehensive income for the period	-	-	-
Issue of Shares	-	-	-
Balance at 31 March 2017	1	-	1

Statement of Changes in Equity for the period from 10 April 2015 to 31 March 2016			
	Called up Share Capital	Retained Earnings	Total equity
	£	£	£
Balance at 10 April 2015	-	-	-
Total comprehensive income for the period			
Profit	-	-	-
Other Comprehensive Income	-	-	-
Total comprehensive income for the period	-	-	-
Issue of Shares	1	-	1
Balance at 31 March 2016	1	-	1

Cash flow Statement		
for the period from 1 April 2016 to 31 March 2017		
	2015-16	2016-17
	£	£
Cash flows from operating activities		
Profit for the period	-	-
Adjustments for:		
Interest receivable and similar income	(3,896)	(2,872)
(Increase) in trade and other debtors	(133,440)	(126,744)
Increase / (decrease) in trade and other creditors	986,091	(285,722)
Increase in provisions and employee benefits	16,404	4,243
Net cash from operating activities	865,159	(411,095)
Investing activities		
Interest received	3,896	2,872
Net cash from investing activities	3,896	2,872
Cash flows from financing activities		
Proceeds from the issue of share capital	1	-
Net cash from financing activities	1	-
Net increase / (decrease) in cash and cash equivalents	869,056	(408,223)
Cash and Cash equivalents at start of the period	-	869,056
Cash and Cash equivalents at the end of the period	869,056	460,833

1. STATEMENT OF ACCOUNTING POLICES

1. Introduction

Tricuro Ltd is a company limited by shares and incorporated and domiciled in the UK. These financial statements were prepared in accordance with Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland ("FRS 102")* as issued in August 2014. The amendments to FRS 102 issued in July 2015 and effective immediately have been applied. The presentation currency of these financial statements is sterling. All activities commenced this financial year.

2. Accounting Policies

The company's parent is Tricuro Support Ltd which includes the company in its consolidated financial statements. In these financial statements, the company is considered to be a qualifying entity under FRS 102 paragraphs, 1.8 to 1.12. The following exemptions available under FRS 102 in respect of certain disclosures for the parent company financial statements have been applied.

- The disclosures required by FRS 102.11 Basic Financial Instruments and FRS 102.12 Other Financial Instrument Issues in respect of financial instruments not falling within the fair value accounting rules of Paragraph 36(4) of Schedule 1.
- The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

3. Going Concern

The Company's main contracts are with Bournemouth Borough Council, Dorset County Council and the Borough of Poole and runs to 30 June 2020. Following assurances from the three councils that they remain supportive of the Company in order to build a sustainable future, the Directors believe that it is appropriate to prepare the financial statements on a going concern basis.

4. Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits. Bank overdrafts that are repayable on demand and form an integral part of the Company's cash

management are included as a component of cash and cash equivalents for the purpose only of the cash flow statement.

5. Financial Instruments

Trade and other debtors are recognised initially at transaction price less attributable transaction costs. Trade and other creditors are recognised initially at transaction price plus attributable transaction costs. Subsequent to initial recognition they are measured at amortised cost using the effective interest method, less any impairment losses in the case of trade debtors. If the arrangement constitutes a financing transaction, for example if payment is deferred beyond normal business terms, then it is measured at the present value of future payments discounted at a market rate of instrument for a similar debt instrument.

6. Government Grants

Government grants are included within accruals and deferred income in the balance sheet and credited to the profit and loss account over the expected useful lives of the assets to which they relate or in periods in which the related costs are incurred.

7. Share Capital

The Company's ordinary share is classified as an equity instrument.

8. Employee Benefits

Benefits payable during employment

Short-term employee benefits are those due to be settled within 12 months of the year-end. They include such benefits as wages and salaries, paid annual leave and paid sick leave, bonuses and non-monetary benefits for current employees and are recognised as an expense in the period in which employees render service to the Company.

An accrual is made for the cost of holiday entitlements (or any form of leave, e.g. time off in lieu) earned by employees but not taken before the year-end which employees can carry forward into the next financial period.

1. STATEMENT OF ACCOUNTING POLICES

Post-employment benefits

Tricuro Ltd is an admitted body within the Local Government Pension Scheme, a defined benefit scheme administered by Dorset County Council.

