

**GROUP STRATEGIC REPORT, REPORT OF THE DIRECTOR AND  
CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021  
FOR  
ELEANOR HEALTH CARE GROUP LIMITED**



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FOR THE YEAR ENDED 31 MARCH 2021**

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**ELEANOR HEALTH CARE GROUP LIMITED**

**COMPANY INFORMATION  
FOR THE YEAR ENDED 31 MARCH 2021**

**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 2021**

The director presents his strategic report of the company and the group for the year ended 31 March 2021.

**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 £5,472,732. The shareholders' funds of the group total £17,121,184.

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 2021**

**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. V. Santhiapillai', written over a horizontal line.

M V Santhiapillai - Director

22 December 2021

**REPORT OF THE DIRECTOR  
FOR THE YEAR ENDED 31 MARCH 2021**

The director presents his report with the financial statements of the company and the group for the year ended 31 March 2021.

**DIVIDENDS**

The total distribution of dividends for the year ended 31 March 2021 is £180,000.

**DIRECTOR**

M V Santhiapillai held office during the whole of the period from 1 April 2020 to the date of this report.

**POLITICAL DONATIONS AND EXPENDITURE**

During the year, the group made charitable donations of £1,045.

**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

22 December 2021

## **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 2021 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 2021 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.

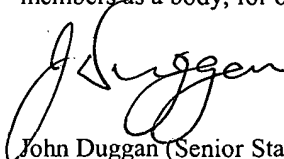
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Auditors.



**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

22 December 2021

**CONSOLIDATED  
INCOME STATEMENT  
FOR THE YEAR ENDED 31 MARCH 2021**

	Notes	2021 £	2020 £
<b>TURNOVER</b>		<b>39,430,523</b>	<b>27,906,821</b>
Cost of sales		<u>21,418,852</u>	<u>15,061,757</u>
<b>GROSS PROFIT</b>		<b>18,011,671</b>	<b>12,845,064</b>
Administrative expenses		<u>12,305,999</u>	<u>10,358,239</u>
		<b>5,705,672</b>	<b>2,486,825</b>
Other operating income		<u>1,400</u>	<u>18,000</u>
<b>OPERATING PROFIT</b>	4	<b>5,707,072</b>	<b>2,504,825</b>
Interest receivable and similar income		<u>460</u>	<u>20</u>
		<b>5,707,532</b>	<b>2,504,845</b>
Interest payable and similar expenses	5	<u>234,800</u>	<u>239,322</u>
<b>PROFIT BEFORE TAXATION</b>		<b>5,472,732</b>	<b>2,265,523</b>
Tax on profit	6	<u>1,034,397</u>	<u>458,652</u>
<b>PROFIT FOR THE FINANCIAL YEAR</b>		<b>4,438,335</b>	<b>1,806,871</b>
Profit attributable to: Owners of the parent		<u><u>4,438,335</u></u>	<u><u>1,806,871</u></u>

**ELEANOR HEALTH CARE GROUP LIMITED (REGISTERED NUMBER: 09734885)**

**CONSOLIDATED  
OTHER COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 31 MARCH 2021**

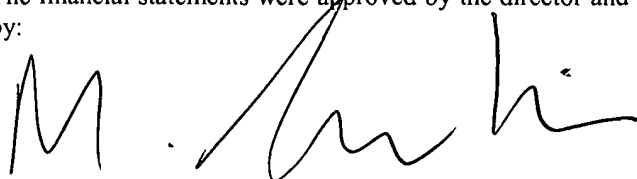
	Notes	2021 £	2020 £
<b>PROFIT FOR THE YEAR</b>		<b>4,438,335</b>	<b>1,806,871</b>
<b>OTHER COMPREHENSIVE INCOME</b>		<b>-</b>	<b>-</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>		<b><u>4,438,335</u></b>	<b><u>1,806,871</u></b>
Total comprehensive income attributable to: Owners of the parent		<b><u>4,438,335</u></b>	<b><u>1,806,871</u></b>

