

**Company Registration No. 06131525 (England and Wales)**

**BARNDON HEALTHCARE LIMITED**  
**DIRECTORS' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2014**

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# **BARNDOC HEALTHCARE LIMITED**

## **COMPANY INFORMATION**

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### **Directors**

J. Lubin  
A. Levett  
A. Uzoka  
J. Peter  
M J Kaltz  
U Sarkar  
M A Smeeth

### **Company number**

06131525

### **Registered office**

1238 High Road  
Whetstone  
London  
N20 0LH

### **Auditors**

Gerald Edelman  
25 Harley Street  
London  
W1G 9BR

### **Business address**

Churchwood House  
Cockfosters Road  
Barnet  
Hertfordshire  
EN4 0DR

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# BARNDOC HEALTHCARE LIMITED

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# **BARNDOC HEALTHCARE LIMITED**

## **STRATEGIC REPORT**

***FOR THE YEAR ENDED 31 MARCH 2014***

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The directors present their report and financial statements for the year ended 31 March 2014.

### **Review of the business**

The Company's turnover remained unchanged compared to 2012/13 at £6.6m. The company earned an operating profit for the year, before exceptional items, of £79,884 compared to a loss in the previous year of £155,795. The consolidated profit and loss account for the year is set out on page 6 of the accounts.

Financial year 2013/14 was the first year of the new GP out of hours contract commissioned by NHS Barnet, Enfield and Haringey clinical commissioning groups which became operational on 1st April 2013. The new contract with a value in 2013/14 of £3.7m runs until April 2015 with an option for an extension for a further year and provides the company with a degree of financial stability over the next two years. Commissioners have confirmed their intention to exercise the one year extension and the company continues to work with our local NHS partners to identify further service development opportunities. The contract contains a number of challenging service quality and waiting time targets with which the company was fully compliant by the end of the first contract year.

During 2013/14 the company continued to provide a range of other high quality primary care services to local NHS commissioners, including the provision of general practitioners to the urgent care centres in Chase Farm and North Middlesex Hospitals, the GP led Health Centre in Cricklewood, out of hours in-patient services at Finchley Memorial, Edgware and Enfield St Michaels hospitals and out-patient referral management services on behalf of NHS Barnet and Richmond clinical commissioning groups.

On behalf of the board



J. Lubin

**Director**

12 December 2014

# **BARNDOC HEALTHCARE LIMITED**

## **DIRECTORS' REPORT**

### ***FOR THE YEAR ENDED 31 MARCH 2014***

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The directors present their report and financial statements for the year ended 31 March 2014.

#### **Principal activities and review of the business**

The principal activity of the company during the year continued to be that of the provision of GP led primary care services to a range of local NHS Primary Care Trust Commissioners.

#### **Results**

The results for the year are set out on page 6.

#### **Directors**

The following directors have held office since 1 April 2013:

J. Lubin

A. Levett

A. Franey

(Retired 25 October 2013)

A. Uzoka

J. Peter

M J Kaltz

U Sarkar

M A Smeeth

#### **Going concern**

Having reviewed the company's financial forecasts and expected future cash flows, the directors have reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis in preparing the financial statements for the year ended 31 March 2014.

#### **Creditor payment policy**

It is the company's policy that payments to suppliers are made in accordance with contract terms. Unless otherwise agreed, the company's policy is to pay suppliers for goods and services received by no later than 30 days of invoice date or receipt whichever is the later. In practice the company comfortably exceeded this target in 2013/14 with creditors paid on average within 11 days over the course of the year.

#### **Auditors**

The auditors, Gerald Edelman, are deemed to be reappointed under section 487(2) of the Companies Act 2006.

# **BARNDOC HEALTHCARE LIMITED**

## **DIRECTORS' REPORT (CONTINUED)**

***FOR THE YEAR ENDED 31 MARCH 2014***

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### **Statement of directors' responsibilities**

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). 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 of disclosure to auditors**

So far as the directors are aware, there is no relevant audit information of which the company's auditors are unaware. Additionally, the directors have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the company's auditors are aware of that information.

