

Complete Care Holdings Limited

Annual Report and Unaudited Financial Statements

For the year ended 31 March 2022

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Company number 04522416

Complete Care Holdings Limited

**Annual report and unaudited financial statements
for the year ended 31 March 2022**

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Directors

J Thorburn-Muirhead
N Goodban
L Krige

Company Secretary

N Goodban

Registered office

Cardinal House
Abbeyfield Court
Abbeyfield Road
Nottingham
NG7 2SZ

Complete Care Holdings Limited

Strategic report for the year ended 31 March 2022

The directors present their strategic report together with the unaudited financial statements for Complete Care Holdings Limited (the 'Company') for the year ended 31 March 2022.

Results and dividends

The results for the year ended 31 March 2022 are disclosed on page 10 and show a loss after taxation of £510k (2021: profit of £425k). No dividends have been paid or proposed in the year (2021: £nil).

Financial review

Turnover for the year amounted to £15,647k (2021: £14,179k) which resulted in an operating loss of £510k (2021: profit of £585k).

The Company's strategy remains unchanged, focusing on providing high quality and affordable care in a variety of settings adapted to service users' needs and preferences. Our priorities remain anchored on improving quality, *investing in technology to enhance service delivery and in the ongoing training and support of our staff*. Through these priorities we aim to meet the needs of our commissioners, the NHS and private paying clients.

At 31 March 2022 the Company had net assets of £1,315k (2021: net liabilities £1,825k)

Impact of Covid-19

For a second year the Covid-19 lockdowns and fluctuating infection rates leading to higher staff absence impacted performance. However, as Covid-19 eased we experienced an unprecedented national loss of care workers as experienced across the economy (the so-called "Great Resignation") and in Social Care particularly due to its workforce being both exhausted and re-evaluating after Covid-19. During the second half these factors compounded the reduction in volume as we were forced to reduce the number of packages served as rosters came under extreme pressure. Additional costs were incurred as some branches used agency workers to ensure continuity of service for our most vulnerable clients.

The temporary legislative withdrawal of statutory sick pay 'waiting days' continued through to the end of the year, resulted in an increase to Statutory Sick Pay costs and increased administrative costs. The supply of basic PPE was also free during the year with costs for central storage and distribution.

Local Authority and NHS assessment processes (by which new packages of care are commissioned to the Group) were in some cases also disrupted by lockdown and the diversion of staffing resources; this meant a slowdown in new business referrals. These trends fluctuated through the year as lockdowns and infection levels evolved. Local Authorities and NHS were also challenged by shortages in workforce.

Whilst trading in the second half was adversely affected by lower volumes and increased costs caused by the pandemic, the impact was softened by the proactive measures taken by the Company and the support measures put in place for the social care sector generally by central government and local authorities. This support was specific and targeted in nature and came from the Covid-19 Response Fund deployed by central government and the Infection Control and Workforce Retention and other grants administered by local authorities. Where grant funding could not be utilised in accordance with the specific deployment criteria it was, and continues to be, repaid to the relevant Local Authorities.

Complete Care Holdings Limited

Strategic report for the year ended 31 March 2022 (*continued*)

Principal risks and uncertainties

The Covid-19 pandemic realised a number of risks for the Company, which were addressed, in part, through the implementation of various mitigation strategies. The Company is also exposed to non-financial risks such as the loss of major contracts, a significant change in the market dynamic, legislative and regulatory change and the loss of key people, and has taken suitable steps to prevent, reduce or mitigate as appropriate.

As outlined above, the Covid-19 pandemic resulted in volume loss driven by difficulties to recruit, delays in new packages, costs of agency and statutory sick pay. Although support was made available to the sector through local and central government, these required increases in resource as were complicated to administer.

Workforce motivation, fatigue and stress has also been of specific concern to the Company during the Covid-19 pandemic. A significant programme of additional communication and support has been established, keeping staff up-to-date with policy and guideline changes and by providing additional training. The Company strives to support staff motivation through many initiatives such as recognition programmes and sharing of positive news stories.

The requirement for compulsory Covid vaccination caused real disquiet and angst across the workforce, and incentives were put in place with a special 'bonus' being paid on proof of vaccination. Unfortunately, some care workers resigned before the legislated requirement was withdrawn, placing further pressure on rosters. Funding from the Infection Control and Workforce Retention grants was used to support sickness, retention bonuses and extra shift payments, in recognition of the pressure the care workers have faced.

