

**GROUP STRATEGIC REPORT, REPORT OF THE DIRECTOR AND
CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022
FOR
ELEANOR HEALTH CARE GROUP LIMITED**

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FOR THE YEAR ENDED 31 MARCH 2022**

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ELEANOR HEALTH CARE GROUP LIMITED

**COMPANY INFORMATION
FOR THE YEAR ENDED 31 MARCH 2022**

DIRECTOR: M V Santhiapillai

REGISTERED OFFICE: Lee Gate House 1st Floor
Burnt Ash Road
London
SE12 8RG

REGISTERED NUMBER: 09734885 (England and Wales)

AUDITORS: Edwards Chartered Accountants
Statutory Auditor
409-411 Croydon Road
Beckenham
Kent
BR3 3PP

**GROUP STRATEGIC REPORT
FOR THE YEAR ENDED 31 MARCH 2022**

The director presents his strategic report of the company and the group for the year ended 31 March 2022.

REVIEW OF BUSINESS

The group successfully provides services in the health and social care sectors. The principal activities are home care (providing personal and domiciliary care), nursing agency, care homes, health and social care training, hospital logistics, patient care transport and consultancy to health care providers.

PRINCIPAL RISKS AND UNCERTAINTIES

The group's principal uncertainties are the challenging environment in the health and social care sector due to austerity cuts by the government, and the general squeeze on company margins.

RESULTS AND PERFORMANCE

The results of the group for the year show a profit on the ordinary activities before tax of £4,951,178. The shareholders' funds of the group total £21,302,969.

The performance of the group during the year has produced encouraging results. Eleanor Nursing and Social Care Limited continues to be the largest in the Care Group. Our home care and care home business has seen a significant improvement for this year despite the challenging environment in health and social care sector due to austerity cuts by the government.

BUSINESS ENVIRONMENT

Eleanor Care's main clients in Social Care is the local government and in health care is the NHS. Due to the austerity measures, both local government and NHS have been asked to make major savings reflecting in huge price reduction for the services we provide. Tougher regulations imposed by the Care quality commission also has led to increase in cost leading to a squeeze in the margins.

Due to the hard and difficult conditions in this sector many businesses have closed, however Eleanor has increased its market share in both health and social care during the year.

STRATEGY

The group's success is dependent on the service quality, pricing, and ongoing management of the costs - mainly the overheads. In the Care business, we have continued to consolidate our position. We believe it is important to retain a diversified portfolio of area in order to achieve maximum profitability through synergy in this highly competitive marketplace. In the Care and Logistics sector we have refocused the alignment of our products with our strong network which will allow us to enhance our market share and retention levels in this sector.

The group will continue to consolidate its position and concentrate its efforts on achieving maximum growth in its existing market segments and also hope to provide new services with more margins. We aim to improve efficiency in all areas of our operations with technology, innovation and creativity.

**GROUP STRATEGIC REPORT
FOR THE YEAR ENDED 31 MARCH 2022**

FUTURE DEVELOPMENTS

Although the growth of the UK economy strengthened in the year, risks to UK economic growth remain significant and future prospects may be influenced by developments in the euro zone. The economic environment will continue to evolve at a rapid pace over the next two to three years making a return to the relative stability and certainty that preceded the crisis unlikely, at least in the short term. Interest rates are predicted to remain low in the short to medium term.

In addition, we are expecting there will be continuing growth in the Care Industry and also the potential for an increase in use frequency on certain lines of business. We plan to actively review our Home Care to seek to ensure profitability is maintained in difficult market conditions. This includes gaining a better understanding and efficiency in recruitment of our care staff.

We will continue to win new contracts in home care and logistics while going into new areas such as supported living, out-reach and day centres. We will also continue to invest in care homes. Fresh energy will be applied in nursing and training to develop the potential in the sectors.

