

**Helping
people do
amazing
things**

Proud to be
2nd in KPMG's
**The 75 Fastest
Growing Firms
in Devon and
Cornwall**

ANNUAL REPORT

2020



MESSAGE FROM GILES LETHEREN, CEO

Helping people do
amazing things?

**That's
business
as usual.**

Giles aboard the Royal Navy's HMS Albion, attending a Flag Officer Sea Training 'Thursday War', as part of Delt's ongoing commitment to service and ex-service personnel.



FOR A COMPANY WHOSE MISSION IS TO 'HELP PEOPLE DO AMAZING THINGS', THE LAST COUPLE OF MONTHS HAVE NOT ONLY SET US OUR GREATEST CHALLENGE BUT ALLOWED THE TEAM AT DELT TO SHOW WHAT CAN REALLY BE ACHIEVED WHEN YOU DO THINGS DIFFERENTLY.

£14M
VALUE ADDED
TO THE SOUTHWEST
PER ANNUM

Protecting jobs by
maintaining services
in the region

300+
JOBS SAVED
IN THE
SOUTHWEST

200+
SERVICES
SUPPORTED

IN
300+
LOCATIONS

MORE THAN 10,000 KEY WORKERS DEPEND ON THE SERVICES DELT PROVIDES.

The ability for those teams to respond effectively to the Covid-19 pandemic depended, in a way that nobody ever expected, on how well and how fast we could deal with unparalleled change in requirements. This was a bigger business continuity challenge than anyone would ever think to test, yet Delt was not found wanting.

From day one of the challenge we adopted the slightly odd mantra of **'business as usual'**. Of course, nothing about our business was usual. For a start we needed to have not only almost our entire workforce working from home, but to enable thousands of our IT service users to be doing the same. Within one working week, the majority of this was delivered. Over a million pounds worth of equipment was sourced and landed, built and deployed almost overnight. Whilst nothing about this

was normal, day after day we ensured that normal service was maintained at the same time as responding to the rapidly evolving new requirements of our customers. Our projects team saw a 400% increase in new requirements supporting everything from so called Covid-19 'Hot Hubs' to enabling digital democracy.

£1M
OF ADDITIONAL
EQUIPMENT SOURCED
AND DISTRIBUTED WITHIN
2 WEEKS OF LOCKDOWN

ENABLING
**THOUSANDS
OF WORKERS**
TO
OPERATE REMOTELY
WITHIN DAYS OF
COVID LOCKDOWN

£19M
REVENUE
2019/2020

100% RETURNED TO THE PUBLIC SECTOR
£917K
PROFIT
2019/2020

£1.1M
DIVIDENDS
2019/2020

£2.9M
TOTAL
DIVIDEND

EVERY ONE OF OUR PAYROLL CUSTOMERS WAS PAID, ON TIME AND ACCURATELY, DESPITE THE ENTIRE DELT PAYROLL TEAM HAVING TO WORK VIRTUALLY, FOR THE FIRST TIME.



Our flagship payroll systems project was not impacted by the switch to virtual working and we continued to grow our payroll service

adding new clients from the voluntary and education sectors. Whilst other payroll service providers added on additional charges

for processing furlough applications, we just got on with it. The last thing anyone needs right now is to worry about getting paid.



95%
CUSTOMER
SATISFACTION

£200
MILLION
OF PAYROLL ON
BEHALF OF OUR
CUSTOMERS



OUR PRINT
TEAM PRODUCED
2,657
COMMERCIAL
PRINT JOBS
THIS YEAR

OUR VALUES MAKE
US WHO WE ARE.



Having a flexible workforce meant we have been able to redirect members of our team to deliver PPE and meals to the vulnerable.

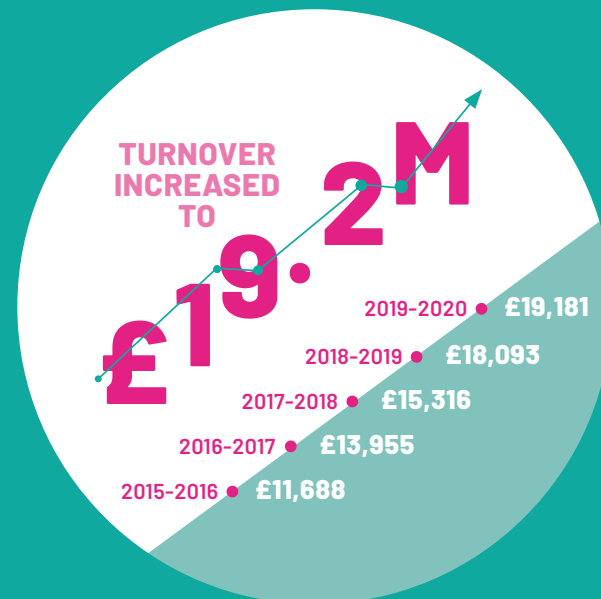
WE DEVELOPED SOFTWARE
TO PROVIDE A REAL TIME
DASHBOARD OF EMPLOYEE
HEALTH STATUS,
ALLOWING US TO MAINTAIN
OUR BUSINESS IN THE EVENT
OF SIGNIFICANT SICKNESS
ISSUES IN OUR DELIVERY
TEAMS.



UK average 54%
2019 Trends in Global
Employee Engagement,
Kincentric

Pre-pandemic our consultancy business was delivering transformative work in multiple locations throughout the country and this has continued to win new business in new sectors with

OUR LATEST CONTRACT BEING DELIVERED ENTIRELY HANDS-FREE.