Defined benefit plans

The LGPS is a defined benefit statutory scheme administered in accordance with the Local Government Pension Scheme Regulations 2013, is contracted out of the State Second Pension and currently provides benefits based on career average revalued salary and length of service on retirement.

Tricuro's pensions are accounted for as defined contribution plans under which Tricuro pays fixed contributions into the Dorset County Pension Fund. Tricuro has no legal or constructive obligation to pay further contributions or to make direct benefit payments to employees if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

9. Expenses

Operating lease

Payments (excluding costs for services and insurance) made under operating leases are recognised in the profit and loss account on a straight-line basis over the term of the lease unless the payments to the lessor are structured to increase in line with expected general inflation; in which case the payments related to the structured increases are recognised as incurred.

10. Taxation

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

Current tax is the expected tax payable or receivable on the taxable income or loss for the period, using tax rates enacted or substantively enacted at the balance sheet date, and any adjustment to tax payable in respect of previous years.

11. Provisions

A provision is recognised in the balance sheet when the Company has a present legal or constructive obligation as a result of a past event, that can be reliably measured and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are recognised at the best estimate of the amount required to settle the obligation at the reporting date.

12. Critical Accounting Judgements and Key Sources of Estimation Uncertainty

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

13. Key Sources of Estimation Uncertainty

The main assumption concerning the future, and other key sources of estimation uncertainty at the Balance Sheet date that has a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year:

Provisions: Provisions are made for known about 'live cases' which are still ongoing under the review and appeal processes. Provisions are made based on a list of the known cases as at 31 March each year.

Other: All other key sources of estimation and uncertainty are disclosed as appropriate within the notes to the Financial Statements

NOTES: Forming part of the financial statements

2. TURNOVER

	2015-16	2016-17
Income from Tricuro Support Ltd	22,430,976	30,073,851
Other Income	593	35,242
	<u>22,431,569</u>	<u>30,109,093</u>

3. SEGMENTAL REPORTING

Tricuro has the following main divisions:

Residential Care Homes - 6 homes providing residential care for older people, 1 home providing residential and nursing care for older people and 2 homes providing residential care for people with a learning disability.

Reablement, providing short term support up to six weeks, enabling people to regain and maximise daily living skills and independence in their own home and one home providing intermediate care services.

Day opportunities and other services provide a range of services with identified support needs (older people, dementia, learning disability, mental health, physical disabilities).

Corporate Running Costs - central support team assisting operational, financial activities for Tricuro and support services charges from Dorset County Council and Bournemouth Borough Council.

Operating segments across the Group are combined for the internal reporting provided to the Board. However only Tricuro Ltd's costs are shown below.

	2015-16	2016-17
Net Expenditure per Division	£	£
Residential Care Homes	9,515,162	12,873,225
Reablement and Intermediate Care	4,387,747	5,691,875
Day Opportunities and other services	8,104,062	10,680,034
Central Support Costs	424,598	863,959
	<u>22,431,569</u>	<u>30,109,093</u>

4. AUDIT FEES

Fees payable to the Tricuro's external auditor relating to the period of account are as follows. This fee covers Tricuro Ltd.

	2015-16	2016-17
	£	£
External Audit Services	20,700	17,400
Tax Compliance Services	6,330	3,450
	<u>27,030</u>	<u>20,850</u>

5. STAFF NUMBERS 2015/16

The average number of persons employed by the company during the period was:

	2015-16	2016-17
Management	15	18
Residential Home Staff	830	701
Reablement	249	269
Other Frontline Staff	545	532
	<u>1,639</u>	<u>1,520</u>

6. REMUNERATION

An interim Managing Director was paid by invoice up to August 2016 before the permanent post holder was appointed and paid through payroll. The Finance Director was appointed on a permanent basis from 1 March 2016. The HR Director was appointed on 16 January 2017. The Independent Chair was appointed on 1 November 2015 and two of the Non Executive Directors on 1 December 2015 with a third member appointed to the board on 1 November 2016.