The notes form part of these financial statements

**CONSOLIDATED BALANCE SHEET**  
**31 MARCH 2021**

	Notes	2021 £	2020 £
<b>FIXED ASSETS</b>			
Intangible assets	9	224,591	273,592
Tangible assets	10	8,941,416	6,472,724
Investments	11	7,475,965	3,547,690
		<u>16,641,972</u>	<u>10,294,006</u>
<b>CURRENT ASSETS</b>			
Debtors	12	12,011,399	12,158,789
Cash at bank and in hand		6,960,725	850,875
		<u>18,972,124</u>	<u>13,009,664</u>
<b>CREDITORS</b>			
Amounts falling due within one year	13	5,518,653	4,050,134
<b>NET CURRENT ASSETS</b>		<u>13,453,471</u>	<u>8,959,530</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>30,095,443</u>	<u>19,253,536</u>
<b>CREDITORS</b>			
Amounts falling due after more than one year	14	(12,909,876)	(6,329,391)
<b>PROVISIONS FOR LIABILITIES</b>	17	(64,383)	(61,296)
<b>NET ASSETS</b>		<u><u>17,121,184</u></u>	<u><u>12,862,849</u></u>
<b>CAPITAL AND RESERVES</b>			
Called up share capital	18	10,002	10,002
Share premium	19	100,000	100,000
Revaluation reserve	19	528,250	528,250
Retained earnings	19	16,482,932	12,224,597
<b>SHAREHOLDERS' FUNDS</b>		<u><u>17,121,184</u></u>	<u><u>12,862,849</u></u>

The financial statements were approved by the director and authorised for issue on 22 December 2021 and were signed by:

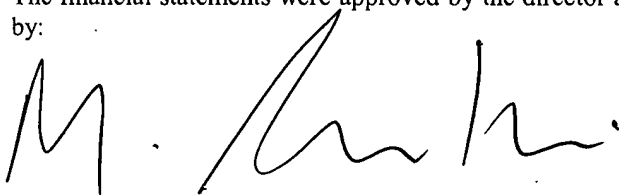


M V Santhiapillai - Director

**COMPANY BALANCE SHEET**  
**31 MARCH 2021**

	Notes	2021 £	2020 £
<b>FIXED ASSETS</b>			
Intangible assets	9	-	-
Tangible assets	10	-	-
Investments	11	10,937,559	6,016,964
		<u>10,937,559</u>	<u>6,016,964</u>
<b>CURRENT ASSETS</b>			
Debtors	12	53,574	10,002
Cash at bank		8,472	-
		<u>62,046</u>	<u>10,002</u>
<b>CREDITORS</b>			
Amounts falling due within one year	13	5,741,963	6,016,964
<b>NET CURRENT LIABILITIES</b>		<u>(5,679,917)</u>	<u>(6,006,962)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>5,257,642</u>	<u>10,002</u>
<b>CREDITORS</b>			
Amounts falling due after more than one year	14	4,333,333	-
<b>NET ASSETS</b>		<u>924,309</u>	<u>10,002</u>
<b>CAPITAL AND RESERVES</b>			
Called up share capital	18	10,002	10,002
Retained earnings	19	914,307	-
<b>SHAREHOLDERS' FUNDS</b>		<u>924,309</u>	<u>10,002</u>
Company's profit for the financial year		<u>1,094,307</u>	<u>180,000</u>

The financial statements were approved by the director and authorised for issue on 22 December 2021 and were signed by:



M V Santhiapillai - Director

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 MARCH 2021**

	<b>Called up share capital £</b>	<b>Retained earnings £</b>	<b>Share premium £</b>	<b>Revaluation reserve £</b>	<b>Total equity £</b>
<b>Balance at 1 April 2019</b>	10,002	10,597,726	100,000	528,250	11,235,978
<b>Changes in equity</b>					
Dividends	-	(180,000)	-	-	(180,000)
Total comprehensive income	-	1,806,871	-	-	1,806,871
<b>Balance at 31 March 2020</b>	<u>10,002</u>	<u>12,224,597</u>	<u>100,000</u>	<u>528,250</u>	<u>12,862,849</u>
<b>Changes in equity</b>					
Dividends	-	(180,000)	-	-	(180,000)
Total comprehensive income	-	4,438,335	-	-	4,438,335
<b>Balance at 31 March 2021</b>	<u>10,002</u>	<u>16,482,932</u>	<u>100,000</u>	<u>528,250</u>	<u>17,121,184</u>

The notes form part of these financial statements

COMPANY STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 MARCH 2021

	Called up share capital £	Retained earnings £	Total equity £
<b>Balance at 1 April 2019</b>	10,002	-	10,002
<b>Changes in equity</b>			
Dividends	-	(180,000)	(180,000)
Total comprehensive income	-	180,000	180,000
<b>Balance at 31 March 2020</b>	<u>10,002</u>	<u>-</u>	<u>10,002</u>
<b>Changes in equity</b>			
Dividends	-	(180,000)	(180,000)
Total comprehensive income	-	1,094,307	1,094,307
<b>Balance at 31 March 2021</b>	<u>10,002</u>	<u>914,307</u>	<u>924,309</u>