Our IT service desk saw a 68% increase in volume over one week as end users adapted to working at home and troubleshooting dodgy domestic wi-fi became our specialist subject.



Despite this,

SLA PERFORMANCE IMPROVED OVER THE PERIOD WITH CUSTOMER SATISFACTION FOR THE IT BUSINESS HITTING AN ALL-TIME HIGH OF 98%.

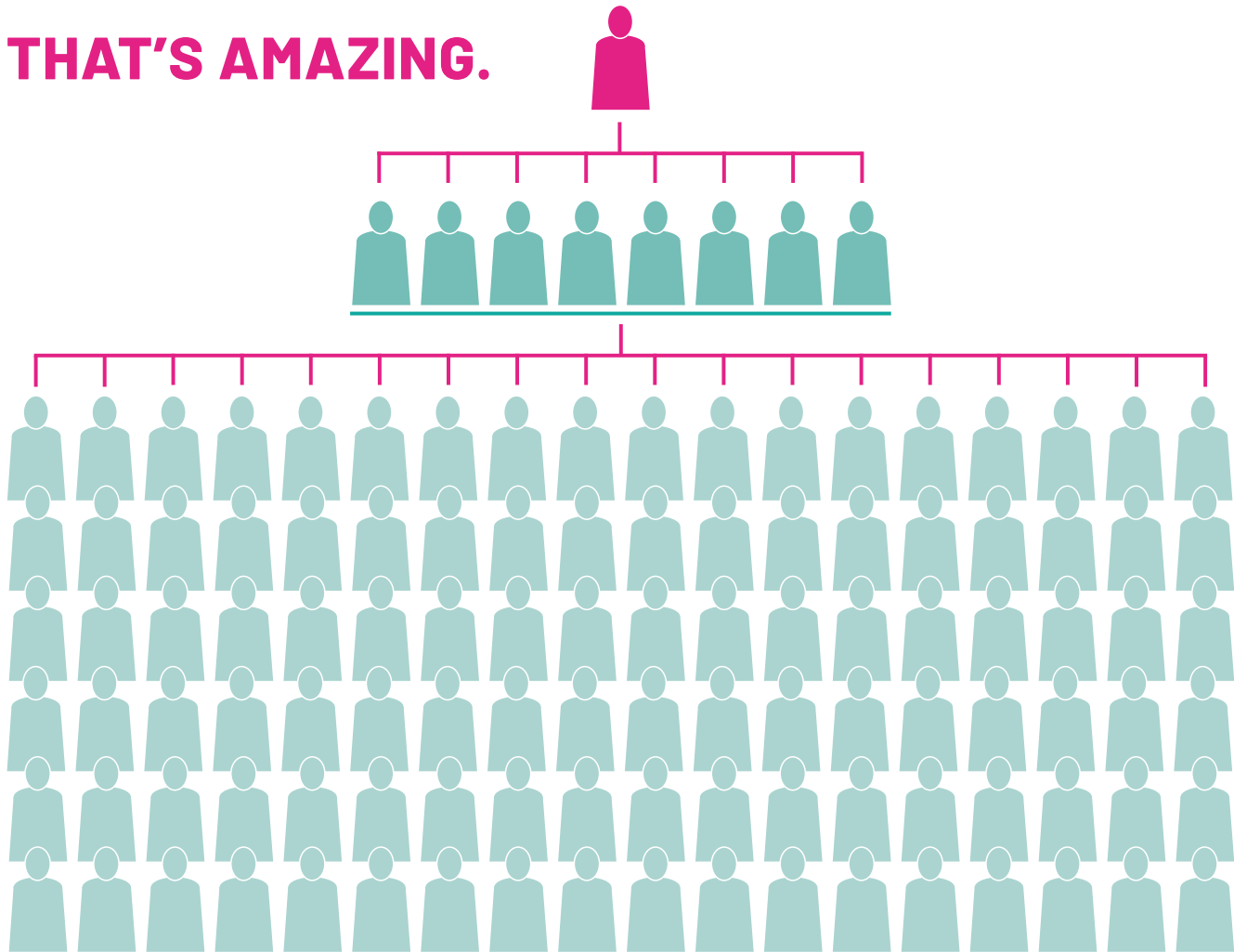
In the midst of this, we also delivered a 'General Practice in the Cloud' solution enabling doctors and their staff to operate effectively whilst self-isolating. Mid pandemic, our HR team took on the management of HR for a Multi-Academy Trust entirely seamlessly.





NEARLY A MILLION PEOPLE DEPEND ON
THE THOUSANDS OF PEOPLE SUPPORTED
BY THE LESS THAN 200 PEOPLE IN DELT.

THAT'S AMAZING.



That we kept doing so without blinking, still delivered increased
revenue, nearly £1m in surplus (to be returned to the public sector)
and employee engagement levels 14% higher than the UK average?

That's
business
as usual.

Giles Letheren, CEO

DELT SHARED SERVICES LIMITED

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2020



DELT SHARED SERVICES LIMITED

COMPANY INFORMATION

DIRECTORS	Lorna Collingwood-Burke Nicholas Franklin Mark Greaves Giles Perritt Giles Letheren Paul James Mark Lewis Andrew Millward (appointed 3 February 2020) Joanne Turl (appointed 1 July 2019, resigned 31 January 2020)
REGISTERED NUMBER	09098450
REGISTERED OFFICE	2 Derriford Park Derriford Business Park Derriford Plymouth Devon PL6 5QZ
INDEPENDENT AUDITORS	Bishop Fleming LLP Chartered Accountants & Statutory Auditors Salt Quay House 4 North East Quay Sutton Harbour Plymouth PL4 0BN

CONTENTS

	Page
Strategic report	1 - 7
Directors' report	8 - 9
Independent auditors' report	10 - 12
Statement of comprehensive income	13
Statement of financial position	14
Statement of changes in equity	15 - 16
Statement of cash flows	17
Notes to the financial statements	18 - 28

STRATEGIC REPORT
FOR THE YEAR ENDED 31 MARCH 2020

INTRODUCTION

Delt Shared Services Ltd (Delt) is a company set up to provide shared business support services. It was founded by Plymouth City Council (PCC) and the NHS Northern, Eastern and Western Devon Clinical Commissioning Group (now NHS Devon CCG) in 2014 and remains owned by the founding partners.

