

C&C Topco Limited

Annual Report and Financial Statements

For the year ended 31 March 2021

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Company number 08794967

C&C Topco Limited

Annual report and consolidated financial statements
for the year ended 31 March 2021

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Directors

J Thorburn-Muirhead
N Goodban
L Krige

Company Secretary

N Goodban

Registered office

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Independent Auditor

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NG1 5FS

C&C Topco Limited

Strategic report for the year ended 31 March 2021

The directors present their strategic report together with the audited consolidated financial statements for C&C Topco Limited (the 'Company') and its subsidiaries (together referred to as the 'Group') for the year ended 31 March 2021.

Results and dividends

The results for the year ended 31 March 2021 are disclosed on page 14 and show a loss after taxation of £13.7m (2020: loss of £20.3m). No dividends have been paid or proposed in the year (2020: £nil).

Financial review

Group turnover for the year amounted to £299.6m (2020: £276.4m) which resulted in a Group operating profit of £3.7m (2020: loss of £5.6m). Adding back £2.4m of depreciation (2020: £2.0m) and £17.9m of amortisation (2020: £23.4m), the Group generated earnings before interest, tax, depreciation and amortisation ("EBITDA") of £24.1m (2020: £19.8m). Pre-exceptional EBITDA for the year was £29.3m (2020: £24.3m), after adding back net exceptional costs of £7.0m (2020: £4.5m) which primarily related to Covid-19 related costs (offset by Covid-19 related income) along with reinvestment and restructuring costs as disclosed in note 6 to the accounts. Financing costs of £16.0m (2020: £15.3m) were incurred during the year, of which £8.0m (2020: £4.8m) related to paid interest on bank loans and overdrafts, with the balance of £8.0m (2020: £10.5m) being rolled-up interest on shareholder loan notes which was settled in full during the year as part of a refinancing exercise, and latterly accrued interest on preference shares.

As disclosed in note 21, the Group completed a number of in-year acquisitions generating FY21 turnover of £24.9m and contributing £1.9m to operating profit. Those acquisitions further expanded the Group's homecare and complex care service offerings throughout the UK.

The Group 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. In addition, we will continue to identify and invest in selected acquisition opportunities to reinforce the Group's network of high quality service provision, adding the resilience and additional benefits that come with greater scale. The Group benefits from its national branch network to create organic growth opportunities in both existing, and new, geographies and market segments.

The consolidated balance sheet shows a net liability position of £28.4m. That liability position is derived from a combination of bank and investor debt financing to support our long-term growth. That debt is not repayable on demand and provides significant financial backing and resilience to the Group. The book value of intangible fixed assets has increased by £52.6m following a strong year of acquisitive growth as outlined in business combination note 21 to the accounts.

As part of the Group's ongoing financing strategy a competitive process was undertaken in FY21 to select suitable lender(s) from a panel of high quality finance providers to support the business through the next phase of investment. The Group was successfully refinanced in September 2020 and incrementally supported by a second lender in February 2021. The business is now fully financed for the foreseeable future. Through that process the Group secured a large equity injection from a well-capitalised global growth investor experienced in healthcare investing. That investment has strengthened the business balance sheet, adding further financial resilience to the Group, with a commitment to deploy additional capital in support of ongoing business growth.

Prior to 23 November 2020, the majority of the equity shareholding of C&C Topco Limited was held by Graphite Capital Partners VIII, a series of limited liability partnerships. On 23 November 2020 the entire share capital of the Company was acquired by CCH SP JCO Limited, a company incorporated in Jersey. The majority equity shareholding of CCH SP JCO Limited is held by Summit Partners Growth Equity Fund X, a series of limited liability partnerships. As part of that reinvestment process a share simplification exercise was undertaken, converting all existing share classes to ordinary share capital with a nominal value of £0.01p per share. In addition, 133,151 additional shares were issued to CCH SP JCO Limited at a premium of £90.3m

C&C Topco Limited

Strategic report for the year ended 31 March 2021 (*continued*)

Impact of Covid-19

The primary FY21 trading impact of Covid-19 was a modest short-term reduction in volume as service users reduced their externally delivered care requirements, for instance as families stepped in during periods of furlough to cover care. 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.