On behalf of the board



J. Lubin  
**Director**  
12 December 2014

# **BARNDOC HEALTHCARE LIMITED**

## **INDEPENDENT AUDITORS' REPORT**

### **TO THE MEMBERS OF BARNDOC HEALTHCARE LIMITED**

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We have audited the financial statements of Barndoc Healthcare Limited for the year ended 31 March 2014 set out on pages 6 to 17. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 auditors' 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 auditors**

As explained more fully in the Directors' Responsibilities Statement set out on page 3, 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**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

#### **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 2014 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.

#### **Emphasis of matter-Going concern**

In forming our opinion, we have considered the adequacy of the disclosures made in note 1.1 of the financial statements concerning the renewal of the main contract to provide GP out of hours services. In view of the fact that the preparation of the financial statements on the going concern basis assumes the renewal of the main contract by the Clinical Commissioning Groups, we consider that attention should be drawn to these disclosures but our opinion is not qualified in this respect.

#### **Opinion on other matter prescribed by the Companies Act 2006**

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

# **BARNDOC HEALTHCARE LIMITED**

## **INDEPENDENT AUDITORS' REPORT (CONTINUED)**

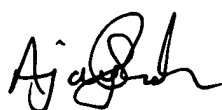
### **TO THE MEMBERS OF BARNDOC HEALTHCARE LIMITED**

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#### **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 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.



**Ajay Shah FCCA (Senior Statutory Auditor)**  
**for and on behalf of Gerald Edelman**

12 December 2014

**Chartered Accountants**  
**Statutory Auditor**

25 Harley Street  
London  
W1G 9BR



# BARNDOC HEALTHCARE LIMITED

## PROFIT AND LOSS ACCOUNT

**FOR THE YEAR ENDED 31 MARCH 2014**

	Notes	2014 £	2013 £
Turnover	2	6,628,232	6,636,535
Administrative expenses		(6,548,347)	(6,792,330)
<b>Operating profit/(loss)</b>	<b>3</b>	<b>79,885</b>	<b>(155,795)</b>
Exceptional item-Loan written back	4	535,171	-
<b>Profit/(loss) on ordinary activities before interest</b>		<b>615,056</b>	<b>(155,795)</b>
Other interest receivable and similar income	5	-	1,387
<b>Profit/(loss) on ordinary activities before taxation</b>		<b>615,056</b>	<b>(154,408)</b>
Tax on profit/(loss) on ordinary activities	6	(5,111)	21,964
<b>Profit/(loss) for the year</b>	<b>14</b>	<b>609,945</b>	<b>(132,444)</b>

The profit and loss account has been prepared on the basis that all operations are continuing operations.

There are no recognised gains and losses other than those passing through the profit and loss account.

# BARNDOC HEALTHCARE LIMITED

## BALANCE SHEET

AS AT 31 MARCH 2014

	Notes	2014 £	£	2013 £	£
<b>Fixed assets</b>					
Tangible assets	7		173,459		238,299
<b>Current assets</b>					
Stocks	8	10,748		10,106	
Debtors	9	1,100,644		585,406	
Cash at bank and in hand		1,106,805		1,229,066	
		<u>2,218,197</u>		<u>1,824,578</u>	
<b>Creditors: amounts falling due within one year</b>	10	<u>(1,163,535)</u>		<u>(1,436,261)</u>	
<b>Net current assets</b>			1,054,662		388,317
<b>Total assets less current liabilities</b>			1,228,121		626,616
<b>Provisions for liabilities</b>	11		<u>(7,690)</u>		<u>(16,130)</u>
			<u>1,220,431</u>		<u>610,486</u>
<b>Capital and reserves</b>					
Called up share capital	13		1,010		1,010
Profit and loss account	14		1,219,421		609,476
<b>Shareholders' funds</b>	15		<u>1,220,431</u>		<u>610,486</u>