Delt's vision is to help our customers do amazing things.

Delt's mission is to provide services that are **better**, **faster** and **cheaper** than the alternatives.

Delt's objectives are:

- To create a platform for sustainable economic growth;
- To deliver fewer barriers to closer collaborative working;
- To reduce the risk for our customers;
- To improve service delivery, year on year;
- To reduce the costs of our core services, year on year;
- To actively promote the health and wellbeing of both our staff and our customers;
- To enable the rapid delivery of our customers' transformation agenda;
- To drive innovation through the better use of information.

The company now delivers a comprehensive range of services:

- IT Service Management including:
 - o Infrastructure Services including data centres;
 - o Professional Services, including flexible resourcing and consultancy;
 - o Software development and application support (for around 300 line of business applications);
 - o Project and Programme Management;
 - o Contract Management;
 - o Asset Management;
- Payroll and Pensions:
 - o Exemplary payroll and pensions service covering all aspects of payroll and pensions administration for the public, private and voluntary sectors;
 - o BACS Bureau services;
 - o All statutory reports and returns;
- Print and Mail:
 - o Digital print service providing small and large format digital print;
 - o Providing inbound and outbound mail;
 - o Print and mail fulfilment service;

Delt aims to grow in both scale (more partners and customers) and scope (more services).

The impact and growth of our services means that:

- The wider region benefits from improved service delivery, greater flexibility, improved management information, better technology and more effective partnerships;
- Quality, highly skilled jobs are protected in the local economy;
- The health and wellbeing of our local people is improved;
- All Delt customers' staff, across a wide geographic area, have effective systems no matter where they are or choose to work;
- Increased co-operation with a local supply chain enhancing socio-economic development across the region;
- Delt is seen by customers as a most trusted advisor in the fields in which it operates;
- Delt grows at a sustainable rate, offering increased opportunity for economies of scale.

INNOVATION

The company is focused on areas of innovation and service transformation this year. This is in part an ongoing development and a reaction to what is a vastly changed economic outlook.

When the lockdown began in late March, the company mobilised to deploy Microsoft Teams, transforming the way people work and collaborate. As we enter the recovery period for the economy, this will enable our customers to remain agile in delivering services to the public. The first remote PCC cabinet meeting held in May 2020 was possible due to the implementation of the Teams software.

A part of the wider refresh of our IT strategy, we will be concentrating on the implementation of AI and RPA tools and services in transforming our corporate services to meet growth expectations. The plans for growth are centred on the ability to deploy machine learning and analytical tools to our data and processes increasing both capacity and capability.

Our services enable us to collect a significant amount of financial and non-financial data. Our focus this year will be on scoping and integrating data analytics tools and using the results to drive service improvement and efficiencies in support of the company's growth plans.

Whatever the rate and scale of the economic recovery, Delt will focus on developing services and operating models that deliver a competitive advantage as organisations look to new ways of working and areas of innovation. We expect there to be an increased investment in technology and a renewed focus on sharing services across sectors and regions.

In being able to deliver this level of service, a special mention must go to our staff. Delt are proud of its staff and their commitment and response in such trying times and the flexibility and agility in the way they delivered for our customers. In helping people do amazing things, our people are at the centre of our company. The Board would like to convey its sincere thanks to everyone at Delt who achieved so much in such a short space of time.

PERFORMANCE REVIEW

Delt continues to perform ahead of expectations across all its service areas. Turnover increased to £19.2m (2018/19: £18.09m) as a result of the increased turnover in both our payroll and print services and the work towards the end of the year on the COVID-19 health crisis. The development of our in-house project delivery capability has also seen revenues increase in this area through the year which is encouraging as we look ahead to future opportunities.

Cash balances of £2.42m (2018/19: £4.19m) have reduced due to our move to support our customers through the initial responses of COVID-19 in the last few weeks of the year. This is a timing issue with monies committed on urgent requirements to procure equipment and services to enable customers to work remotely being repaid in early April 2020. The strength of our governance and flexibility of our company structure allows us to use our cash reserves to support our customers where and when required.

The impact of COVID-19, whilst very recent, has already resulted in a review of future operating models including the opportunities from increased levels of remote working for employees and customers and market opportunities for growth. With a strong balance sheet and cash reserves, the company expects to increase capital investment over the next five years to meet these growth plans.

Based on the increased financial performance this year the Board reserved an additional £250k from reserves for dividend payments planned for 2020/21. These payments and reserved amounts are higher than the amounts included in the business plan and relate directly to the company's continued success in delivering increased service and financial performance.