The notes form part of these financial statements

**CONSOLIDATED CASH FLOW STATEMENT  
FOR THE YEAR ENDED 31 MARCH 2021**

	Notes	2021 £	2020 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	6,868,869	(680,172)
Interest paid		(234,795)	(239,177)
Interest element of hire purchase payments paid		(5)	(145)
Tax paid		(975,503)	7,873
Net cash from operating activities		<u>5,658,566</u>	<u>(911,621)</u>
<b>Cash flows from investing activities</b>			
Purchase of intangible fixed assets		-	(490,009)
Purchase of tangible fixed assets		(3,164,952)	(3,563,806)
Purchase of fixed asset investments		(3,928,275)	(490,744)
Sale of tangible fixed assets		1,636	8,411
Sale of fixed asset investments		-	2,108,911
Interest received		460	20
Net cash from investing activities		<u>(7,091,131)</u>	<u>(2,427,217)</u>
<b>Cash flows from financing activities</b>			
New loans in year		7,722,947	3,032,844
Capital repayments in year		(532)	(3,104)
Equity dividends paid		(180,000)	(180,000)
Net cash from financing activities		<u>7,542,415</u>	<u>2,849,740</u>
<b>Increase/(decrease) in cash and cash equivalents</b>		<u>6,109,850</u>	<u>(489,098)</u>
<b>Cash and cash equivalents at beginning of year</b>	2	850,875	1,339,973
<b>Cash and cash equivalents at end of year</b>	2	<u><u>6,960,725</u></u>	<u><u>850,875</u></u>

The notes form part of these financial statements



**NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT  
FOR THE YEAR ENDED 31 MARCH 2021**

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

	2021 £	2020 £
Profit before taxation	5,472,732	2,265,523
Depreciation charges	406,750	329,002
Profit on disposal of fixed assets	(234)	(609)
Finance costs	234,800	239,322
Finance income	(460)	(20)
	<u>6,113,588</u>	<u>2,833,218</u>
Decrease/(increase) in trade and other debtors	166,871	(4,371,808)
Increase in trade and other creditors	588,410	858,418
	<u>6,868,869</u>	<u>(680,172)</u>
<b>Cash generated from operations</b>	<u><u>6,868,869</u></u>	<u><u>(680,172)</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 2021**

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

**Year ended 31 March 2020**

	31.3.20 £	1.4.19 £
Cash and cash equivalents	<u>850,875</u>	<u>1,339,973</u>

**3. ANALYSIS OF CHANGES IN NET DEBT**

	At 1.4.20 £	Cash flow £	At 31.3.21 £
<b>Net cash</b>			
Cash at bank and in hand	<u>850,875</u>	<u>6,109,850</u>	<u>6,960,725</u>
	<u>850,875</u>	<u>6,109,850</u>	<u>6,960,725</u>
<b>Debt</b>			
Finance leases	(532)	532	-
Debts falling due within 1 year	(510,262)	(765,028)	(1,275,290)
Debts falling due after 1 year	(6,329,391)	(6,580,485)	(12,909,876)
	<u>(6,840,185)</u>	<u>(7,344,981)</u>	<u>(14,185,166)</u>
<b>Total</b>	<u><u>(5,989,310)</u></u>	<u><u>(1,235,131)</u></u>	<u><u>(7,224,441)</u></u>

The notes form part of these financial statements

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021

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 or, if held under a finance lease, over the lease term, whichever is the shorter.

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.

**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.

**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.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**2. ACCOUNTING POLICIES - continued****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**

	2021 £	2020 £
Wages and salaries	24,604,682	19,206,704
Social security costs	1,693,317	1,483,904
Other pension costs	441,601	339,668
	<u>26,739,600</u>	<u>21,030,276</u>

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

	2021	2020
Direct and administrative	<u>1,170</u>	<u>1,029</u>

	2021 £	2020 £
Director's remuneration	<u>135,733</u>	<u>100,000</u>

**4. OPERATING PROFIT**

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

	2021 £	2020 £
Hire of plant and machinery	15,588	13,583
Equipment hire	266,782	285,614
Depreciation - owned assets	357,751	283,514
Depreciation - assets on hire purchase contracts	-	571
Profit on disposal of fixed assets	(234)	(609)
Goodwill amortisation	49,001	44,917
Auditor's remuneration	<u>27,432</u>	<u>15,640</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2021

5. INTEREST PAYABLE AND SIMILAR EXPENSES

	2021	2020
	£	£
Bank interest	228,615	223,224
Other interest	6,180	15,953
Hire purchase	5	145
	<u>234,800</u>	<u>239,322</u>