Brexit - the biggest perceived risk was around changes to labour supply, specifically the availability and utilisation of European workers by other industries/competitors, potentially creating greater competition for our mainly UK-based care workers. As we recover from Covid, the national shortage of workers has definitely been impacted by Brexit.

The risk associated with the loss of major contracts is mitigated by virtue of a strong pipeline of new business opportunities to replace any contract losses. Additionally, the absence of undue reliance on any single contract which could potentially impact the overall performance of the Company, as well as the number of long-term and rolling contracts. The Company remains confident of retaining a very high proportion of existing business due for retender in the next 12 months and retender statistics over the last 5 years support that view.

Central government funding policy for social care is important to the Company. Whilst funding pressures continue to impact the sector the Company maintains strong pricing discipline through tender and retender activity thereby maintaining a financially viable portfolio. The Company also annually renegotiates prices with its customers to offset National Living Wage and other inflationary factors. Central and local government budgetary policy changes over the last 36-48 months have also steadily become more favourable through ring-fenced council tax precept allocations, reallocations from more discretionary areas of public expenditure in favour of social care, and separately allocated funding from the 'Improved Better Care Fund' (iBCF).

Complete Care Holdings Limited

Strategic report for the year ended 31 March 2022 (*continued*)

Principal risks and uncertainties (*continued*)

A clear political consensus exists to further increase social care funding and this consensus has been given added impetus by the Covid-19 pandemic. The clearly defined statutory obligations introduced by the Care Act 2014 allow limited scope for Local Authorities to exert greater tightening around care eligibility criteria. The Social Care Funding outlook has also strengthened with the government announcing a new Health and Social Care Levy from 1 April 2022, to better fund both the NHS and Social Care.

The Company's customers expect and require high quality services and most of the Company's activities are regulated. The Company has a comprehensive and extensive quality management system. This includes a dedicated quality team which reports separately from the operational line; quality is reviewed throughout the monthly management reporting cycle, up to Board level; processes and systems are constantly reviewed for updates and improvements; there is a developed incident management system, escalating incidents and issues according to severity; the Company operates a risk-based scoring system to understand where issues may arise and quality metrics are reported through an organisation-wide IT system which tracks key quality KPIs by branch.

The Company takes its relationship with its Regulators extremely seriously in all areas in which it operates and seeks to maintain a responsible and responsive relationship with each regulator. The Company invests heavily in its Quality governance resources and is investing in new technology solutions which will further facilitate care quality assurance.

One of the Company's priorities remains to recruit, train and retain an appropriate number of carers and branch staff. At the same time this is also an area of competitive opportunity for the Company. The Company is an attractive employer within the sector, offering better career prospects than most other operators. The Company is also committed to paying competitive wages and supporting Local Authorities to maximise sector remuneration above National Living Wage where Local Authority charge rates allow. It has a robust recruitment and training process and is investing in initiatives to improve staff attraction and retention. This is an important area of continuous monitoring and improvement. The Company believes it has excellent training programmes and continues to invest for further development.

The Company is investing in and deploying innovative technology which it believes will make both carer and branch staff roles more rewarding and satisfying, further aiding retention. The Group is always seeking people with the right skills and values to join the business.

Section 172(1) statement

The directors act in good faith, to promote the success of the Company for the benefit of the members as a whole. Management focus on long-term strategies in order to deliver sustainable shareholder value having regard to the sometimes conflicting needs and priorities of key stakeholders.

Directors make their decisions within the context of medium and long-term strategies and shareholder expectations on investment return. The Company has a five-year strategic plan to further leverage its strong national branch network and buy and build capabilities in order to achieve both organic and acquisitive growth.

The competing needs of the various stakeholders of the Company are monitored and reviewed at management and Board level. Where conflicting needs arise, advice is sought from the wider management team and as necessary from the Company's external advisors. Through the careful balancing of stakeholder needs, the Company seeks to promote success for the long-term benefit of shareholders.

The directors consider the key stakeholders of the Company (in addition to the shareholders) to be its service users, service funders, employees, regulators, lending partners, suppliers and HMRC. Further details on how the Company manages its relationship with service funders, employees and regulators are provided in the principal risks and uncertainties section above. Statements of engagement with employees, customers and suppliers are included within the strategic report.