We will continue to develop our relationships with customers, generating new business where possible and increasing retention levels while navigating the pressure on our Service users. The level of profitability in the coming year will depend on our cost management, entering new profitable sectors using our brand name and careful acquisition.

ON BEHALF OF THE BOARD:

A handwritten signature in black ink, appearing to read 'M. Santhiapillai', with a stylized flourish at the end.

M V Santhiapillai - Director

4 November 2022

**REPORT OF THE DIRECTOR
FOR THE YEAR ENDED 31 MARCH 2022**

The director presents his report with the financial statements of the company and the group for the year ended 31 March 2022.

DIVIDENDS

The total distribution of dividends for the year ended 31 March 2022 is £180,000.

DIRECTOR

M V Santhiapillai held office during the whole of the period from 1 April 2021 to the date of this report.

POLITICAL DONATIONS AND EXPENDITURE

During the year, the group made charitable donations of £4,200.

STATEMENT OF DIRECTOR'S RESPONSIBILITIES

The director is responsible for preparing the Group Strategic Report, the Report of the Director and the financial statements in accordance with applicable law and regulations.

Company law requires the director to prepare financial statements for each financial year. Under that law the director has elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the director must not approve the financial statements unless he is satisfied that they give a true and fair view of the state of affairs of the company and the group and of the profit or loss of the group for that period. In preparing these financial statements, the director is required to:

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

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

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

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

AUDITORS

The auditors, Edwards Chartered Accountants, will be proposed for re-appointment at the forthcoming Annual General Meeting.

ON BEHALF OF THE BOARD:



M V Santhiapillai - Director

4 November 2022

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF ELEANOR HEALTH CARE GROUP LIMITED

Opinion

We have audited the financial statements of Eleanor Health Care Group Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the Consolidated Income Statement, Consolidated Other Comprehensive Income, Consolidated Balance Sheet, Company Balance Sheet, Consolidated Statement of Changes in Equity, Company Statement of Changes in Equity, Consolidated Cash Flow Statement and Notes to the Consolidated Cash Flow Statement, Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent company affairs as at 31 March 2022 and of the group's 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 group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the director's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and the parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the director with respect to going concern are described in the relevant sections of this report.

Other information

The director is responsible for the other information. The other information comprises the information in the Group Strategic Report and the Report of the Director, but does not include the financial statements and our Report of the Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

Opinions on other matters prescribed by the Companies Act 2006

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

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

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF ELEANOR HEALTH CARE GROUP LIMITED

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Group Strategic Report or the Report of the Director.

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

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

Responsibilities of director

As explained more fully in the Statement of Director's Responsibilities set out on page four, the director is 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 director determines 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 director is responsible for assessing the group's and the parent 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 director either intends to liquidate the group or the parent company or to cease operations, or has no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- considering which laws and regulations are identified as being of significance in the context of the entity;
- a review of the understanding of the legal and regulatory framework applicable to the entity and how the entity is complying with that framework;
- an assessment of the susceptibility of the entity's financial statements to material misstatement, including how fraud might occur.

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

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
ELEANOR HEALTH CARE GROUP LIMITED**

Use of our report

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



John Duggan (Senior Statutory Auditor)
for and on behalf of Edwards Chartered Accountants
Statutory Auditor
409-411 Croydon Road
Beckenham
Kent
BR3 3PP

4 November 2022

**CONSOLIDATED
INCOME STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022**

	Notes	2022 £	2021 £
TURNOVER		43,058,427	39,430,523
Cost of sales		<u>22,773,186</u>	<u>21,418,852</u>
GROSS PROFIT		20,285,241	18,011,671
Administrative expenses		<u>14,855,327</u>	<u>12,305,999</u>
		5,429,914	5,705,672
Other operating income		<u>200</u>	<u>1,400</u>
OPERATING PROFIT	4	5,430,114	5,707,072
Interest receivable and similar income		<u>1,648</u>	<u>460</u>
		5,431,762	5,707,532
Interest payable and similar expenses	5	<u>480,584</u>	<u>234,800</u>
PROFIT BEFORE TAXATION		4,951,178	5,472,732
Tax on profit	6	<u>1,139,583</u>	<u>1,034,397</u>
PROFIT FOR THE FINANCIAL YEAR		3,811,595	4,438,335
Profit attributable to: Owners of the parent		<u>3,811,595</u>	<u>4,438,335</u>