Throughout the year there were periods of higher staff absence across the Group, due to infection rates and the need for self-isolation. Although this presented operational challenges, it did not negatively impact the Group's ability to maintain service given due to the reduction in volume and latent capacity in the care worker staff base. Those increased levels of absence, coupled with the temporary legislative withdrawal of statutory sick pay 'waiting days', resulted in an increase to Statutory Sick Pay costs and increased administrative costs.

At the outset of the pandemic the Group experienced a period of rapidly rising PPE cost coupled with new and enhanced PPE requirements. Supply was restricted as global demand and Government requisitioning of UK supply lines for NHS use disrupted the market. The Group quickly moved to source and procure large quantities of PPE from alternative suppliers. This action meant the supply of PPE did not impact on our ability to maintain safe service in the early stages of the pandemic before supplies were available through government initiatives. However, this early and generally irrecoverable incremental expense is a material feature of the in-year exceptional cost as outlined in note 6 to the accounts.

The Group's liquidity position was not adversely impacted by Covid-19 due to quickly employed cash preservation measures including tighter management of payments. These included short-term HMRC payment deferrals (deferrals in Q1 FY21 were repaid fully in Q2 FY21) and interest repayment deferrals agreed with our banks (all now repaid). A cost-saving plan was also initiated which included the permanent closure of the Group's Head Office in London which was merged into our Nottingham finance centre. Some local authorities temporarily supported the Group's cash position through advance payments on invoices and, in a small group of cases, short-term liquidity loans which are all being repaid.

Whilst Group trading was adversely affected by lower volumes and increased costs caused by the pandemic, the impact was softened by the proactive measures taken by the Group 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 other grants administered by local authorities, as well as the temporary measures and support offered by the majority of Local Authorities themselves. 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.

Key performance indicators

The Group is focused on the quality of its service. The number of locations rated good or outstanding (or equivalent) by the Group's regulators increased from 75% to 80% through the year. The Group also continues to develop revenue growth at a sustainable gross margin, continuing expansion, and increasing its presence across the community homecare market segments. FY21 Group average weekly chargeable hours decreased by 0.6% from prior year (2020: increased 12%) although the FY21 average masks a pattern of considerable change through the course of the pandemic with strongly recovering volumes in the second half of the year. The decrease due to Covid-19 was largely offset by the Group increasing its presence through acquisition across the United Kingdom and through organic growth in a number of existing and new territories in England, Wales and Scotland.

C&C Topco Limited

Strategic report for the year ended 31 March 2021 *(continued)*

Principal risks and uncertainties

The Covid-19 pandemic realised a number of risks for the Group, managed through the implementation of various mitigation strategies. The Group 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, increased PPE, statutory sick pay and administration costs, and in the early stages of the crisis supply-side shortages in IT equipment and PPE. It also triggered staffing challenges due to heightened absence. To date the majority of those risks have been mitigated through actions taken by the Group and, in financial terms, also through support made available to the sector through local and central government. Given the social value generated by the sector, its “key worker” status, and its central importance to the government pandemic response, the directors anticipate that similar levels of support will continue to be available in the future should the United Kingdom experience further spikes in Covid-19 cases.

In light of PPE supply chain disruption experienced to date, the Group has strengthened its capabilities with regards to sourcing PPE. The Group now maintains a central stock holding of PPE sufficient to support business continuity for several months as well as developed relationships with multiple suppliers.

Workforce motivation, fatigue and stress has also been of specific concern to the Group 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 Group strives to support staff motivation through many initiatives such as recognition programmes and sharing of positive news stories. A well-being programme, including the launch of a new Employee Assistance Programme was launched during the year.

Brexit was not considered a material direct risk to the performance of the business and has proven not to be. 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. During the pandemic, the labour market has in fact been more materially affected by the variously changing impacts of lockdown, furlough etc. and recruitment changes in other sectors such as hospitality and retail. In respect to Brexit supply chain risk, perceived exposure was isolated to PPE and the Group took steps to source buffer stocks to manage any short-term disruption. There has been no subsequent supply chain impact on the Group caused 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 (no exposure to a single contract of more than 3.0% of Group revenue) which could potentially impact the overall performance of the Group, as well as the number of long-term and rolling contracts. The Group 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 Group. Whilst funding pressures continue to impact the sector the Group maintains strong pricing discipline through tender and retender activity thereby maintaining a financially viable portfolio. The Group 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). 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.