The Company takes its relationship with HMRC very seriously and seeks to maintain a responsible and responsive relationship with HMRC to ensure that the Company remains compliant with its taxation obligations. The Company publishes its tax strategy on its website which covers its approach to engaging with HMRC.

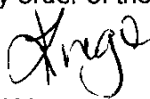
Complete Care Holdings Limited

Strategic report
for the year ended 31 March 2022 (continued)

Future strategy

Financial year 2023 will be a year of delivery – completing key capex programmes including Model Branch, which will get all branches onto the same operating model and key recruitment focussed projects to support volume recovery and growth. Economic pressures of cost inflation and fuel prices are impacting the workforce, with fuel top-ups, employee savings platform put in place as support. A procurement program for utilities and consumables is underway to contain and reduce costs. The Company remains focused on maintaining a high-quality service, delivered through a valued and dedicated care worker workforce. Continued tender success, supported by the continued preference for at-home delivery will deliver new organic opportunities for the Company.

By order of the board



L Krige
Director

21 December 2022

Complete Care Holdings Limited

Report of the directors for the year ended 31 March 2022

The directors present their annual report together with the unaudited financial statements of the Company for the year ended 31 March 2022.

Principal activities and future developments

The principal activity of the Company is the provision of homecare services across Northern Ireland. These services include support to people over sixty-five years of age, as well as young adults and children with a broad range of needs including physical and sensory impairment, mental illness, learning disabilities and a range of other complex health needs. These services are typically delivered in the service users homes and/or administered in extra care scheme environments. No change in these activities is proposed.

Political and charitable donations

The Company made no donations during the year (2021: £nil).

Financial risk management

Due to the nature of the Company's business and its asset and liability base, the only financial risks that the directors consider relevant to the Company are price, credit and liquidity risk.

Price risk

Given the nature of the business in which the Company is engaged, it bears minimal risk of price inflation in the absence of any significant purchase obligations other than statutory national living wage increases.

Credit risk

The Company's exposure to credit risk is mitigated through its large customer base, minimal companywide credit exposure on any one customer contract, its focus on long-term customer relationships and active monitoring of the credit status of overdue customer accounts.

Liquidity risk

The Company manages liquidity risk by budgeting and forecasting cash flows in the short to medium term and monitoring working capital positions on a monthly basis. Long-term liquidity is assured through committed funding arrangements to meet foreseeable peak borrowing requirements.

Directors

The following served as directors during the year and up to the date of signing the financial statements:

J Thorburn-Muirhead

N Goodban

L Krige (appointed 17 May 2021)

Directors' indemnities and insurance

The Company has indemnified its directors, by way of directors and officer's liability insurance, against liability in respect of proceedings brought by third parties, subject to the conditions set out in section 234 of the Companies Act 2006. Such qualifying third-party indemnity provision remains in force at the date of approving the Report of the directors.

Complete Care Holdings Limited

Report of the Directors for the year ended 31 March 2022 *(continued)*

Going Concern

The Company had net assets of £1,315k at 31 March 2022 (2021; net liabilities of £1,825k) and net current liabilities of £2,687k (2021; net current liabilities £2,693k).

The directors have reviewed the Company's cash flow forecasts and trading budgets and have formed the view that the Company is operationally and financially robust and will generate sufficient cash to meet its ongoing requirements for at least the next 12 months from the date of approval of these financial statements.

Despite the impact of Covid-19, which has been considered in the Company's modelling, the Company's cash flow forecasts continue to indicate strong cash generation which will be more than sufficient to meet all liabilities as they fall due. Those forecasts have been revisited regularly in FY22 and have been heavily sensitised to consider a number of potential scenarios which are more adverse than those experienced to date. These scenarios include further and more considerable volume reductions, further increased PPE costs, greater staff sickness levels and reduced financial support from local and central government.

On the basis of the above the directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. The Company therefore continues to adopt the going concern basis in preparing its financial statements.

Corporate governance report

No corporate governance code has been applied in the financial year for the reason that the Company already has a formal governance framework. The Board is responsible for setting the strategic aims and objectives for the Company, monitoring and reporting to its shareholders on performance against strategy, approving policy, monitoring risk and corporate governance, and oversight of the performance of the subsidiary companies. There is a formal cycle for the development of annual business plans and of the medium and long-term strategy for the Company as a whole.