2015-16 Post Holder Information	Salary £	Pensions Contributions £	ER'sNI £	By invoice (gross pay) £	Total Remuneration £
Managing Director	-	-	-	102,700	102,700
Finance Director	6,667	1,080	701	67,966	76,414
Independent Chair	4,167	-	109	-	4,276
Non Executive Director	667	-	-	-	667
Non Executive Director	667	-	-	-	667
	<u>12,168</u>	<u>1,080</u>	<u>810</u>	<u>170,666</u>	<u>184,724</u>

The Managing Director was the highest paid Director during 2015/16, costing £102,700 for the period from 1 July 2015 to 31 March 2016. The Finance Director is the only Director who is a member of the Local Government Pension Scheme. The company paid £1,080 in employer pension contributions which is at the company LGPS rate of 16.2%.

2016-17 Post Holder Information	Salary £	Pensions Contributions £	ER'sNI £	By invoice (gross pay) £	Total Remuneration £
Managing Director to 4 August 2016	-	-	-	50,700	50,700
Managing Director from 1 August 2016	66,667	-	8,425	-	75,092
Finance Director	80,800	13,897	10,031	-	104,728
HR Director from 16 January 2017	19,854	-	2,288	-	22,142
Independent Chair	10,000	-	575	-	10,575
Non Executive Director	3,187	-	68	-	3,255
Non Executive Director	2,000	-	-	-	2,000
Non Executive Director from 1 November 2016	833	-	-	-	833
	183,341	13,897	21,387	50,700	269,325

The Finance Director was the highest individually paid Director during 2016/17, paid £80,800 for the period from 1 April 2016 to 31 March 2017

The Finance Director is the only Director who is a member of the Local Government Pension Scheme. The company paid £13,897 in employer pension contributions which is at the company LGPS rate of 17.2%.

7. EMPLOYEE EXPENSES

An analysis of employee expenses incurred by Tricuro Ltd for the period is shown below.

	2015-16 £	2016-17 £
Wages and Salaries	18,426,316	24,381,972
Social Security contributions and similar taxes	914,344	1,689,062
Expenses related to defined benefit plans	2,647,937	3,544,518
Staff related expenses	446,869	496,412
	22,435,466	30,111,964

8. INTEREST RECEIVABLE

An analysis of interest received during the period by Tricuro Ltd is shown below.

	2015-16 £	2016-17 £
Bank Interest	3,896	2,872
	3,896	2,872

9. TAXATION

Tax Charge Per Accounts	2015-16 £	2016-17 £
Analysis of tax recognised in Profit and Loss Account		
Current tax		
UK corporation tax at 20.00%	-	-
Deferred Tax		
Origination and reversal of timing differences	-	-
Total deferred tax charge	-	-
Tax on profit on ordinary activities	-	-
Tax relating to other comprehensive income		
Origination and reversal of timing differences	-	-
Tax relating to other comprehensive income	-	-

Corporation Tax Payable		£	£
Profit for the period		-	-
Total tax expense		-	-
Profit excluding taxation		-	-
Tax using the UK corporation tax rate of 20%		-	-
Effects of:			
Expenses not deductible for tax purposes		-	-
Total tax expense included in profit or loss		-	-

Reductions in the UK corporation tax rate from 23% to 21% (effective from 1 April 2014) and 20% (effective from 1 April 2015) were substantively enacted on 2 July 2013. Further reductions to 19% (effective from 1 April 2017) and to 18% (effective 1 April 2020) were substantively enacted on 26 October 2015. This will reduce the company's future current tax charge accordingly.

10. RETIREMENT BENEFITS

Tricuro staff are members of the LGPS pension scheme. This is a defined benefit scheme providing members with benefits related to pay and length of service. The scheme is as follows: -

The Local Government Pension Scheme (LGPS) for Tricuro staff, is administered by Dorset County Council. This is a funded scheme, meaning that Tricuro and the employees pay contributions into a fund, calculated at a level intended to balance the pension liabilities with investment assets.

The scheme is only open to employees that transferred from Dorset County Council, Bournemouth Borough Council and Poole Borough Council. A new scheme has been introduced from 2016-17 for new employees not eligible to join the LGPS.

The LGPS is a defined benefit statutory scheme administered in accordance with the Local Government Pension Scheme Regulations 2013, is contracted out of the State Second Pension and currently provides benefits based on career average revalued salary and length of service on retirement.