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Strategic report for the year ended 31 March 2021 (*continued*)

Principal risks and uncertainties (*continued*)

The Group's customers expect and require high quality services and most of the Group's activities are regulated. The Group 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 Group 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 Group 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 Group invests heavily in its Quality governance resources and is investing in new technology solutions which will further facilitate care quality assurance.

One of the Group'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 Group. The Group is an attractive employer within the sector, offering better career prospects than most other operators. The Group 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 Group believes it has excellent training programmes and continues to invest for further development.

The Group 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. Following further headcount investment and operational restructuring in financial year 2021 the Group's staff base has never been more robust.

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 Group 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 Group's external advisors. Through the careful balancing of stakeholder needs, the Group seeks to promote success for the long-term benefit of shareholders.

The directors consider the key stakeholders of the Group (in addition to the shareholders) to be its service users, service funders, employees, regulators, lending partners, suppliers and HMRC. Further details on how the Group 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 Group takes its relationship with HMRC very seriously and seeks to maintain a responsible and responsive relationship with HMRC to ensure that the Group remains compliant with its taxation obligations. The Group publishes its tax strategy on its website which covers its approach to engaging with HMRC.

C&C Topco Limited

Strategic report
for the year ended 31 March 2021 (*continued*)

Future strategy

The outlook for financial year 2022 and beyond is positive, notwithstanding any further disruption due to Covid. With ever-increasing levels of vaccination, management expect the worst to be past and future impacts to be manageable especially after the experience gained in the last year. Management believe that a consequence of Covid-19 will be *an increasing drive and preference for community care provided in people's own homes where their needs allow*, rather than residential provision. This is due to the better cost efficiency this offers public sector finances, the increased visibility that social care received through Covid, and public perception of infection risks. The Group 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 Group. Further acquisition opportunities that complement the directors' objectives for the Group will be considered as and when they arise to enhance the growth potential in the business.

By order of the board



N Goodban
Director

24 August 2021

C&C Topco Limited

Report of the directors for the year ended 31 March 2021

The directors present their annual report together with the audited financial statements of the Company and the Group for the year ended 31 March 2021.

Principal activities and future developments

The principal activity of the Group is the provision of community homecare services across the United Kingdom. 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.

The principal activity of the Company is that of a holding company for its subsidiaries. The directors propose to continue the same activities next year.

Political and charitable donations

The Group made no donations during the year (2020: £nil).

Financial risk management

The Group utilises financial instruments coupled with a focus on best practise to effectively manage the financial risks associated with its underlying business and the financing of those activities. Due to the nature of the Group's business and its asset and liability base, the only financial risks that the directors consider relevant to the Group are price, credit, liquidity and interest rate risk.

Price risk

Given the nature of the business in which the Group 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 Group's exposure to credit risk is mitigated through its large customer base, minimal Group wide 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 Group 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.

Interest rate risk

The Group adopts a risk averse position with respect to changes in interest rates. The Group's borrowings comprise loan notes which have a fixed interest rate of 10% from its principal investors, and variable rate bank loan facilities subject to changes in LIBOR. The Group is, therefore, exposed to changes in LIBOR on its variable rate bank loan facilities.

Directors

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

J Thorburn-Muirhead	
M Miller	(resigned on 23 November 2020)
C M Rushton	(resigned on 23 November 2020)
N Goodban	
L Krige	(appointed 17 May 2021)

C&C Topco Limited

Report of the Directors for the year ended 31 March 2021 (*continued*)

Directors' indemnities and insurance

The Group 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.

Going Concern

The Group had net liabilities of £28.4m at 31 March 2021 (2020; £105.0m) and net current assets of £26.1m (2020; net current assets £1.1m). The year-on-year movement in net current liabilities is primarily driven by the issue of share capital at a £90.3m premium as outlined in the financial review.

The directors have reviewed the Group's cash flow forecasts and trading budgets and have formed the view that the Group 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.

In the year ended 31 March 2021 the Group generated cash from operations of £42.1m (2020; £26.2m) and after net interest payments, corporation tax payments, receipts of new loans, repayments of existing loans and payments to acquire tangible and intangible assets has generated a net cash inflow of £10.3m (2020; £7.9m). Despite the impact of Covid-19, which has been considered in the Group's modelling, the Group'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 FY21 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.

The Group's forecasts include modelling covenant compliance which indicates that significant headroom exists in the foreseeable future.