The Board meets formally every month during the year. Meetings have a formal agenda and papers are issued in advance. The Board is supported by the following committees/steering groups covering activities relevant for the whole Company:

- **Audit and risk committee;** Meets at least twice a year to assist the board in fulfilling its oversight responsibilities for statutory financial reporting and the audit process, and the system of risk management and internal control across the Company.
- **Remuneration Committee;** meets annually to discuss and approve payment of annual staff bonuses and to consider any requests for annual salary uplifts for the senior leadership team and/or material salary increases for the wider Company.
- **Investment Committee;** meets on an ad-hoc basis to discuss investment proposals, agree valuation parameters and sign-off any formal offer positions.

Employment Policy and Employee Engagement Statement

Employee engagement is fundamental to the Company's success. Regular meetings are held between management and employees across all levels of the organisation. Regular Company communications provide employees with relevant information, training and support.

Disabled employees

The Company is committed to a policy of recruitment and promotion on the basis of aptitude and ability without discrimination of any kind. Management actively pursues both the employment of disabled persons whenever a suitable vacancy arises and the continued employment and retaining of employees who become disabled whilst employed by the Company. Particular attention is given to the training, career development and promotion of disabled employees with a view to encouraging them to play an active role in the development of the Company.

Complete Care Holdings Limited

Report of the directors for the year ended 31 March 2022 (*continued*)

Statement of engagement with customers and suppliers

Customers

The Company strives to provide a high quality service to both our service users and service funders which is delivered through the comprehensive and extensive quality management systems as well as the recruitment, retention and training processes which are designed to ensure our carers and branch staff are equipped to provide a high quality service. The Company consults regularly with its customers through surveys as well as feedback received through direct communication with our employees.

Suppliers

Our suppliers and landlords are fundamental to our ability to deliver care. The Company aims to develop open and honest business communication with key suppliers to ensure relationships are mutually beneficial.

Environmental awareness

The Company is committed to ensuring that the environmental consequences of its operations are minimised as far as practicable. As such the Company pursues the following objectives:

- Recycling of waste where possible;
- Conserving of energy and water; and
- Recycling of consumables (paper, card, ink cartridges).

Strategic report

The Company has chosen in accordance with Companies Act 2006, s. 414C(11) to set out in the Company's strategic report information required by Large and Medium-sized Companies and Company's (Accounts and Reports) Regulations 2008, Sch. 7 to be contained in the directors' report. It has done so in respect of a review of the business, its principal risks, financial risks and future developments.

Statement of directors' responsibilities in respect of the financial statements

The directors are responsible for preparing the Strategic report, directors report and the financial statements in accordance with applicable law and regulation.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have prepared the Company 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 the financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable United Kingdom Accounting Standards, have been followed, subject to any material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company and Company will continue in business.

Complete Care Holdings Limited

**Report of the directors
for the year ended 31 March 2022 (*continued*)**

Statement of directors' responsibilities in respect of the financial statements (*continued*)

The directors are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for 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.

By order of the board

A handwritten signature in black ink, appearing to read 'L Krige', is written over the printed name.

**L Krige
Director**

21 December 2022

Complete Care Holdings Limited

Statement of comprehensive income for the year ended 31 March 2022

	Note	2022 £'000	2021 £'000
Turnover	4	15,647	14,179
Cost of sales		(14,766)	(10,005)
Gross profit/(loss)		881	4,174
Administrative expenses:			
Depreciation and amortisation		(485)	(253)
Other operating expenses		(1,062)	(3,336)
Other operating income		156	-
Profit/(loss) on ordinary activities before taxation	5	(510)	585
Tax charge on profit/(loss) on ordinary activities	8	-	(160)
Profit/(loss) for the financial year		(510)	425