The administering authority for the Fund is Dorset County Council. The Pension Fund Committee oversees the management of the Fund whilst the day to day fund administration is undertaken by a team within the administering authority. Where appropriate some functions are delegated to the Fund's professional advisers.

As administering authority to the Fund, Dorset County Council, after consultation with the Fund Actuary and other relevant parties, is responsible for the preparation and maintenance of the Funding Strategy Statement and the Statement of Investment Principles. These should be amended when appropriate based on the Fund's performance and funding.

Contributions are set every three years as a result of the actuarial valuation of the Fund required by the Regulations. The actuarial valuation of the Fund was carried out as at 31 March 2016 and determined contributions for the period from 1 April 2017 to 31 March 2020.

Tricuro's pensions are accounted for as defined contribution plans under which Tricuro pays fixed contributions into the Dorset County Pension Fund. Tricuro has no legal or constructive obligation to pay further contributions or to make direct benefit payments to employees if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods. Thus, the amount of the post-employment benefits received by the employee is determined by the amount of contributions paid by an entity (and perhaps also the employee) to a post-employment benefit plan or to an insurer, together with investment returns arising from the contributions. The defined benefit pension liability is therefore held on the balance sheets of the shareholders of Tricuro.

11. DEBTORS

An analysis of amounts due to Tricuro Ltd is shown below.

2015-16 £		2016-17 £
133,341	Other Debtors	90,675
-	Tricuro Support Ltd	173,851
99	Payments in Advance	(4,342)
<u>133,440</u>		<u>260,184</u>

12. CASH AND CASH EQUIVALENTS

An analysis of cash and cash equivalents for Tricuro Ltd is shown below.

2015-16 £		2016-17 £
869,056	Cash at Bank and in Hand	460,833
<u>869,056</u>		<u>460,833</u>

13. CREDITORS

An analysis of amounts due by Tricuro Ltd is shown below.

2015-16 £		2016-17 £
(569,595)	Other Creditors	(721,215)
(416,630)	Tricuro Support Ltd	-
134	HMRC	20,846
(986,091)		(700,369)

The VAT debtor balance is shown here as Tricuro pays VAT on a group basis and for the group the VAT position is a payable.

14. PROVISIONS

An analysis of provisions made for salary overpayments made during the period by Tricuro Ltd is shown below.

	2015-16 £	2016-17 £
Balance as at 1 July 2015 / 1 April 2016	-	16,404
Current period provision - Salary Overpayment	16,404	4,243
Balance at 31 March	16,404	20,647

15. CALLED UP SHARE CAPITAL

	£
Allotted, called up and fully paid shown as at 31 March 2016 and 31 March 2017:	
1 ordinary share of £ 1 each owned by Tricuro Support Ltd	1

16. RELATED PARTIES

The income received in 2015/16 has been from Tricuro Support Ltd who fully own the Company (Tricuro Ltd).

	2015-16 Sales to
	£
Entities with control, joint control or significant influence	
Tricuro Support Ltd	22,430,976
	22,430,976
	Receivables Creditors outstanding outstanding
Entities with control, joint control or significant influence	£ £
Tricuro Support Ltd	0 (416,630)
	0 (416,630)

	2016-17
	Sales to
	£
Entities with control, joint control or significant influence	
Tricuro Support Ltd	30,073,851
	30,073,851
	Receivables outstanding Creditors outstanding
Entities with control, joint control or significant influence	£ £
Tricuro Support Ltd	173,851 0
	173,851 0

17. ULTIMATE PARENT UNDERTAKINGS

The ultimate controlling parties are Bournemouth Borough Council, Dorset County Council and the Borough of Poole. Shares of the financial results of Tricuro are included in their respective financial statements. The addresses are: Bournemouth Borough Council, Bourne Avenue, Bournemouth, Dorset, BH2 6DY, Dorset County Council, County Hall, Dorchester, Dorset, DT1 1XJ and Borough of Poole, Civic Centre, Poole, Dorset BH15 2RU.

The largest and smallest group in which the results of the Company are consolidated is that headed by Tricuro Support Limited, Beech House, 28-30 Wimborne Road, Poole, Dorset, BH15 2BU.