Notable highlights this year included:

- 1) The end of the year saw Delt supporting our customers' response to the COVID-19 pandemic. Our teams delivered exceptional levels of service ensuring all critical systems and processes were uninterrupted at a time when our customers needed them most. Thousands of users in Health and Local Government moved to work from home within a two-week period and we encountered minimal disruption to our network capacity which is a direct result of the investment in the preceding years.
- 2) Whilst there were many successes, our ability to purchase, build and deploy £600k of new laptops (in late March 2020) to support remote working within Health and Local Government was an exemplary effort.
- 3) In developing and piloting a Desktop as a Service offering for our GP customers we've created a service that can be adapted across the Health network. This speaks to our values of innovation and collaboration in supporting the public interest. This has enabled health professionals to work remotely from self-isolation, accessing all clinical and patient data safely and securely.
- 4) Whilst Delt is still in the project phase for its new HR and Payroll system, the onboarding of two new customers from the education and voluntary sectors shows our expertise and levels of service in what is a crowded market for payroll providers. This is a competitive advantage that we will continue to capitalise on in the coming year(s).
- 5) The staff engagement survey (in March 2020) resulted in 68% of staff surveyed having high levels of engagement. Staff are involved in reviewing feedback and collaborate on areas of success and required improvement. Our commitment to staff voice is underpinned by our staff director. The post is a part of our board and the person is voted in by their peers.

The Board would like to thank our shareholders and customers for their unstinting support and to our employees who continue to be relentless in helping people do amazing things.

PRINCIPLE RISKS AND UNCERTAINTIES

At the heart of our approach to risk management is a governance process with clear responsibilities for identifying, managing, monitoring and reporting risks. This flows from the Board of Directors to the Operational Leadership Team and is underpinned by an established policy that sets out the approach to managing risk across the company.

The risk register is a core part of the overall portfolio, programme and project management system. Any Delt stakeholder (employee, board member, shareholder or customer) can raise a risk for consideration on the register, either directly onto the register or through a member of the leadership team.

Each risk is assessed a score of between 1 and 5 against two criteria: impact and likelihood, with the scores multiplied to give a risk rating. The rating determines highlights the actions required to track, manage and mitigate the risks with ownership for each action.

A risk register is maintained and reviewed on a regular basis by the Board. The principle risks as at 31st March 2020 were:

Risk	Overview	Mitigating actions
1.	<u>Inability to deliver to our objectives as a result of COVID-19</u> i. Increased infection rates and higher staff absence impact on critical customer services and present a shortage of skills. ii. Impact to income streams from an economic downturn. iii. Increased remote working and the pressure on infrastructure. iv. Supply chain and pricing pressures.	(a) Staff working arrangements changed, all Delt employees able to work remotely. (b) Payroll teams invoked business continuity to guarantee salary payments. (c) Implement changes to our VPN to increase capacity and reduce risk within the data centre. Majority of staff and customers are working remotely with no reduction in service availability and network capacity. (d) Implement revised working practices for front line staff working face to face with customers.
2.	<u>The impact of Brexit regardless of the exit terms from the EU</u> i. Inability to source available equipment at competitive prices. ii. Costs of service will increase through core contracts. iii. Cost of customer projects increase and/or are cancelled which impacts on our business and operating model.	(a) Keep the procurement risk register under review identifying actions to reduce medium to long term risks. (b) Review and update supply chain arrangements to minimise order to delivery period. (c) Explore alternative supplies and collaborate with the public/private sector to secure supply lines.

3.	<u>Risk of Cyber Attack</u> i. Successful Phishing Attack – That a member of Delt staff, or a Delt client, inadvertently releases confidential information or provides system access credentials to a malicious third party as the result of an email phishing (or similar social engineering) attack. ii. Malware – That malicious software finds its way onto Delt network causing disruption or data loss. Privileged Access Management – That we do not effectively control the use of privileged access (admin) accounts, allowing users without appropriate authorisation, access to systems or data. This risk includes the compromise of a privileged access account by a malicious third party.	(a) Continue to develop and strengthen our technical countermeasures that identify and block the majority of malicious email. Continue to invest in 3rd party event monitoring to identify any successful breach quickly. Provide robust user education and awareness, specifically through proactive testing (which requires client consent if undertaken on their networks) and remedial training for those who fail. (b) Maintain a 'patch current' status on software and hardware with 'patch immediate' for security updates. Maintain and actively monitor current anti-virus and anti-malware software on all computers. (c) Continue to reduce the number of privileged access accounts in use. Proactively monitor and report on the number and scope of privileged accounts. Maintain and communicate robust policies covering the requesting, monitoring and removal of privileged access accounts. (d) With a mobile workforce, implement multi-factor authentication on all devices across our estate.
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KEY PERFORMANCE INDICATORS

The Board review the company's financial and non-financial performance indicators each month. In addition to the management accounts and risk register, there is regular review and analysis of the company's performance to contractual service level agreements (SLA's). For the IT and non-IT shared services this review includes:

- (a) Service availability (networks/infrastructure)
- (b) Service desk response rates
- (c) Incident analysis including fix rates
- (d) Payroll processing error rates
- (e) Customer satisfaction

FINANCIAL KEY PERFORMANCE INDICATORS

	2019/20	2018/19	2017/18
	£'000	£'000	£'000
Profit & Loss			
Income	19,181	18,093	15,119
Operating Profit	917	1,341	1,183
Accelerated Income- Future Capital		(700)	
Operating Profit	917	641	1,183
Balance Sheet			
Debtor Days	40	75	114
Current Ratio	1.39	1.33	1.18

SHARED SERVICES AND BUSINESS DEVELOPMENT (FUTURE DEVELOPMENTS)

The budgetary pressures in the NHS and Local Government will continue for the foreseeable future. We are anticipating that this will place further pressure on public sector funding in the medium to long term. Delt is a successful shared service that has delivered results and performance ahead of expectations and continues to drive the transformation of public services. Delt will continue to position itself as the most agile delivery model for quality, cost effective support and advisory services.