Complete Care Holdings Limited

Balance sheet at 31 March 2022

	Note	2022 £'000	2022 £'000	2021 £'000	2021 £'000
Fixed assets					
Intangible assets	10		4,280		4,488
Tangible assets	9		25		30
			<u>4,305</u>		<u>4,518</u>
Current assets					
Debtors	11	4,381		3,750	
Cash at bank		494		715	
		<u>4,875</u>		<u>4,465</u>	
Creditors: amounts falling due within one year	12	(7,562)		(7,158)	
Net current liabilities			<u>(2,687)</u>		<u>(2,693)</u>
Total assets less current liabilities			<u>1,618</u>		<u>1,825</u>
Provisions for liabilities	14		<u>(303)</u>		<u>-</u>
Net assets/(liabilities)			<u>1,315</u>		<u>1,825</u>
Capital and reserves					
Called up share capital	15		-		-
Share premium account			707		707
Profit and loss account			608		1,118
			<u>1,315</u>		<u>1,825</u>
Total equity			<u>1,315</u>		<u>1,825</u>

For the year ended 31 March 2022 the Company was entitled to exemption from audit under section 479A of the Companies Act 2006 relating to subsidiary companies and the members have not required the Company to obtain an audit of its financial statements for the year in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the act with respect to accounting records and the preparation of the financial statements.

The financial statements were approved by the Board of Directors and authorised for issue on 21 December 2022.


L Krige
Director

Company number 04522416

Complete Care Holdings Limited

Statement of changes in equity for the year ended 31 March 2022

	Called up Share capital £'000	Profit and loss account £'000	Total £'000
At 1 April 2020	-	693	693
Loss for the financial year	-	425	425
	<hr/>	<hr/>	<hr/>
At 31 March 2021	-	1,118	1,118
	<hr/>	<hr/>	<hr/>
Loss for the financial year	-	(510)	(510)
	<hr/>	<hr/>	<hr/>
At 31 March 2022	-	608	608
	<hr/>	<hr/>	<hr/>

Complete Care Holdings Limited

Notes forming part of the financial statements for the year ended 31 March 2022

1 Corporate information

Complete Care Holdings Limited (the 'Company') operates as providers of complex care services across the United Kingdom.

The Company is a private company limited by shares and is registered and domiciled in England. The address of its registered office is Cardinal House, Abbeyfield Court, Abbeyfield Road, Nottingham, NG7 2SZ.

2 Statement of compliance

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006, including the provisions of the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £'000.

The financial statements have been prepared under the historical cost convention.

3 Summary of significant accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Basis of preparation

These financial statements have been prepared on a going concern basis, under the historical cost convention.

The preparation of financial statements in conformity with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed below.

Critical accounting judgements and estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are addressed below.

Key sources of estimation uncertainty:

- Determining the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers various factors, including the ageing profile of the debtor and historical experience.

Key areas of judgement:

- Determine whether there are indicators of impairment of the Company's tangible and intangible assets, including goodwill. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset and where it is a component of a larger cash-generating unit, the viability and expected future performance of that unit.

New standards and IFRIC interpretations

No new accounting standards, or amendments to accounting standards, or IFRIC interpretations that are effective for the year ended 31 March 2022, have had a material impact on the Company.

Complete Care Holdings Limited

Notes forming part of the financial statements
for the year ended 31 March 2022 (*continued*)

3 Summary of significant accounting policies (*continued*)

Exemptions of qualifying entities under FRS 102

FRS 102 allows qualifying entities certain disclosure exemptions, subject to certain conditions, which have been complied with. The Company has taken advantage of the exemptions set out below on the basis that it is a qualifying entity since its results are included in the consolidated financial statements of C&C Topco Limited which are available from Cardinal House, Abbeyfield Court, Abbeyfield Road, Nottingham, NG7 2SZ.

- Section 7 – Statement of cashflows;
- Section 11 – Financial instruments (paragraphs 11.39 to 11.48A);
- Section 12 – Other financial instruments (paragraphs 12.26 to 12.29);
- Section 33 – Related party disclosures (paragraph 33.7);
- Section 33 – Key management personnel (paragraph 33.7).

Going Concern

The Company had net assets of £1,315k at 31 March 2022 (2021; net liabilities of £1,825k) and net current liabilities of £2,687k (2021; net current liabilities £2,693k).

The directors have reviewed the Company's cash flow forecasts and trading budgets and have formed the view that the Company is operationally and financially robust and will generate sufficient cash to meet its ongoing requirements for at least the next 12 months from the date of approval of these financial statements.

Despite the impact of Covid-19, which has been considered in the Company's modelling, the Company's cash flow forecasts continue to indicate strong cash generation which will be more than sufficient to meet all liabilities as they fall due. Those forecasts have been revisited regularly in FY22 and have been heavily sensitised to consider a number of potential scenarios which are more adverse than those experienced to date. These scenarios include further and more considerable volume reductions, further increased PPE costs, greater staff sickness levels and reduced financial support from local and central government.