Approved by the Board and authorised for issue on 12 December 2014

J. Lubin  
Director

Company Registration No. 06131525

# BARNDOC HEALTHCARE LIMITED

## CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2014

	£	2014 £	£	2013 £
<b>Net cash (outflow)/inflow from operating activities</b>		(84,324)		457,322
<b>Returns on investments and servicing of finance</b>				
Interest received	-		1,387	
<b>Net cash (outflow)/inflow for returns on investments and servicing of finance</b>		-		1,387
<b>Taxation</b>		-		(89,684)
<b>Capital expenditure</b>				
Payments to acquire tangible assets	(37,937)		(9,420)	
<b>Net cash outflow for capital expenditure</b>		(37,937)		(9,420)
<b>Net cash (outflow)/inflow before management of liquid resources and financing</b>		(122,261)		359,605
<b>Financing</b>				
Issue of ordinary share capital	-		5	
Purchase of own shares	-		(400)	
<b>Net cash outflow from financing</b>		-		(395)
<b>(Decrease)/increase in cash in the year</b>		(122,261)		359,210

# BARNDOC HEALTHCARE LIMITED

## NOTES TO THE CASH FLOW STATEMENT

### FOR THE YEAR ENDED 31 MARCH 2014

<b>1</b>	<b>Reconciliation of operating profit/(loss) to net cash (outflow)/inflow from operating activities</b>	<b>2014</b>	<b>2013</b>
		<b>£</b>	<b>£</b>
	Operating profit/(loss)	79,885	(155,795)
	Depreciation of tangible assets	102,777	152,779
	Increase in stocks	(642)	(3,798)
	(Increase)/decrease in debtors	(505,619)	205,337
	(Decrease)/Increase in creditors within one year	239,275	258,799
	<b>Net cash (outflow)/inflow from operating activities</b>	<b>(84,324)</b>	<b>457,322</b>
<b>2</b>	<b>Analysis of net funds</b>	<b>1 April 2013</b>	<b>Cash flow Other non- 31 March 2014 cash changes</b>
		<b>£</b>	<b>£</b>
	Net cash:		
	Cash at bank and in hand	1,229,066	(122,261)
	Bank deposits	-	-
	<b>Net funds</b>	<b>1,229,066</b>	<b>(122,261)</b>
<b>3</b>	<b>Reconciliation of net cash flow to movement in net funds</b>	<b>2014</b>	<b>2013</b>
		<b>£</b>	<b>£</b>
	(Decrease)/increase in cash in the year	(122,261)	359,210
	<b>Movement in net funds in the year</b>	<b>(122,261)</b>	<b>359,210</b>
	Opening net funds	1,229,066	869,856
	<b>Closing net funds</b>	<b>1,106,805</b>	<b>1,229,066</b>

# BARNDOC HEALTHCARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2014

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#### 1 Accounting policies

##### 1.1 Accounting convention

The financial statements are prepared under the historical cost convention.

The financial statements have been prepared on a going concern basis but, are dependent upon the renewal of the main contract to provide GP out of hours services to Barnet, Enfield and Haringey Clinical Commissioning Groups which expires in March 2015.

The contract has an option of a further extension for a year and although the Commissioners have confirmed their intention to extend the contract, agreement has yet to be reached on the terms of the extension. However, it is expected that agreement for the extension of the main out of hours contract will be achieved. In addition the company provides a number of other GP led services to local NHS commissioners and the company continues to bid for other contracts as appropriate.

The financial statements do not include any adjustments that would result from the discontinuance of the main contract. On this basis, the directors consider it appropriate to prepare the financial statements on the going concern basis.

##### 1.2 Compliance with accounting standards

The financial statements are prepared in accordance with applicable United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), which have been applied consistently (except as otherwise stated).

##### 1.3 Turnover

Turnover represents the amounts receivable for the provision of GP led health services to local NHS commissioners. Income in respect of GP out of hours services was accounted for as a standard monthly sum in accordance with the 'block' contract agreed with commissioners. Income in respect of other services was accounted for on a current month basis reflecting actual activity levels in accordance with contract terms and conditions.

##### 1.4 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Short leasehold improvements	Over life of the lease
Plant and machinery	20% - Straight line
Computer equipment	20% - Straight line
Fixtures, fittings & equipment	20% - Straight line

##### 1.5 Leasing

Rentals payable under operating leases are charged against income on a straight line basis over the lease term.