On the basis of the above the directors have a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. The Group 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 Group already has a formal governance framework. The Board is responsible for setting the strategic aims and objectives for the Group, 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 Group 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 Group:

- **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 external audit process, and the system of risk management and internal control across the Group.
- **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 Group.
- **Investment Committee;** meets on an ad-hoc basis to discuss investment proposals, agree valuation parameters and sign-off any formal offer positions.

C&C Topco Limited

Report of the directors for the year ended 31 March 2021 (*continued*)

Employment Policy and Employee Engagement Statement

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

Disabled employees

The Group 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 Group. 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 Group.

Statement of engagement with customers and suppliers

Customers

The Group 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 Group 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 Group aims to develop open and honest business communication with key suppliers to ensure relationships are mutually beneficial.

Environmental awareness

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

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

The Group falls within the scope of the UK Energy Savings Opportunities Scheme (ESOS). Based on the latest ESOS assessment the total energy consumption for the Group is 26.1m kWh (6,612.4 tonnes of carbon dioxide) which equates to an average of 1,619 kWh per employee. This includes:

- 21.3m kWh (5,383.4 tonnes of carbon dioxide) relating to the consumption of fuel for the purpose of transport;
- 3.7m kWh (1,039.7 tonnes of carbon dioxide) relating to grid electricity usage; and
- 1.0m kWh (184.8 tonnes of carbon dioxide) relating to grid natural gas usage.

The energy consumption of the Group has been estimated using samples and pro-rata extrapolation of mileage claims and other asset usage data.

Strategic report

The Company, and the Group, has chosen in accordance with Companies Act 2006, s. 414C(11) to set out in the Group's strategic report information required by Large and Medium-sized Companies and Groups (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, and certain information regarding future developments.

C&C Topco Limited

Report of the directors for the year ended 31 March 2021 (*continued*)

Post Balance Sheet Events

On June 30th 2021 the Group acquired 100% of the issued share capital in Care By Us Limited, a business headquartered in Hertfordshire delivering homecare, extra care, live-in care and supported living services. On July 19th 2021, the Group acquired 100% of the issued share capital in The Jon Fleming Group Limited (JFG) and all subsidiaries. JFG provides complex, homecare and supported living services through a four branch network to services users in Scotland.

Auditor

RSM UK Audit LLP have expressed their willingness to continue in office and a resolution to re-appoint them will be proposed at the annual general meeting.

Disclosure of information to Auditor

For all the directors at the time this report was approved, the following applies:

- a) so far as each director is aware, there is no relevant audit information of which the Company's auditor is unaware; and
- b) each director has taken all the steps that they ought to have taken as director in order to make themselves aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

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 Group and 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 Group and Company and of the profit or loss of the Group and 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 Group and Company will continue in business.

The Directors are also responsible for safeguarding the assets of the Group and 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 Group's and Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and Company and enable them to ensure that the financial statements comply with the Companies Act 2006.

By order of the board

N Goodban
Director
24 August 2021



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF C&C TOPCO LIMITED

Opinion

We have audited the financial statements of C&C Topco Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the consolidated profit and loss account, consolidated and company balance sheets, consolidated and company statement of changes in equity, consolidated statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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's affairs as at 31 March 2021 and of the group's loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent company 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 directors' 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 or 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 directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. 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.

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 course of 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 strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

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

- adequate accounting records have not been kept 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 10, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the 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 directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the industry and sector, including the legal and regulatory framework that the group and parent company operate in and how the group and parent company are complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, the Companies Act 2006 and tax compliance regulations. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing financial statement disclosures, and inspecting correspondence with local tax authorities.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to CQC regulations and GDPR. We performed audit procedures to inquire of management and those charged with governance whether the group is in compliance with these law and regulations and inspected correspondence with regulatory authorities.

The group audit engagement team identified the risk of management override of controls and revenue recognition as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments and evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, and substantive testing in relation to revenue recognition and revenue cut-off procedures.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities> This description forms part of our auditor's report.