On the basis of the above the directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. The Company therefore continues to adopt the going concern basis in preparing its financial statements.

Turnover

Turnover represents the amounts receivable from the provision of complex care services. Turnover is stated net of value added tax and is recognised in the profit and loss account when the service is provided to the customer.

Government grants

Income from government grants is presented within other operating income. Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received. Grants are recognised as income when the associated performance conditions are met.

Employee benefits

The Company provides a range of benefits to employees including annual bonus arrangements, paid holiday arrangements and defined contribution pension plans.

(i) Short-term benefits

Short-term benefits, including holiday pay and other similar non-monetary benefits, are recognised as expenses in the period in which the service is received.

(ii) Pension plans

Amounts charged to the profit and loss account in respect of pension costs represents the contributions payable in the period. Differences between contributions payable in the period and contributions actually paid are shown as either accruals or prepayments.

Complete Care Holdings Limited

Notes forming part of the financial statements
for the year ended 31 March 2022 (continued)

3 Summary of significant accounting policies (continued)

Employee benefits (continued)

(iii) Annual bonus plan

The Company operates an annual bonus plan for certain employees. An expense is recognised in the profit and loss account when the Company has a legal or constructive obligation to make payments under the plans as a result of past events and a reliable estimate of the obligation can be made.

Current and deferred taxation

The tax expense for the period comprises current and deferred tax. Tax is recognised in the profit and loss account, except that a change attributable to an item of income or 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 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 country where the Company operates and generates taxable income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the balance sheet date, except:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax.

Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

Business combinations and goodwill

Business combinations are accounted for by applying the purchase method. The cost of a business combination is the fair value of the consideration given, liabilities incurred or assumed and of equity instruments issued plus the costs directly attributable to the business combination. Where control is achieved in stages the cost is the consideration at the date of each transaction.

Contingent consideration is initially recognised at its estimated amount where the consideration is probable and can be measured reliably. Where (i) the contingent consideration is not considered probable or cannot be reliably measured but subsequently becomes probable and measurable or (ii) contingent consideration previously measured is adjusted, the amounts are recognised as an adjustment to the cost of the business combination. Transaction fees associated with the business combination if identified are capitalised as part of the investment.

On acquisition of a business, fair values are attributed to the identifiable assets and liabilities unless the fair value cannot be measured reliably, in which case the value is incorporated in goodwill.

Goodwill recognised represents the excess of the fair value and directly attributable costs of the purchase consideration over the fair values of the Company's interest in the identifiable net assets, liabilities and contingent liabilities acquired.

On acquisition, goodwill is allocated to cash-generating units ('CGU's') that are expected to benefit from the combination. Goodwill is amortised over its expected useful life of 5-10 years. Goodwill is assessed for impairment when there are indicators of impairment and any impairment is charged to the profit and loss account.

Complete Care Holdings Limited

Notes forming part of the financial statements
for the year ended 31 March 2022 (*continued*)

3 Summary of significant accounting policies (*continued*)

Tangible fixed assets

Tangible fixed assets are stated at deemed cost which is the same as historical cost less accumulated depreciation and any accumulated impairment losses at the date of transition to FRS 102, plus subsequent costs of additions less subsequent depreciation. 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.

Repairs and maintenance are charged to profit or loss during the period in which they are incurred.

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

Office equipment	5 years
Fixtures and fittings	5 years

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, 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 within 'other operating expenses' in the profit and loss account.

Impairment of fixed assets

Assets that are subject to depreciation are assessed at each reporting date to determine whether there is any indication that the assets are impaired. Where there is any indication that an asset may be impaired, the carrying value of the asset is tested for impairment. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Non-financial assets that have been previously impaired are reviewed at each reporting date to assess whether there is any indication that the impairment losses recognised in prior periods may no longer exist or may have decreased.

Leased assets

All leases are treated as operating leases and their annual rents are charged to the profit or loss account on a straight-line basis over the term of the lease.

Cash and cash equivalents

Cash and cash equivalents include cash in hand and deposits held at call with banks.

Holiday pay accrual

A liability is recognised to the extent of any unused holiday pay entitlement which has accrued at the balance sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the balance sheet date.