##### 1.6 Stock

Stock comprises of medicine held for treatment of patients. Stock is valued at the lower of cost and net realisable value.

##### 1.7 Pensions

The company operates a defined contribution scheme for the benefit of its employees. Contributions payable are charged to the profit and loss account in the year they are payable.

# BARNDON HEALTHCARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2014

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### 1 Accounting policies (continued)

#### 1.8 Deferred taxation

Deferred taxation is provided in full in respect of taxation deferred by timing differences between the treatment of certain items for taxation and accounting purposes. The deferred tax balance has not been discounted.

### 2 Turnover

The total turnover of the company for the year has been derived from its principal activity wholly undertaken in the United Kingdom.

3 Operating profit/(loss)	2014 £	2013 £
Operating profit/(loss) is stated after charging:		
Depreciation of tangible assets	102,777	152,779
Operating lease rentals		
- Plant and machinery	3,738	2,300
- Other assets	91,921	139,203
Auditors' remuneration	27,616	11,375
	<u>          </u>	<u>          </u>

4 Exceptional item	2014 £	2013 £
Exceptional item	535,171	-
	<u>          </u>	<u>          </u>

The amount relates to a loan due to a connected company that was waived in the year.

5 Investment income	2014 £	2013 £
Bank interest	-	1,373
Other interest	-	14
	<u>          </u>	<u>          </u>
	-	1,387
	<u>          </u>	<u>          </u>

# BARNDOC HEALTHCARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

**FOR THE YEAR ENDED 31 MARCH 2014**

<b>6 Taxation</b>	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
<b>Domestic current year tax</b>		
U.K. corporation tax	23,170	-
Adjustment for prior years	(9,619)	(214)
	<u>13,551</u>	<u>(214)</u>
<b>Current tax charge</b>		
<b>Deferred tax</b>		
Deferred tax charge	(8,440)	(21,750)
	<u>5,111</u>	<u>(21,964)</u>
	<u>615,056</u>	<u>(154,408)</u>
<b>Factors affecting the tax charge for the year</b>		
Profit/(loss) on ordinary activities before taxation		
Profit/(loss) on ordinary activities before taxation multiplied by standard rate of UK corporation tax of 20.00% (2013 - 20.00%)	123,011	(30,882)
<b>Effects of:</b>		
Non deductible expenses	-	2,244
Depreciation add back	20,555	30,556
Capital allowances	(13,364)	(8,914)
Tax losses utilised	-	6,996
Adjustments to previous periods	(9,619)	(214)
Other adjustments	(107,032)	-
	<u>(109,460)</u>	<u>30,668</u>
<b>Current tax charge</b>	<u>13,551</u>	<u>(214)</u>

# BARNDOC HEALTHCARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2014

### 7 Tangible fixed assets

	Land and buildings Leasehold £	Plant and machinery £	Fixtures, fittings & equipment £	Total £
<b>Cost</b>				
At 1 April 2013	292,268	328,720	119,171	740,159
Reclassification of costs	76,399	(76,399)	-	-
Additions	-	26,787	11,150	37,937
At 31 March 2014	368,667	279,108	130,321	778,096
<b>Depreciation</b>				
At 1 April 2013	275,444	152,624	73,792	501,860
Charge for the year	45,660	34,777	22,340	102,777
At 31 March 2014	321,104	187,401	96,132	604,637
<b>Net book value</b>				
At 31 March 2014	47,563	91,707	34,189	173,459
At 31 March 2013	16,824	176,096	45,379	238,299

8 Stocks	2014 £	2013 £
Stock of medical supplies	10,748	10,106

9 Debtors	2014 £	2013 £
Trade debtors	935,752	451,540
Corporation tax	9,619	-
Other debtors	41,409	41,414
Prepayments and accrued income	113,864	92,452
	1,100,644	585,406



# BARNDOC HEALTHCARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2014

10 Creditors: amounts falling due within one year	2014 £	2013 £
Trade creditors	126,279	302,464
Corporation tax	23,170	-
Other taxes and social security costs	37,196	98,173
Other creditors	262,871	889,295
Accruals and deferred income	714,019	146,329
	<u>1,163,535</u>	<u>1,436,261</u>

### 11 Provisions for liabilities

	Deferred tax liability £
Balance at 1 April 2013	16,130
Profit and loss account	(8,440)
	<u>7,690</u>
Balance at 31 March 2014	<u>7,690</u>

The deferred tax liability is made up as follows:

	2014 £	2013 £
Accelerated capital allowances	<u>7,690</u>	<u>16,130</u>

### 12 Pension and other post-retirement benefit commitments

#### Defined contribution

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund.