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 an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

RSM UK Audit LLP

Richard King (Senior Statutory Auditor)
For and on behalf of RSM UK Audit LLP, Statutory Auditor
Chartered Accountants
Suite A, 7th Floor
East West Building
2 Tollhouse Hill
Nottingham
NG1 5FS
24 August 2021

C&C Topco Limited

Consolidated statement of comprehensive income for the year ended 31 March 2021

	Note	Continuing 2021 £'000	Acquisitions 2021 £'000	Total 2021 £'000	Total 2020 £'000
Turnover	4	274,690	24,897	299,587	276,449
Cost of sales		(193,696)	(17,710)	(211,406)	(196,500)
Gross profit		80,994	7,187	88,181	79,949
Administrative expenses:					
Depreciation and amortisation		(20,290)	(71)	(20,361)	(25,381)
Other administrative expenses		(66,086)	(5,575)	(71,661)	(60,139)
Other operating income		7,235	314	7,549	-
Group operating profit/(loss)	6	1,853	1,855	3,708	(5,571)
Interest payable and similar expenses	9			(15,962)	(15,331)
Loss on ordinary activities before taxation				(12,254)	(20,902)
Taxation	10			(1,456)	644
Loss for the financial year				(13,710)	(20,258)

C&C Topco Limited

Consolidated balance sheet
at 31 March 2021

	Note	2021 £'000	2021 £'000	2020 £'000	2020 £'000
Fixed assets					
Intangible assets	11		127,137		74,562
Tangible assets	12		6,943		6,458
			<u>134,080</u>		<u>81,020</u>
Current assets					
Debtors	14	52,071		39,156	
Cash at bank and in hand		23,063		12,756	
		<u>75,134</u>		<u>51,912</u>	
Creditors: amounts falling due within one year	15	(49,028)		(50,770)	
Net current assets			<u>26,106</u>	<u>1,142</u>	
Total assets less current liabilities			<u>160,186</u>	<u>82,162</u>	
Creditors: amounts falling due after more than one year	16		(177,702)		(179,355)
Provisions for liabilities	18		(10,870)		(7,780)
Net liabilities			<u>(28,386)</u>	<u>(104,973)</u>	
Capital and reserves					
Called up share capital	19		2		1
Share premium account			103,911		13,615
Profit and loss account			(132,299)		(118,589)
Total equity			<u>(28,386)</u>	<u>(104,973)</u>	

The financial statements on pages 14 to 47 were approved by the board of directors and authorised for issue on 24 August 2021, and are signed on its behalf by:


N Goodban
Director

Company number 08794967

C&C Topco Limited

Consolidated statement of changes in equity for the year ended 31 March 2021

	Called up share capital £'000	Share premium £'000	Profit and loss account £'000	Total equity £'000
At 1 April 2019	1	13,617	(98,331)	(84,713)
Repurchase of own shares	-	(2)	-	(2)
Loss for the financial year	-	-	(20,258)	(20,258)
At 31 March 2020	1	13,615	(118,589)	(104,973)
Issue of share capital	1	90,296	-	90,297
Loss for the financial year	-	-	(13,710)	(13,710)
At 31 March 2021	2	103,911	(132,299)	(28,386)

C&C Topco Limited

Consolidated statement of cash flows for the year ended 31 March 2021

	2021 £'000	2020 £'000
Cash flows from operating activities		
Loss for the financial year	(13,710)	(20,258)
Adjustments for:		
Depreciation and amortisation of fixed assets	20,361	25,381
Net interest payable	15,962	15,331
Taxation	1,456	(644)
Decrease in trade and other debtors	16,026	4,300
Increase in creditors	2,358	2,136
Decrease in provisions	(327)	(58)
Cash generated from operations	42,126	26,188
Interest paid	(14,897)	(4,836)
Taxation paid	(4,753)	(114)
Net cash generated from operating activities	22,476	21,238
Investing activities		
Purchases of tangible fixed assets	(2,403)	(2,763)
Purchase of subsidiary undertakings	(73,091)	(14,195)
Purchase of intangible assets	(2,089)	(2,034)
Cash acquired with subsidiary undertaking	4,942	332
Net cash used in investing activities	(72,641)	(18,660)
Financing activities		
Loan notes repaid	(106,125)	-
Debt issue cost	(7,950)	(158)
Issue of share capital	90,297	-
Repurchase of share capital	-	(2)
New bank loans	181,850	9,450
Bank loans repaid	(94,550)	(4,000)
Amounts borrowed by parent undertaking	(3,050)	-
Net cash inflow from financing activities	60,472	5,290
Net increase in cash and cash equivalents	10,307	7,868
Cash and cash equivalents at beginning of year	12,756	4,888
Cash and cash equivalents at end of year	23,063	12,756
Cash and cash equivalents consist of:		
Cash at bank and in hand	23,063	12,756