Complete Care Holdings Limited

Notes forming part of the financial statements
for the year ended 31 March 2022 (*continued*)

3 Summary of significant accounting policies (*continued*)

Provisions

Provisions are recognised when the Company has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount of the obligation can be estimated reliably.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as a finance cost.

Financial instruments

Financial assets and financial liabilities are recognised in the Company's balance sheet when the Company becomes a party to the contractual provisions of the instrument.

Financial assets

Basic financial assets, including trade and other receivables, cash and bank balances and amounts due from group undertakings, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Such assets are subsequently carried at amortised cost using the effective interest method. At the end of each reporting period financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss. If there is decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss. Financial assets are derecognised when (a) the contractual rights to the cash flow from the asset expire or are settled, or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party or (c) despite having retained some significant risks and rewards of ownership, control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

Financial liabilities

Basic financial liabilities, including trade and other payables and amounts due to group undertakings, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Complete Care Holdings Limited

Notes forming part of the financial statements
for the year ended 31 March 2022 (continued)

3 Summary of significant accounting policies (continued)

Financial liabilities (continued)

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method. Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled or expires.

Share capital

Ordinary shares are classified as equity.

4 Turnover

	2022 £'000	2021 £'000
Complex Care	15,647	14,179
Turnover arose entirely in the United Kingdom.		

5 Profit/(Loss) on ordinary activities before interest and taxation

	2022 £'000	2021 £'000
This is stated after charging:		
Amortisation of intangible fixed assets	480	248
Depreciation of tangible assets	5	5
Operating lease costs – land and buildings	67	67

Government grants

The profit before taxation is stated after recognising other income in relation to the following government grants:

- £156k relating to amounts received from the Adult Social Care Infection Control Fund and similar funding initiatives. That funding was utilised to contribute towards the incremental Covid-19 costs incurred to put in place measures to reduce the risk of Covid-19 transmission.

6 Staff costs

	2022 £'000	2021 £'000
Wages and salaries	11,219	10,012
Social security costs	978	850
Pension costs	236	215
	12,433	11,077

The pension cost charge represents contributions payable by the Group for auto-enrolment schemes. Contributions amounting to £nil (2021: £nil) are included in other creditors at the year end.

Complete Care Holdings Limited

Notes forming part of the financial statements
for the year ended 31 March 2022 (continued)

6 Staff costs (continued)

The average number of employees during the year was as follows:

	2022 Number	2021 Number
Branch management and administration	43	49
Care and support workers (full and part-time)	503	490
	<u>546</u>	<u>539</u>

7 Directors' remuneration

The directors who served during the year are also directors of other undertakings within the Group and their remuneration is included in the financial statements of C&C Topco Limited. No emoluments were paid to the directors for their services to the Company.

8 Tax charge on loss on ordinary activities

(a) The taxation charge is made up as follows:

	2022 £'000	2021 £'000
Current tax		
UK corporation tax at 19% (2021: 19%)	-	160
	<u>-</u>	<u>160</u>
Total tax charge for the year	<u>-</u>	<u>160</u>

(b) Factors affecting tax credit for the year:

The tax assessed for the year is lower (2021: higher) than the standard rate of corporation tax in the UK applied to loss before tax. The differences are explained below:

	2022 £'000	2021 £'000
Profit / (loss) on ordinary activities before tax	(510)	585
	<u>(510)</u>	<u>585</u>
Profit / (loss) on ordinary activities at the standard rate of corporation tax in the UK of 19% (2021: 19%)	-	160
	<u>-</u>	<u>160</u>
Total tax charge for the year	<u>-</u>	<u>160</u>

Complete Care Holdings Limited

Notes forming part of the financial statements
for the year ended 31 March 2022 (*continued*)

8 Tax charge on loss on ordinary activities (continued)

(a) Factors that may affect future taxation:

In the Budget on 3 March 2021, the Chancellor announced that the standard rate of UK Corporation Tax will increase to 25% from 1 April 2023. Following the March 2021 budget, legislation had been substantively enacted before the year end date for the main rate of corporation tax to increase from 19% to 25% from 1 April 2023. The deferred tax balances within these financial statements have therefore been recalculated to reflect the rate increasing to 25%