6. TAXATION

**Analysis of the tax charge**

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

	2021	2020
	£	£
Current tax:		
UK corporation tax	1,071,635	441,929
Deferred tax	(37,238)	16,723
Tax on profit	<u>1,034,397</u>	<u>458,652</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

	2021	2020
	£	£
Ordinary shares of £1 each		
Final	<u>180,000</u>	<u>180,000</u>

9. INTANGIBLE FIXED ASSETS

**Group**

	Goodwill
	£
<b>COST</b>	
At 1 April 2020	
and 31 March 2021	<u>940,009</u>
<b>AMORTISATION</b>	
At 1 April 2020	666,417
Amortisation for year	<u>49,001</u>
At 31 March 2021	<u>715,418</u>
<b>NET BOOK VALUE</b>	
At 31 March 2021	<u>224,591</u>
At 31 March 2020	<u>273,592</u>

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**10. TANGIBLE FIXED ASSETS**

<b>Group</b>	<b>Freehold property £</b>	<b>Long leasehold £</b>	<b>Plant and machinery £</b>
<b>COST</b>			
At 1 April 2020	6,796,025	16,022	18,727
Additions	2,929,944	-	4,990
Disposals	-	-	-
At 31 March 2021	9,725,969	16,022	23,717
<b>DEPRECIATION</b>			
At 1 April 2020	713,140	16,022	12,158
Charge for year	184,049	-	4,429
Eliminated on disposal	-	-	-
Reclassification/transfer	307,034	-	-
At 31 March 2021	1,204,223	16,022	16,587
<b>NET BOOK VALUE</b>			
At 31 March 2021	8,521,746	-	7,130
At 31 March 2020	6,082,885	-	6,569

	<b>Fixtures and fittings £</b>	<b>Motor vehicles £</b>	<b>Computer equipment £</b>	<b>Totals £</b>
<b>COST</b>				
At 1 April 2020	1,420,075	98,291	228,936	8,578,076
Additions	160,969	25,383	43,666	3,164,952
Disposals	(4,411)	(7,200)	-	(11,611)
At 31 March 2021	1,576,633	116,474	272,602	11,731,417
<b>DEPRECIATION</b>				
At 1 April 2020	1,119,715	62,678	181,639	2,105,352
Charge for year	128,013	20,270	20,990	357,751
Eliminated on disposal	(3,009)	(7,200)	-	(10,209)
Reclassification/transfer	27,519	2,554	-	337,107
At 31 March 2021	1,272,238	78,302	202,629	2,790,001
<b>NET BOOK VALUE</b>				
At 31 March 2021	304,395	38,172	69,973	8,941,416
At 31 March 2020	300,360	35,613	47,297	6,472,724

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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

Fixed assets, included in the above, which are held under hire purchase contracts are as follows:

	<b>Motor vehicles £</b>
<b>COST</b>	
At 1 April 2020	<b>14,600</b>
Transfer to ownership	<b>(14,600)</b>
	<hr/>
At 31 March 2021	-
	<hr/>
<b>DEPRECIATION</b>	
At 1 April 2020	<b>14,600</b>
Transfer to ownership	<b>(14,600)</b>
	<hr/>
At 31 March 2021	-
	<hr/>
<b>NET BOOK VALUE</b>	
At 31 March 2021	-
	<hr/> <hr/>
At 31 March 2020	-
	<hr/> <hr/>

**11. FIXED ASSET INVESTMENTS****Group**

	<b>Shares in group undertakings £</b>
<b>COST</b>	
At 1 April 2020	<b>3,547,690</b>
Additions	<b>3,928,275</b>
	<hr/>
At 31 March 2021	<b>7,475,965</b>
	<hr/>
<b>NET BOOK VALUE</b>	
At 31 March 2021	<b>7,475,965</b>
	<hr/> <hr/>
At 31 March 2020	<b>3,547,690</b>
	<hr/> <hr/>

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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

	<b>Shares in group undertakings £</b>
<b>COST</b>	
At 1 April 2020	<b>6,016,964</b>
Additions	<b>4,920,595</b>
	<hr/>
At 31 March 2021	<b>10,937,559</b>
	<hr/>
<b>NET BOOK VALUE</b>	
At 31 March 2021	<b>10,937,559</b>
	<hr/>
At 31 March 2020	<b>6,016,964</b>
	<hr/>