	2014 £	2013 £
Contributions payable by the company for the year	<u>13,912</u>	<u>18,427</u>

# BARNDOC HEALTHCARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2014

13 Share capital	2014 £	2013 £
Allotted, called up and fully paid 10,100 Ordinary 'A' voting shares of 10p each	1,010	1,010
14 Statement of movements on profit and loss account		Profit and loss account £
Balance at 1 April 2013		609,476
Profit for the year		609,945
Balance at 31 March 2014		1,219,421
15 Reconciliation of movements in shareholders' funds	2014 £	2013 £
Profit/(Loss) for the financial year	609,945	(132,444)
Proceeds from issue of shares	-	5
Purchase of own shares	-	(400)
Net addition to/(depletion in) shareholders' funds	609,945	(132,839)
Opening shareholders' funds	610,486	743,325
Closing shareholders' funds	1,220,431	610,486

# BARNDOC HEALTHCARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2014

#### 16 Financial commitments

At 31 March 2014 the company was committed to making the following payments under non-cancellable operating leases in the year to 31 March 2015:

	Land and buildings		Other	
	2014	2013	2014	2013
	£	£	£	£
Operating leases which expire:				
Within one year	-	-	1,440	5,308
Between two and five years	32,400	32,400	15,934	6,527
In over five years	63,276	63,276	-	-
	<u>95,676</u>	<u>95,676</u>	<u>17,374</u>	<u>11,835</u>

The company has break clauses on the Churchwood House property lease on: 24 January 2016 and 24 January 2019. There are no such break clauses in respect of its other property lease at Britannia House.

#### 17 Directors' remuneration

	2014	2013
	£	£
Remuneration for qualifying services	329,881	405,641
Company pension contributions to defined contribution schemes	-	3,435
	<u>329,881</u>	<u>409,076</u>

The number of directors for whom retirement benefits are accruing under defined contribution schemes amounted to nil (2013-1)

Remuneration disclosed above include the following amounts paid to the highest paid director:

Remuneration for qualifying services	-	122,326
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# BARNDOC HEALTHCARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2014

#### 18 Employees

##### Number of employees

The average monthly number of employees (including directors) during the year was:

	2014 Number	2013 Number
Employees	132	149

##### Employment costs

	2014 £	2013 £
Wages and salaries	2,028,148	2,643,388
Social security costs	136,565	198,899
Other pension costs	13,912	18,427
	2,178,625	2,860,714

#### 19 Control

In the opinion of the directors there is no ultimate controlling party.

#### 20 Related party transactions

Included in other creditors is an amount of £nil (2013: £537,478) owed to Barn-Doc Limited a connected company by virtue of having a common director and common shareholders. During the year, Barn-doc Limited waived the amount of £535,171 due to it by the company.

Included in consultancy fees are amounts of £142,393 (2013: £145,567) paid to Alan Levett Limited, a company of which A. Levett is a director and in which he has a controlling interest.

Included in trade creditors is a amount of £12,500 due to Alan Levett Limited and amounts of £25,000 were accrued in relation to services provided.

Included in board member costs are amounts of £nil (2013: £2,322) paid to iCommunicate Consulting Limited, a company of which M A Smeeth is a director.

Included in directors remuneration and doctors and locum fees are £60,581 and £1,610 paid to Dr U Sarkar and Dr J Peter respectively for director services as well as services provided as doctors. Also included in directors remuneration is an amount of £2,017 paid to Phoenix Practice, a practice in which Dr A Uzoka is a partner.