9 Tangible assets

Fixtures,
fittings and
equipment
£'000

Cost

At 1 April 2021 and 31 March 2022

46

Accumulated depreciation

At 1 April 2021

16

Charge for the year

5

At 31 March 2022

21

Net book value

At 31 March 2022

25

At 31 March 2021

30

10 Intangible assets

Goodwill
£'000

Cost

At 1 April 2021

5,274

Additions

272

At 31 March 2022

5,546

Amortisation

At 1 April 2022

786

Charge for the year

480

At 31 March 2022

1,266

Net book value

At 31 March 2022

4,280

At 31 March 2021

4,488

Complete Care Holdings Limited

Notes forming part of the financial statements
for the year ended 31 March 2022 (continued)

11 Debtors

	2022 £'000	2021 £'000
Trade debtors	572	291
Amounts owed by group undertakings	2,420	1,513
Other debtors	-	8
Prepayments and accrued income	887	1,436
Deferred tax asset (note 13)	502	502
	<u>4,381</u>	<u>3,750</u>

All amounts shown under debtors fall due for payment within one year. Amounts owed by group undertakings are unsecured, have no fixed date of repayment and bear no interest.

12 Creditors: amounts falling due within one year

	2022 £'000	2021 £'000
Trade creditors	-	74
Amounts owed to group undertakings	5,750	4,680
Taxation and social security	105	485
Other creditors	403	452
Accruals and deferred income	1,304	1,467
	<u>7,562</u>	<u>7,158</u>

Amounts owed to group undertakings are unsecured, have no fixed date of repayment and bear no interest.

13 Deferred tax asset

Deferred tax asset		£'000
At 1 April 2021		502
Charged to the profit and loss account		-
		<hr/>
At 31 March 2022		502
		<hr/>
The deferred tax asset is made up as follows:		
	2022	2021
	£'000	£'000
Accelerated capital allowances	502	502
Tax losses carried forward	-	-
	<hr/>	<hr/>
	502	502

Complete Care Holdings Limited

Notes forming part of the financial statements
for the year ended 31 March 2022 (*continued*)

14 Provisions for liabilities

	Dilapidations £'000
At 1 April 2021	-
Additional provisions during the year	303
	<hr/>
At 31 March 2022	303
	<hr/>

Dilapidation provisions

Provision for dilapidations represents the estimated cost of repairs required under all current property rentals prior to the end of the lease term.

Onerous lease provisions

Provision for onerous leases relates to unoccupied properties held by the Group under operating leases. The provision recognised represents the lease cost of exiting the contract offset by any benefits expected to be received.

15 Called up share capital

	2022 £	2021 £
<i>Allotted, called up and fully paid:</i>		
375,000 ordinary shares of £0.0001 each	38	38
460,296 preference shares of £0.0001 each	46	46
	<hr/>	<hr/>
	84	84
	<hr/>	<hr/>

16 Capital commitments and contingent liabilities

There are no material capital commitments (2021: £nil).

The borrowings of C&C Topco Limited are secured on the assets of the Company and guaranteed by fellow members of the Group. At 31 March 2022, Group borrowings subject to the guarantee amounted to £218.2m (2021: £181.9m).

Complete Care Holdings Limited

Notes forming part of the financial statements
for the year ended 31 March 2022 (continued)

17 Commitments under operating leases

The Company had minimum lease payments under non-cancellable operating leases as set out below:

	2022 £'000	2021 £'000
Not later than 1 year	69	56
Later than 1 year and not later than 5 years	144	118
	<u>213</u>	<u>174</u>

18 Related party transactions

The Company is included within the consolidated financial statements of C&C Topco Limited, which are publicly available. Consequently, the Company has taken advantage of the exemption under FRS 102 'Related Party Disclosures' from disclosing related party transactions with C&C Topco Limited or other wholly owned subsidiaries which are part of the Group.

19 Ultimate controlling party

The Company is subsidiary of City and County Healthcare Group Limited, a company incorporated in England and Wales.

The only group in which the results of Complete Care Holdings Limited are consolidated is that headed by C&C Topco Limited, a company incorporated in England and Wales. Consolidated financial statements are available to the public and may be obtained from Companies House.

At 31 March 2022, the majority of the equity shareholding of C&C Topco Limited were held by Summit Partners Growth Equity Fund X, a series of limited liability partnerships. Accordingly, the directors believe there is no ultimate controlling party.