**12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>Group</b>		<b>Company</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade debtors	<b>3,667,670</b>	2,779,374	-	-
Other debtors	<b>8,057,710</b>	8,855,915	<b>53,574</b>	10,002
Tax	<b>20,465</b>	984	-	-
Prepayments and accrued income	<b>265,554</b>	522,516	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
	<b>12,011,399</b>	<b>12,158,789</b>	<b>53,574</b>	<b>10,002</b>
	<hr/>	<hr/>	<hr/>	<hr/>

**13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>Group</b>		<b>Company</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Bank loans and overdrafts (see note 15)	<b>1,275,290</b>	510,262	<b>666,667</b>	-
Hire purchase contracts (see note 16)	-	532	-	-
Trade creditors	<b>1,041,020</b>	884,120	-	-
Amounts owed to group undertakings	-	-	<b>5,074,096</b>	6,006,862
Tax	<b>1,028,125</b>	912,512	-	-
Social security and other taxes	<b>519,995</b>	773,929	-	-
VAT	<b>451,093</b>	109,784	-	-
Other creditors	<b>461,703</b>	490,797	-	10,102
Accruals and deferred income	<b>741,427</b>	368,198	<b>1,200</b>	-
	<hr/>	<hr/>	<hr/>	<hr/>
	<b>5,518,653</b>	<b>4,050,134</b>	<b>5,741,963</b>	<b>6,016,964</b>
	<hr/>	<hr/>	<hr/>	<hr/>

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**14. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	<b>Group</b>		<b>Company</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Bank loans (see note 15)	<u>12,909,876</u>	<u>6,329,391</u>	<u>4,333,333</u>	<u>-</u>

**15. LOANS**

An analysis of the maturity of loans is given below:

	<b>Group</b>		<b>Company</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Amounts falling due within one year or on demand:				
Bank loans	<u>1,275,290</u>	<u>510,262</u>	<u>666,667</u>	<u>-</u>
Amounts falling due in more than five years:				
Repayable by instalments				
Bank loans	<u>12,909,876</u>	<u>6,329,391</u>	<u>4,333,333</u>	<u>-</u>

**16. LEASING AGREEMENTS**

Minimum lease payments fall due as follows:

**Group**

	<b>Hire purchase contracts</b>	
	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Net obligations repayable:		
Within one year	<u>-</u>	<u>532</u>

**Group**

	<b>Non-cancellable operating leases</b>	
	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Within one year	<u>20,000</u>	<u>7,013</u>
Between one and five years	<u>72,667</u>	<u>76,354</u>
	<u>92,667</u>	<u>83,367</u>

**17. PROVISIONS FOR LIABILITIES**

	<b>Group</b>	
	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Deferred tax	<u>64,383</u>	<u>61,296</u>



**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**17. PROVISIONS FOR LIABILITIES - continued****Group**

	<b>Deferred tax £</b>
Balance at 1 April 2020	<b>61,296</b>
Charge to Income Statement during year	<b>3,087</b>
	<hr/>
Balance at 31 March 2021	<b>64,383</b>
	<hr/> <hr/>

**18. CALLED UP SHARE CAPITAL**

Allotted, issued and fully paid:

Number:	Class:	Nominal value:	<b>2021 £</b>	2020 £
10,002	Ordinary	£1	<b>10,002</b>	10,002
			<hr/> <hr/>	<hr/> <hr/>

**19. RESERVES****Group**

	<b>Retained earnings £</b>	<b>Share premium £</b>	<b>Revaluation reserve £</b>	<b>Totals £</b>
At 1 April 2020	12,224,597	100,000	528,250	12,852,847
Profit for the year	4,438,335			4,438,335
Dividends	(180,000)			(180,000)
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2021	<b>16,482,932</b>	<b>100,000</b>	<b>528,250</b>	<b>17,111,182</b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

**Company**

	<b>Retained earnings £</b>
Profit for the year	1,094,307
Dividends	(180,000)
	<hr/>
At 31 March 2021	<b>914,307</b>
	<hr/> <hr/>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2021

20. TRANSACTIONS WITH DIRECTORS

The following advances and credits to a director subsisted during the years ended 31 March 2021 and 31 March 2020:

	2021 £	2020 £
<b>M V Santhiapillai</b>		
Balance outstanding at start of year	(152,619)	1,629,178
Amounts advanced	147,538	-
Amounts repaid	-	(1,781,797)
Amounts written off	-	-
Amounts waived	-	-
Balance outstanding at end of year	<u>(5,081)</u>	<u>(152,619)</u>

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

At the balance sheet date, the group was owed £600,000 by Santhiapillai Investments Limited, a company under the control of the director.

21. ULTIMATE CONTROLLING PARTY

The ultimate controlling party is M V Santhiapillai.