Elsewhere, discussions are underway with several third parties (public sector) around the provision of new shared services, including the potential to introduce a new shareholder. The current value of the business development pipeline is c£20m and whilst this may not all come to fruition in the short to medium term, the management team and board are committed to delivering service growth in the coming year.

Delt continues to gather a reputation as being a regional "employer of choice". Our learning and development programme has seen all managers graduate with an enhanced skill aligned to the company's values. We expect working habits and environments to change and as such will coach and develop managers to deal with that change. We continue to employ and develop four Higher Degree Digital Apprentices who are gaining experience across the business. Our work with City College Plymouth and Plymouth University on this programme is invaluable in delivering long term skills development and retention.

GOVERNANCE

Delt is run on a day to day basis by the Management Team comprising the Chief Executive and Chief Financial Officer supported by a Senior Management Team. They are, in turn, overseen by a Board of Directors comprising executive and non-executives. One of the non-executive positions is filled by a full-time member of staff who is appointed by their peers. The Board reports to nominated shareholder representatives.

DIRECTORS REMUNERATION

In 2019/20, five Directors have received compensation for holding the office of a Director. The total compensation was £291k (2019: £279k) with the highest paid Director earning £161k.

PEOPLE AND GENDER DIVERSITY

The table shows the make-up of the work force (actual headcount) and the gender pay gap analysis. Whilst the company isn't required to formally report this information, the Board believe it's appropriate as a company acting in the public interest to highlight our performance in this area to all stakeholders.

Headcount Summary

	Male	Male (%)	Female	Female (%)	Total
Board	5	83%	1	17%	6
Management	2	100%	0	0%	2
Senior Leadership	5	83%	1	17%	6
Employees	98	63%	57	37%	155
Total	110	65%	59	35%	169

Gender Pay Gap

Mean Average			
2019-20		2018-19	
Male	£17.89	Male	£16.82
Female	£16.51	Female	£14.99
Delt Gender Pay Gap 2019-20 (%)	8.00%	Delt Gender Pay Gap 2018-19 (%)	10.90%
UK Gender Pay Gap 2019-20 *	8.90%	UK Gender Pay Gap 2018-19 **	8.90%

* ONS Gender Pay Gap Analysis-October 2019

** ONS Gender Pay Gap Analysis-October 2018

The company has reduced its pay gap year on year by 2.9% With years position being lower than the UK average. The challenge remains to attract a greater number of women to the organisation and the broader industry.

This report was approved by the board on 27 May 2020 and signed on its behalf.


Mark Greaves
Director

**DIRECTORS' REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

The directors present their report and the financial statements for the year ended 31 March 2020.

DIRECTORS' RESPONSIBILITIES STATEMENT

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 the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), 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 for the Company's financial statements and then apply them consistently;
- make judgments 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 to 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.

RESULTS AND DIVIDENDS

The profit for the year, after taxation, amounted to £917,000 (2019: £1,341,000).

Dividends of £1,100,000 (2019: £800,000) have been paid in the year. An additional dividend of £250,000 has been proposed for payment.

DIRECTORS

The directors who served during the year were:

Lorna Collingwood-Burke
Nicholas Franklin
Mark Greaves
Giles Perritt
Giles Letheren
Paul James
Mark Lewis
Andrew Millward (appointed 3 February 2020)
Joanne Turl (appointed 1 July 2019, resigned 31 January 2020)

FUTURE DEVELOPMENTS

Full details are included within the Strategic Review.

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2020**

DISCLOSURE OF INFORMATION TO AUDITORS

Each of the persons who are directors at the time when this Directors' report is approved has confirmed that:

- so far as the director is aware, there is no relevant audit information of which the Company's auditors are unaware, and
- the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

POST BALANCE SHEET EVENTS

There have been no significant events affecting the Company since the year end.

AUDITORS

The auditors, Bishop Fleming LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the board and signed on its behalf.



Mark Greaves
Director

Date:

2 Derriford Park
Derriford Business Park
Derriford
Plymouth
Devon
PL6 5QZ

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF DELT SHARED SERVICES LIMITED

OPINION

We have audited the financial statements of Delt Shared Services Limited (the 'Company') for the year ended 31 March 2020, which comprise the Statement of comprehensive income, the Statement of financial position, the Statement of cash flows, the Statement of changes in equity and the related notes, 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 31 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 United Kingdom, including the Financial Reporting Council'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 included in the Annual Report, other than the financial statements and our Auditors' report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF DELT SHARED SERVICES LIMITED
(CONTINUED)

OPINION 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 Strategic report and the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' report have been prepared in accordance with applicable legal requirements.

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 Strategic report or the Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

RESPONSIBILITIES OF DIRECTORS

As explained more fully in the Directors' responsibilities statement on page 8, 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 is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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 Auditors' report.

DELT SHARED SERVICES LIMITED

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF DELT SHARED SERVICES LIMITED
(CONTINUED)

USE OF OUR REPORT

This report is made solely to the Company's members 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 for our audit work, for this report, or for the opinions we have formed.

Nathan Coughlin FCA (Senior statutory auditor)
for and on behalf of
Bishop Fleming LLP
Chartered Accountants
Statutory Auditors
Salt Quay House
4 North East Quay
Sutton Harbour
Plymouth
PL4 0BN
Date:

DELT SHARED SERVICES LIMITED

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2020

	Note	2020 £000	2019 £000
Turnover	4	19,181	18,093
Cost of sales		(14,192)	(12,630)
GROSS PROFIT		4,989	5,463
Administrative expenses		(4,101)	(4,147)
OPERATING PROFIT	5	888	1,316
Interest receivable and similar income		31	26
PROFIT BEFORE TAX		919	1,342
Tax on profit	9	(2)	(1)
PROFIT FOR THE FINANCIAL YEAR		917	1,341
OTHER COMPREHENSIVE INCOME FOR THE YEAR			
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		917	1,341

There were no recognised gains and losses for 2020 or 2019 other than those included in the statement of comprehensive income.