The notes form part of these financial statements

**CONSOLIDATED
OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2022**

Notes	2022 £	2021 £
PROFIT FOR THE YEAR	3,811,595	4,438,335
OTHER COMPREHENSIVE INCOME		
Revaluation of freehold property	550,190	-
Income tax relating to other comprehensive income	-	-
	<hr/>	<hr/>
OTHER COMPREHENSIVE INCOME FOR THE YEAR, NET OF INCOME TAX	550,190	-
	<hr/>	<hr/>
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	4,361,785	4,438,335
	<hr/> <hr/>	<hr/> <hr/>
Total comprehensive income attributable to: Owners of the parent	4,361,785	4,438,335
	<hr/> <hr/>	<hr/> <hr/>

The notes form part of these financial statements

CONSOLIDATED BALANCE SHEET
31 MARCH 2022

	Notes	2022 £	2021 £
FIXED ASSETS			
Intangible assets	9	3,734,836	224,591
Tangible assets	10	16,897,520	8,941,416
Investments	11	9,030,949	7,475,965
		<u>29,663,305</u>	<u>16,641,972</u>
CURRENT ASSETS			
Stocks	12	8,500	-
Debtors	13	12,326,778	12,011,399
Cash at bank and in hand		4,113,428	6,960,725
		<u>16,448,706</u>	<u>18,972,124</u>
CREDITORS			
Amounts falling due within one year	14	6,639,433	5,518,653
NET CURRENT ASSETS		<u>9,809,273</u>	<u>13,453,471</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>39,472,578</u>	<u>30,095,443</u>
CREDITORS			
Amounts falling due after more than one year	15	(17,892,488)	(12,909,876)
PROVISIONS FOR LIABILITIES	18	(277,121)	(64,383)
NET ASSETS		<u>21,302,969</u>	<u>17,121,184</u>
CAPITAL AND RESERVES			
Called up share capital	19	10,002	10,002
Share premium	20	100,000	100,000
Revaluation reserve	20	1,078,440	528,250
Retained earnings	20	20,114,527	16,482,932
SHAREHOLDERS' FUNDS		<u>21,302,969</u>	<u>17,121,184</u>

The financial statements were approved by the director and authorised for issue on 4 November 2022 and were signed by:



M V Santhiapillai - Director

COMPANY BALANCE SHEET
31 MARCH 2022

	Notes	2022 £	2021 £
FIXED ASSETS			
Intangible assets	9	-	-
Tangible assets	10	-	-
Investments	11	5,666,327	10,937,559
		<u>5,666,327</u>	<u>10,937,559</u>
CURRENT ASSETS			
Debtors	13	43,544	53,574
Cash at bank		111,943	8,472
		<u>155,487</u>	<u>62,046</u>
CREDITORS			
Amounts falling due within one year	14	1,135,737	5,741,963
NET CURRENT LIABILITIES		<u>(980,250)</u>	<u>(5,679,917)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>4,686,077</u>	<u>5,257,642</u>
CREDITORS			
Amounts falling due after more than one year	15	3,666,667	4,333,333
NET ASSETS		<u>1,019,410</u>	<u>924,309</u>
CAPITAL AND RESERVES			
Called up share capital	19	10,002	10,002
Retained earnings	20	1,009,408	914,307
SHAREHOLDERS' FUNDS		<u>1,019,410</u>	<u>924,309</u>
Company's profit for the financial year		<u>275,101</u>	<u>1,094,307</u>

The financial statements were approved by the director and authorised for issue on 4 November 2022 and were signed by:



M V Santhipillai - Director

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 MARCH 2022**

	Called up share capital £	Retained earnings £	Share premium £	Revaluation reserve £	Total equity £
Balance at 1 April 2020	10,002	12,224,597	100,000	528,250	12,862,849
Changes in equity					
Dividends	-	(180,000)	-	-	(180,000)
Total comprehensive income	-	4,438,335	-	-	4,438,335
Balance at 31 March 2021	<u>10,002</u>	<u>16,482,932</u>	<u>100,000</u>	<u>528,250</u>	<u>17,121,184</u>
Changes in equity					
Dividends	-	(180,000)	-	-	(180,000)
Total comprehensive income	-	3,811,595	-	550,190	4,361,785
Balance at 31 March 2022	<u>10,002</u>	<u>20,114,527</u>	<u>100,000</u>	<u>1,078,440</u>	<u>21,302,969</u>

The notes form part of these financial statements

COMPANY STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 MARCH 2022

	Called up share capital £	Retained earnings £	Total equity £
Balance at 1 April 2020	10,002	-	10,002
Changes in equity			
Dividends	-	(180,000)	(180,000)
Total comprehensive income	-	1,094,307	1,094,307
Balance at 31 March 2021	<u>10,002</u>	<u>914,307</u>	<u>924,309</u>
Changes in equity			
Dividends	-	(180,000)	(180,000)
Total comprehensive income	-	275,101	275,101
Balance at 31 March 2022	<u>10,002</u>	<u>1,009,408</u>	<u>1,019,410</u>

The notes form part of these financial statements

**CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022**

	Notes	2022 £	2021 £
Cash flows from operating activities			
Cash generated from operations	1	6,798,472	6,868,869
Interest paid		(480,584)	(234,795)
Interest element of hire purchase or finance lease rental payments paid		-	(5)
Tax paid		(912,905)	(975,503)
Net cash from operating activities		<u>5,404,983</u>	<u>5,658,566</u>
Cash flows from investing activities			
Purchase of intangible fixed assets		(3,957,324)	-
Purchase of tangible fixed assets		(8,592,475)	(3,164,952)
Purchase of fixed asset investments		(1,554,984)	(3,928,275)
Sale of tangible fixed assets		-	1,636
Interest received		1,648	460
Net cash from investing activities		<u>(14,103,135)</u>	<u>(7,091,131)</u>
Cash flows from financing activities			
New loans in year		6,030,855	7,722,947
Capital repayments in year		-	(532)
Equity dividends paid		(180,000)	(180,000)
Net cash from financing activities		<u>5,850,855</u>	<u>7,542,415</u>
(Decrease)/increase in cash and cash equivalents		<u>(2,847,297)</u>	<u>6,109,850</u>
Cash and cash equivalents at beginning of year	2	<u>6,960,725</u>	<u>850,875</u>
Cash and cash equivalents at end of year	2	<u><u>4,113,428</u></u>	<u><u>6,960,725</u></u>

The notes form part of these financial statements

**NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022**

1. RECONCILIATION OF PROFIT BEFORE TAXATION TO CASH GENERATED FROM OPERATIONS

	2022 £	2021 £
Profit before taxation	4,951,178	5,472,732
Depreciation charges	1,083,450	406,750
Profit on disposal of fixed assets	-	(234)
Finance costs	480,584	234,800
Finance income	(1,648)	(460)
	<u>6,513,564</u>	<u>6,113,588</u>
Increase in stocks	(8,500)	-
(Increase)/decrease in trade and other debtors	(335,844)	166,871
Increase in trade and other creditors	<u>629,252</u>	<u>588,410</u>
Cash generated from operations	<u><u>6,798,472</u></u>	<u><u>6,868,869</u></u>

2. CASH AND CASH EQUIVALENTS

The amounts disclosed on the Cash Flow Statement in respect of cash and cash equivalents are in respect of these Balance Sheet amounts:

Year ended 31 March 2022

	31.3.22 £	1.4.21 £
Cash and cash equivalents	<u>4,113,428</u>	<u>6,960,725</u>

Year ended 31 March 2021

	31.3.21 £	1.4.20 £
Cash and cash equivalents	<u>6,960,725</u>	<u>850,875</u>

3. ANALYSIS OF CHANGES IN NET DEBT

	At 1.4.21 £	Cash flow £	At 31.3.22 £
Net cash			
Cash at bank and in hand	6,960,725	(2,847,297)	4,113,428
	<u>6,960,725</u>	<u>(2,847,297)</u>	<u>4,113,428</u>
Debt			
Debts falling due within 1 year	(1,275,290)	(374,091)	(1,649,381)
Debts falling due after 1 year	(12,909,876)	(4,982,612)	(17,892,488)
	<u>(14,185,166)</u>	<u>(5,356,703)</u>	<u>(19,541,869)</u>
Total	<u><u>(7,224,441)</u></u>	<u><u>(8,204,000)</u></u>	<u><u>(15,428,441)</u></u>

The notes form part of these financial statements

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

1. STATUTORY INFORMATION

Eleanor Health Care Group Limited is a private company, limited by shares, registered in England and Wales. The company's registered number and registered office address can be found on the General Information page.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

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

Turnover

Turnover is measured at the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes.

Goodwill

Goodwill, being the amount paid in connection with the acquisition of a business in 2012, is being amortised evenly over its estimated useful life of five years.

Intangible assets

Intangible assets are initially measured at cost. After initial recognition, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	- 2% on cost and in accordance with the property
Long leasehold	- in accordance with the property
Plant and machinery	- 25% on cost
Fixtures and fittings	- 25% on cost
Motor vehicles	- 25% on cost
Computer equipment	- 25% on cost

Investments in subsidiaries

Investments in subsidiary undertakings are recognised at cost.

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

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

Current or deferred taxation assets and liabilities are not discounted.

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

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

2. ACCOUNTING POLICIES - continued**Deferred tax**

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

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

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

Hire purchase and leasing commitments

Assets obtained under hire purchase contracts or finance leases are capitalised in the balance sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is the shorter.

The interest element of these obligations is charged to profit or loss over the relevant period. The capital element of the future payments is treated as a liability.

Rentals paid under operating leases are charged to profit or loss on a straight line basis over the period of the lease.

Pension costs and other post-retirement benefits

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

3. EMPLOYEES AND DIRECTORS

	2022	2021
	£	£
Wages and salaries	27,227,610	24,604,682
Social security costs	2,057,498	1,693,317
Other pension costs	467,018	441,601
	<u>29,752,126</u>	<u>26,739,600</u>

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

	2022	2021
Direct and administrative	<u>1,312</u>	<u>1,170</u>
Director's remuneration	<u>120,000</u>	<u>135,733</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

4. OPERATING PROFIT

The operating profit is stated after charging/(crediting):

	2022	2021
	£	£
Hire of plant and machinery	19,094	15,588
Equipment hire	368,632	266,782
Depreciation - owned assets	636,371	357,751
Profit on disposal of fixed assets	-	(234)
Goodwill amortisation	447,079	49,001
Auditor's remuneration	32,700	27,432
	<u> </u>	<u> </u>

5. INTEREST PAYABLE AND SIMILAR EXPENSES

	2022	2021
	£	£
Bank interest	477,730	228,615
Other interest	2,854	6,180
Hire purchase	-	5
	<u> </u>	<u> </u>
	<u>480,584</u>	<u>234,800</u>

6. TAXATION**Analysis of the tax charge**

The tax charge on the profit for the year was as follows:

	2022	2021
	£	£
Current tax:		
UK corporation tax	1,050,807	1,071,635
Deferred tax	88,776	(37,238)
	<u> </u>	<u> </u>
Tax on profit	<u>1,139,583</u>	<u>1,034,397</u>

Tax effects relating to effects of other comprehensive income

	2022	
	Gross	Net
	£	£
Revaluation of freehold property	550,190	550,190
	<u> </u>	<u> </u>

7. INDIVIDUAL INCOME STATEMENT

As permitted by Section 408 of the Companies Act 2006, the Income Statement of the parent company is not presented as part of these financial statements.