C&C Topco Limited

Company balance sheet
at 31 March 2021

	Note	2021 £'000	2020 £'000
Fixed assets			
Investments	13	99,053	13,000
Current assets			
Debtors	14	2,571	868
Creditors: amounts falling due within one year	15	(2,948)	(37)
Net current (liabilities)/assets		(377)	831
Total assets less current liabilities		98,676	13,831
Creditors: amounts falling due after more than one year	16	-	(4,113)
Net assets		98,676	9,718
Capital and reserves			
Called up share capital	19	2	1
Share premium account		103,911	13,615
Profit and loss account		(5,237)	(3,898)
Total equity		98,676	9,718

As permitted by s408 of the Companies Act 2006, the Company has not presented its own statement of comprehensive income and related notes. The Company's loss and total comprehensive income for the year was £1.3m loss (2020: £1.7m loss).

The financial statements on pages 14 to 47 were approved by the board of directors and authorised for issue on 24 August 2021, and are signed on its behalf by:


N Goodban
Director

Company number 08794967

C&C Topco Limited

Company statement of changes in equity for the year ended 31 March 2021

	Called up share capital £'000	Share premium £'000	Profit and loss account £'000	Total equity £'000
At 1 April 2019	1	13,617	(2,164)	11,454
Repurchase of own shares	-	(2)	-	(2)
Loss for the financial year	-	-	(1,734)	(1,734)
At 31 March 2020	1	13,615	(3,898)	9,718
Issue of share capital	1	90,296	-	90,297
Loss for the financial year	-	-	(1,339)	(1,339)
At 31 March 2021	2	103,911	(5,237)	98,676

C&C Topco Limited

Notes forming part of the financial statements for the year ended 31 March 2021

1 Corporate information

C&C Topco Limited (the 'Company') and its subsidiary undertakings (together referred to as the 'Group') operate as providers of mainly community homecare 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.

The Group consists of C&C Topco Limited and all of its subsidiaries.

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 £.

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 consolidated and separate financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries.

The consolidated financial statements incorporate the results of business combinations using the purchase method. In the consolidated balance sheet, the acquiree's identifiable assets, liabilities and contingent liabilities are initially recognised at their fair values at the acquisition date. The results of acquired operations are included in the consolidated profit and loss account from the date on which control is obtained. They are deconsolidated from the date control ceases.

Inter-company balances, transactions and unrealised gains and losses on transactions between Group companies are eliminated on consolidation. Accounting policies of subsidiaries are consistent with the policies adopted by the Group.

C&C Topco Limited

Notes forming part of the financial statements for the year ended 31 March 2021 (*continued*)

3 Summary of significant accounting policies (*continued*)

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 fair value of assets and liabilities acquired in business combinations and any contingent consideration payable in the future (note 21); and
- 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 (note 14).

Key areas of judgement:

- Determining whether there are indicators of impairment of the Group'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.

Parent company disclosure exemptions

In preparing the separate financial statements of the Company, advantage has been taken of the following disclosure exemptions available in FRS 102:

- No cash flow statement has been presented for the Company on the basis that it is a qualifying entity and the consolidated statement of cash flows, included in these financial statements, includes the Company's cash flows;
- Only one reconciliation of the number of shares outstanding at the beginning and at end of the year have been presented as the reconciliations for the Group and Company would be identical;
- Disclosures in respect of the Company's financial instruments as required by paragraphs 11.39 to 11.48A and paragraphs 12.26 to 12.29, have not been presented as the information is provided for the Group as a whole;
- No disclosure has been given for the aggregate remuneration of the key management personnel of the Company as required by paragraph 33.7 as their remuneration is included in the totals for the Group as a whole.

New standards

No new accounting standards, or amendments to accounting standards, that are effective for the year ended 31 March 2021, have had a material impact on the Group.

C&C Topco Limited

Notes forming part of the financial statements for the year ended 31 March 2021 (*continued*)

3 Summary of significant accounting policies (*continued*)

Going Concern

The Group had net liabilities of £28.4m at 31 March 2021 (2020; £105.0m) and net current assets of £26.1m (2020; net current assets £1.1m). The year-on-year movement in net current liabilities is primarily driven by the issue of share capital at a £90.3m premium as outlined in the financial review.

The directors have reviewed the Group's cash flow forecasts and trading budgets and have formed the view that the Group 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.