There was no other comprehensive income for 2020 (2019: NIL).

The notes on pages 18 to 28 form part of these financial statements.

DELT SHARED SERVICES LIMITED
REGISTERED NUMBER:09098450
STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2020

	Note	2020 £000	As restated 2019 £000
FIXED ASSETS			
Intangible assets	10	551	92
Tangible assets	11	1,303	1,571
		<u>1,854</u>	<u>1,663</u>
CURRENT ASSETS			
Stocks		-	1
Debtors: amounts falling due within one year	12	5,000	3,704
Cash at bank and in hand	13	2,417	4,188
		<u>7,417</u>	<u>7,893</u>
Creditors: amounts falling due within one year	14	(5,373)	(5,475)
NET CURRENT ASSETS		<u>2,044</u>	<u>2,418</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>3,898</u>	<u>4,081</u>
NET ASSETS		<u>3,898</u>	<u>4,081</u>
CAPITAL AND RESERVES			
Called up share capital	15	-	-
Capital redemption reserve	16	-	-
Profit and loss account - proposed dividend	16	250	700
Profit and loss account	16	3,648	3,381
		<u>3,898</u>	<u>4,081</u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:



Mark Greaves
Director

Date:

The notes on pages 18 to 28 form part of these financial statements.

DELT SHARED SERVICES LIMITED
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 MARCH 2020

	Called up share capital £000	Profit and loss account - proposed dividend £000	Profit and loss account £000	Total equity £000
At 1 April 2019 (as previously stated)	-	700	2,981	3,681
Prior year adjustment	-	-	400	400
At 1 April 2019 (as restated)	-	700	3,381	4,081
COMPREHENSIVE INCOME FOR THE YEAR				
Profit for the year	-	-	917	917
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	-	-	917	917
Dividends: Equity capital	-	-	(400)	(400)
Shares issued during the year	-	-	-	-
Dividends: Equity capital	-	(700)	-	(700)
Transfer of proposed dividend	-	250	(250)	-
TOTAL TRANSACTIONS WITH OWNERS	-	(450)	(650)	(1,100)
AT 31 MARCH 2020	-	250	3,648	3,898

The notes on pages 18 to 28 form part of these financial statements.

DELT SHARED SERVICES LIMITED

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 MARCH 2019

	Called up share capital	Profit and loss account - proposed dividend	Profit and loss account	Total equity
	£000	£000	£000	£000
At 1 April 2018 (as previously stated)	-	-	3,140	3,140
Prior year adjustment	-	-	400	400
At 1 April 2018 (as restated)	-	-	3,540	3,540
COMPREHENSIVE INCOME FOR THE YEAR				
Profit for the year	-	-	1,341	1,341
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	-	-	1,341	1,341
Dividends: Equity capital	-	-	(800)	(800)
Transfer of proposed dividend	-	700	(700)	-
Shares issued during the year	-	-	-	-
Shares cancelled during the year	-	-	-	-
TOTAL TRANSACTIONS WITH OWNERS	-	700	(1,500)	(800)
AT 31 MARCH 2019	-	700	3,381	4,081

The notes on pages 18 to 28 form part of these financial statements.

DELT SHARED SERVICES LIMITED

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2020

	2020 £000	2019 £000
CASH FLOWS FROM OPERATING ACTIVITIES		
Profit for the year	917	1,341
ADJUSTMENTS FOR:		
Amortisation of intangible assets	79	73
Depreciation of tangible assets	495	424
Interest received	(31)	(26)
Taxation charge	2	1
Decrease in stocks	1	77
(Increase)/decrease in debtors	(1,294)	996
(Decrease) in creditors	(104)	(1,185)
Corporation tax (paid)	(2)	(1)
NET CASH GENERATED FROM OPERATING ACTIVITIES	63	1,700
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of intangible fixed assets	(538)	(16)
Purchase of tangible fixed assets	(227)	(256)
Interest received	31	26
NET CASH FROM INVESTING ACTIVITIES	(734)	(246)
CASH FLOWS FROM FINANCING ACTIVITIES		
Dividends paid	(1,100)	(800)
NET CASH USED IN FINANCING ACTIVITIES	(1,100)	(800)
(DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS	(1,771)	654
Cash and cash equivalents at beginning of year	4,188	3,534
CASH AND CASH EQUIVALENTS AT THE END OF YEAR	2,417	4,188
CASH AND CASH EQUIVALENTS AT THE END OF YEAR COMPRISE:		
Cash at bank and in hand	2,417	4,188
	2,417	4,188

The notes on pages 18 to 28 form part of these financial statements.

1. GENERAL INFORMATION

Delt Shared Services Limited is a private limited company limited by shares, registered in England and Wales (registered number: 09098450). Its registered office is 2 Derriford Park, Derriford Business Park, Derriford, Plymouth, PL6 5QZ.

2. ACCOUNTING POLICIES**2.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS**

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The financial statements are presented in Sterling (£'000).

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the Company's accounting policies (see note 3).