8. DIVIDENDS

	2022	2021
	£	£
Ordinary shares of £1 each		
Final	180,000	180,000
	<u> </u>	<u> </u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

9. INTANGIBLE FIXED ASSETS**Group**

	Goodwill £
COST	
At 1 April 2021	940,009
Additions	3,957,324
	<hr/>
At 31 March 2022	4,897,333
	<hr/>
AMORTISATION	
At 1 April 2021	715,418
Amortisation for year	447,079
	<hr/>
At 31 March 2022	1,162,497
	<hr/>
NET BOOK VALUE	
At 31 March 2022	3,734,836
	<hr/> <hr/>
At 31 March 2021	224,591
	<hr/> <hr/>

10. TANGIBLE FIXED ASSETS**Group**

	Freehold property £	Long leasehold £	Plant and machinery £
COST			
At 1 April 2021	9,725,969	16,022	23,717
Additions	7,268,744	450,005	2,082
Disposals	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 March 2022	16,994,713	466,027	25,799
	<hr/>	<hr/>	<hr/>
DEPRECIATION			
At 1 April 2021	1,204,223	16,022	16,587
Charge for year	235,918	22,505	4,208
Eliminated on disposal	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 March 2022	1,440,141	38,527	20,795
	<hr/>	<hr/>	<hr/>
NET BOOK VALUE			
At 31 March 2022	15,554,572	427,500	5,004
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
At 31 March 2021	8,521,746	-	7,130
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

10. TANGIBLE FIXED ASSETS - continued**Group**

	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
COST				
At 1 April 2021	1,576,633	116,474	272,602	11,731,417
Additions	748,674	66,608	56,362	8,592,475
Disposals	(121,471)	-	(130,342)	(251,813)
At 31 March 2022	<u>2,203,836</u>	<u>183,082</u>	<u>198,622</u>	<u>20,072,079</u>
DEPRECIATION				
At 1 April 2021	1,272,238	78,302	202,629	2,790,001
Charge for year	310,458	24,131	39,151	636,371
Eliminated on disposal	(121,471)	-	(130,342)	(251,813)
At 31 March 2022	<u>1,461,225</u>	<u>102,433</u>	<u>111,438</u>	<u>3,174,559</u>
NET BOOK VALUE				
At 31 March 2022	<u>742,611</u>	<u>80,649</u>	<u>87,184</u>	<u>16,897,520</u>
At 31 March 2021	<u>304,395</u>	<u>38,172</u>	<u>69,973</u>	<u>8,941,416</u>

11. FIXED ASSET INVESTMENTS**Group**

	Shares in group undertakings £
COST	
At 1 April 2021	7,475,965
Additions	1,554,984
At 31 March 2022	<u>9,030,949</u>
NET BOOK VALUE	
At 31 March 2022	<u>9,030,949</u>
At 31 March 2021	<u>7,475,965</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

11. FIXED ASSET INVESTMENTS - continued**Company**

	Shares in group undertakings £
COST	
At 1 April 2021	10,937,559
Disposals	(5,271,232)
	<hr/>
At 31 March 2022	5,666,327
	<hr/>
NET BOOK VALUE	
At 31 March 2022	5,666,327
	<hr/>
At 31 March 2021	10,937,559
	<hr/>

12. STOCKS

	Group	
	2022	2021
	£	£
Stocks	8,500	-
	<hr/>	<hr/>

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Trade debtors	3,379,859	3,667,670	-	-
Other debtors	8,468,794	8,057,710	43,544	53,574
Tax	-	20,465	-	-
Prepayments and accrued income	478,125	265,554	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
	12,326,778	12,011,399	43,544	53,574
	<hr/>	<hr/>	<hr/>	<hr/>

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Bank loans and overdrafts (see note 16)	1,649,381	1,275,290	666,667	666,667
Trade creditors	1,177,039	1,041,020	-	-
Amounts owed to group undertakings	-	-	168,996	5,074,096
Tax	1,145,562	1,028,125	-	-
Social security and other taxes	577,862	519,995	-	-
VAT	183,009	451,093	-	-
Other creditors	938,080	461,703	298,874	-
Accruals and deferred income	968,500	741,427	1,200	1,200
	<hr/>	<hr/>	<hr/>	<hr/>
	6,639,433	5,518,653	1,135,737	5,741,963
	<hr/>	<hr/>	<hr/>	<hr/>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Bank loans (see note 16)	<u>17,892,488</u>	<u>12,909,876</u>	<u>3,666,667</u>	<u>4,333,333</u>

16. LOANS

An analysis of the maturity of loans is given below:

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Amounts falling due within one year or on demand:				
Bank loans	<u>1,649,381</u>	<u>1,275,290</u>	<u>666,667</u>	<u>666,667</u>
Amounts falling due in more than five years:				
Repayable by instalments				
Bank loans	<u>17,892,488</u>	<u>12,909,876</u>	<u>3,666,667</u>	<u>4,333,333</u>

17. LEASING AGREEMENTS

Minimum lease payments fall due as follows:

Group		Non-cancellable operating leases	
		2022	2021
		£	£
Within one year		-	20,000
Between one and five years		<u>96,957</u>	<u>72,667</u>
		<u>96,957</u>	<u>92,667</u>

18. PROVISIONS FOR LIABILITIES

	Group	
	2022	2021
	£	£
Deferred tax	<u>277,121</u>	<u>64,383</u>

Group		Deferred tax
		£
Balance at 1 April 2021		64,383
Charge to Income Statement during year		88,776
On acquisition of subsidiaries		<u>123,962</u>
Balance at 31 March 2022		<u>277,121</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

19. CALLED UP SHARE CAPITAL

Allotted, issued and fully paid:

Number:	Class:	Nominal value:	2022 £	2021 £
10,002	Ordinary	£1	<u>10,002</u>	<u>10,002</u>

20. RESERVES

Group

	Retained earnings £	Share premium £	Revaluation reserve £	Totals £
At 1 April 2021	16,482,932	100,000	528,250	17,111,182
Profit for the year	3,811,595			3,811,595
Dividends	(180,000)			(180,000)
Arising in the year	-	-	550,190	550,190
At 31 March 2022	<u>20,114,527</u>	<u>100,000</u>	<u>1,078,440</u>	<u>21,292,967</u>

Company

	Retained earnings £
At 1 April 2021	914,307
Profit for the year	275,101
Dividends	(180,000)
At 31 March 2022	<u>1,009,408</u>

21. TRANSACTIONS WITH DIRECTORS

The following advances and credits to a director subsisted during the years ended 31 March 2022 and 31 March 2021:

	2022 £	2021 £
M V Santhiapillai		
Balance outstanding at start of year	(5,081)	(152,619)
Amounts advanced	5,081	147,538
Amounts repaid	-	-
Amounts written off	-	-
Amounts waived	-	-
Balance outstanding at end of year	<u>-</u>	<u>(5,081)</u>

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022**

21. TRANSACTIONS WITH DIRECTORS - continued

During the year, the group voted dividends of £180,000 to the director.

At the balance sheet date, the group was owed the following amounts from entities under the control of the director:

£603,600 by Santhiapillai Investments Limited

£6,583,227 by Eleanor Healthcare Holdings Limited

£500,300 by Eleanor Properties LLP

22. ULTIMATE CONTROLLING PARTY

The ultimate controlling party is M V Santhiapillai.