The following principal accounting policies have been applied:

2.2 REVENUE

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

Rendering of services

Revenue from a contract to provide services is recognised in the period in which the services are provided in accordance with the stage of completion of the contract when all of the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the Company will receive the consideration due under the contract;
- the stage of completion of the contract at the end of the reporting period can be measured reliably; and
- the costs incurred and the costs to complete the contract can be measured reliably.

2.3 OPERATING LEASES: THE COMPANY AS LESSEE

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

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the lease term, unless another systematic basis is representative of the time pattern of the lessee's benefit from the use of the leased asset.

2.4 INTEREST INCOME

Interest income is recognised in the Statement of Comprehensive Income using the effective interest method.

2. ACCOUNTING POLICIES (continued)**2.5 PENSIONS**

Retirement benefits to employees are provided by the NHS Pension Scheme, the Local Government Pension Scheme (LGPS) and the People's Pension.

The NHS Pension Scheme is an externally managed defined benefit scheme. However, the scheme is run in such a way the individual NHS bodies are unable to identify their share of the underlying scheme assets and liabilities. The scheme is therefore accounted for as if it were a defined contribution scheme.

The Company has entered into a pass-through agreement with Plymouth City Council in respect of the LGPS, under which any difference between the Company's share of scheme assets and liabilities is accounted for by Plymouth City Council. In return, the Company has agreed to pay a fixed rate of employer contributions based on independently commissioned actuarial guidance. On this basis, the Company accounts for the scheme as if it were a defined contribution scheme.

The People's Pension is a defined contribution scheme open to new and existing employees.

2.6 TAXATION

Tax is recognised in the Statement of Comprehensive Income, except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the Company operates and generates income.

2.7 INTANGIBLE ASSETS

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

All intangible assets are considered to have a finite useful life. If a reliable estimate of the useful life cannot be made, the useful life shall not exceed ten years.

The estimated useful lives range as follows:

Computer software	-	3	years
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2.8 TANGIBLE FIXED ASSETS

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

2. ACCOUNTING POLICIES (continued)

2.8 TANGIBLE FIXED ASSETS (CONTINUED)

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Computer equipment	- 20% - 33% straight line
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The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of Comprehensive Income.

2.9 STOCKS

Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a first in, first out basis.

At each reporting date, stocks are assessed for impairment. If stock is impaired, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in profit or loss.

2.10 DEBTORS

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

2.11 CASH AND CASH EQUIVALENTS

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

2.12 CREDITORS

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.13 FINANCIAL INSTRUMENTS

The Company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in ordinary shares.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Statement of Comprehensive Income.

2. ACCOUNTING POLICIES (continued)

2.14 DIVIDENDS

Equity dividends are recognised when they become legally payable. Interim equity dividends are recognised when paid. Final equity dividends are recognised when approved by the shareholders.

3. JUDGMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION
UNCERTAINTY

The preparation of the financial statements requires management to make judgments, estimations and assumptions that affect the amounts reported for assets and liabilities as at the year end and the amounts reported for revenues and expenses during the year. The nature of estimation means that actual outcomes could differ from those estimates.

Revenue in relation to contracts with members of Delt Shared Services Limited is recognised by reference to the level of costs incurred at any point in time. Revenue not matched to costs is deferred to the next period.

4. TURNOVER

An analysis of turnover by class of business is as follows:

	2020 £000	2019 £000
IT services	17,390	16,873
Print and document services	1,070	558
Payroll services	721	662
	<u>19,181</u>	<u>18,093</u>

All turnover arose within the United Kingdom.

5. OPERATING PROFIT

The operating profit is stated after charging:

	2020 £000	2019 £000
Depreciation of tangible fixed assets	495	424
Amortisation of intangible fixed assets, including goodwill	79	73
Operating lease rentals	<u>159</u>	<u>62</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

6. AUDITORS' REMUNERATION

	2020 £000	2019 £000
Fees payable to the Company's auditor and its associates for the audit of the Company's annual financial statements	13	13
FEEs PAYABLE TO THE COMPANY'S AUDITOR AND ITS ASSOCIATES IN RESPECT OF:		
Audit-related assurance services	13	13
Taxation compliance services	2	2
	<u>15</u>	<u>15</u>

7. EMPLOYEES

Staff costs were as follows:

	2020 £000	2019 £000
Wages and salaries	5,821	5,439
Social security costs	568	498
Cost of defined contribution scheme	856	704
	<u>7,245</u>	<u>6,641</u>

The average monthly number of employees, including the directors, during the year was as follows:

	2020 No.	2019 No.
	<u>186</u>	<u>162</u>

8. INTEREST RECEIVABLE

	2020 £000	2019 £000
Other interest receivable	<u>31</u>	<u>26</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

9. TAXATION

CORPORATION TAX

	2020 £000	2019 £000
Current tax on profits for the year	2	1
	<u>2</u>	<u>1</u>
TOTAL CURRENT TAX	<u>2</u>	<u>1</u>

FACTORS AFFECTING TAX CHARGE FOR THE YEAR

The tax assessed for the year is lower than (2019: lower than) the standard rate of corporation tax in the UK of 19% (2019: 19%). The differences are explained below:

	2020 £000	2019 £000
Profit on ordinary activities before tax	919	1,342
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2019: 19%)	183	255
EFFECTS OF:		
Non-taxable income	(181)	(254)
TOTAL TAX CHARGE FOR THE YEAR	<u>2</u>	<u>1</u>

FACTORS THAT MAY AFFECT FUTURE TAX CHARGES

There were no factors that may affect future tax charges.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

10. INTANGIBLE ASSETS

	Computer software £000
COST	
At 1 April 2019	235
Additions	538
	<u>773</u>
At 31 March 2020	
AMORTISATION	
At 1 April 2019	143
Charge for the year on owned assets	79
	<u>222</u>
At 31 March 2020	
NET BOOK VALUE	
At 31 March 2020	<u>551</u>
At 31 March 2019	<u>92</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

11. TANGIBLE FIXED ASSETS

	Computer equipment £000
COST OR VALUATION	
At 1 April 2019	2,110
Additions	227
	<u>2,337</u>
At 31 March 2020	
DEPRECIATION	
At 1 April 2019	539
Charge for the year on owned assets	495
	<u>1,034</u>
At 31 March 2020	
NET BOOK VALUE	
At 31 March 2020	<u>1,303</u>
At 31 March 2019	<u>1,571</u>

12. DEBTORS

	2020 £000	2019 £000
Trade debtors	2,121	998
Other debtors	3	27
Prepayments and accrued income	2,876	2,679
	<u>5,000</u>	<u>3,704</u>

13. CASH AND CASH EQUIVALENTS

	2020 £000	2019 £000
Cash at bank and in hand	2,417	4,188

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020	As restated 2019
	£000	£000
Trade creditors	977	1,178
Corporation tax	3	3
Other taxation and social security	386	144
Other creditors	83	83
Accruals and deferred income	3,924	4,067
	<u>5,373</u>	<u>5,475</u>

15. SHARE CAPITAL

	2020	2019
	£	£
ALLOTTED, CALLED UP AND FULLY PAID		
2 (2019: 1) Ordinary A shares of £1 each	2	1
100 (2019: 70) Ordinary B shares of £1 each	100	70
100 (2019: 100) Ordinary C shares of £1 each	100	100
100 (2019: 100) Ordinary D shares of £1 each	100	100
	<u>302</u>	<u>271</u>

Ordinary A shares have full voting rights within the company.

Ordinary B shares have full rights in respect of any dividend declared in respect of certain profits.

Ordinary C shares have full rights in respect of any dividend declared in respect of certain profits.

Ordinary D shares have full rights in respect of any dividend declared in respect of certain profits.

As part of a reorganisation in the health sector, NEW Devon Clinical Commissioning Group merged with South Devon and Torbay Clinical Commissioning Group on 1 April 2019. As part of this merger, in compliance with the articles of association, the existing shares issued to New Devon CCG were required to be repurchased and cancelled by the company on 31 March 2019. 1 Ordinary A share (nominal value: £1) and 30 Ordinary B shares (nominal value: £30) were repurchased and subsequently cancelled. On 1 April 2019, an identical number of new A shares and B shares were issued to the new combined entity, NHS Devon Clinical Commissioning Group.

16. RESERVES

Capital redemption reserve

Includes the nominal value of all shares repurchased by the Company.

Profit and loss account

Includes current and prior year retained profits and losses.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

17. PRIOR YEAR ADJUSTMENT

Dividends had been incorrectly accrued for before they were formally approved in previous years. This has resulted in an adjustment to increase 2018/19 opening reserves and by £400,000 and to reduce creditors at 31 March 2018 and 31 March 2019 by £400,000. There has been no impact on profit for the year reported in 2018/19.

18. PENSION COMMITMENTS

Retirement benefits to employees of the Company are provided by the NHS Pension Scheme and the Local Government Pension Scheme (LGPS). These are defined benefit schemes, which are externally managed.

Further retirement benefits are provided by the People's Pension, an externally managed defined contributions scheme. As set out in the Company's accounting policies, all three schemes are accounted for as defined contribution schemes.

The pension charge for the year represents contributions and strain payments payable by the Company to the schemes and amounted to £856,000 (2019: £704,000). Contributions totalling £85,000 (2019: £87,000) were payable to the schemes at the reporting date.

19. COMMITMENTS UNDER OPERATING LEASES

At 31 March 2020 the Company had future minimum lease payments under non-cancellable operating leases as follows:

	2020 £000	2019 £000
Not later than 1 year	147	84
Later than 1 year and not later than 5 years	166	38
	<u>313</u>	<u>122</u>

20. RELATED PARTY TRANSACTIONS

During the year, the Company made sales of £12,461k (2019: £11,470k) to Plymouth City Council (shareholder) and purchases of £521k (2019: £250k) from Plymouth City Council. At the year end the Company was owed £1,129k (2019: £1,408k) from Plymouth City Council, and owed £Nil (2019: £1,429k) to Plymouth City Council. During the year, Plymouth City Council received dividend income of £496k (2019: £560k) from the Company.

During the year, the Company made sales of £6,013k (2019: £6,212k) to NHS Devon Clinical Commissioning Group (shareholder) and purchases of £18k (2019: £42k) from NHS Devon Clinical Commissioning Group. At the year end the Company was owed £889k (2019: £395k) by NHS Devon Clinical Commissioning Group and owed £Nil (2019: £1,992k) to NHS Devon Clinical Commissioning Group. During the year, NHS Devon Clinical Commissioning Group received dividend income of £204k (2019: £240k) from the Company.

During the year, the Company made sales of £19k (2019: £14k) to a subsidiary of Plymouth City Council and purchases of £3k (2019: £3k) from Plymouth City Council's subsidiary. At the year end the Company was owed £8k (2019: £Nil) from Plymouth City Council's subsidiary, and owed £Nil (2019: £8k) to Plymouth City Council's subsidiary.

The directors of the Company were paid total remuneration of £291k (2019: £279k).

21. CONTROLLING PARTY

The Company is jointly controlled by Plymouth City Council and NHS Devon Clinical Commissioning Group.

Helping people do amazing things

Delt Shared Services Ltd.

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