In the year ended 31 March 2021 the Group generated cash from operations of £42.1m (2020; £26.2m) and after net interest payments, corporation tax payments, receipts of new loans, repayments of existing loans and payments to acquire tangible and intangible assets has generated a net cash inflow of £10.3m (2020; £7.9m). Despite the impact of Covid-19, which has been considered in the Group's modelling, the Group'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 FY21 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.

The Group's forecasts include modelling covenant compliance which indicates that significant headroom exists in the foreseeable future.

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

Turnover

Turnover represents the amounts receivable from the provision of community homecare, extra care and 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.

Exceptional items

The Group classifies certain items, that are non-routine, one-off, or otherwise not part of the underlying trade, that have a material impact, by amount or nature, on the Group's financial results as "exceptional items". These are disclosed separately to provide further understanding of the financial performance of the Group.

Employee benefits

The Group 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 to auto-enrolment schemes. Differences between contributions payable in the period and contributions actually paid are shown as either accruals or prepayments.

C&C Topco Limited

Notes forming part of the financial statements
for the year ended 31 March 2021 (*continued*)

3 Summary of significant accounting policies (*continued*)

(iii) Annual bonus plan

The Group operates an annual bonus plan for certain employees. An expense is recognised in the profit and loss account when the Group 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 income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the Company's subsidiaries operate and generate 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 income 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.

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 to the Group's interest in the identifiable net assets, liabilities and contingent liabilities acquired.

On acquisition, goodwill is allocated to cash-generating units ('CGU's') expected to benefit from the combination. Goodwill is amortised over its expected useful life of 5-10 years. Goodwill is assessed for impairment when indicators of impairment present, any impairment is charged to the profit and loss account. Where the fair value of the Group's interest in the assets, liabilities and contingent liabilities acquired exceed the cost of the business combination, negative goodwill arises. The Group, after consideration of the assets, liabilities and contingent liabilities acquired and the cost of the combination, recognises negative goodwill on the balance sheet and releases this to the profit and loss account, up to the fair value of the non-monetary assets acquired, over the periods in which the non-monetary assets are recovered and any excess over the fair value of the non-monetary assets in the profit and loss account over the period expected to benefit.

In the Company's separate financial statements, investments in subsidiaries are carried at cost less any impairment in net recoverable value that has been recognised in profit or loss.

C&C Topco Limited

Notes forming part of the financial statements
for the year ended 31 March 2021 (continued)

3 Summary of significant accounting policies (continued)

Intangible assets (other than goodwill)

Intangible assets are stated at cost less amortisation. Amortisation is calculated, using the straight-line method, to allocate the depreciable amount of the assets to their residual values over their estimated useful lives, as follows:

Customer contracts	5 to 10 years
Brands	5 to 10 years
Software	3 to 5 years

Amortisation is charged to administrative costs in the profit and loss account. Where factors indicate that the useful life has changed, the amortisation rate is amended prospectively to reflect the new circumstances. The assets are reviewed for impairment if factors indicate that the carrying amount may be impaired.

Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. 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 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:

Leasehold improvements	The term of the lease
Motor vehicles	5 years
Fixtures, fittings and equipment	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.

Impairment of fixed assets and goodwill

Assets that are subject to depreciation or amortisation 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 (or cash-generating unit to which the asset has been allocated) 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 (or CGU's) fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (CGUs). Non-financial assets 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.

Operating leases

Annual rents are charged to the profit or loss account on a straight-line basis over the term of the lease.

Investments

Investments held as fixed assets are stated at cost less any provision for impairment.

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.

C&C Topco Limited

Notes forming part of the financial statements for the year ended 31 March 2021 (*continued*)

3 Summary of significant accounting policies (*continued*)

Provisions

Provisions are recognised when the Group 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.

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.

Financial instruments

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

Financial assets

Basic financial assets, including trade and other receivables, cash and bank balances, 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 bank loans 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.

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.

Debt issue costs relating to facilities are amortised to the profit and loss account over the expected period of the financing until completion.

Derecognition of financial liabilities

Financial liabilities are derecognised when, and only when, the Group's contractual obligations are discharged, cancelled, or they expire.

C&C Topco Limited

Notes forming part of the financial statements
for the year ended 31 March 2021 (*continued*)

3 Summary of significant accounting policies (*continued*)

Derivative financial instruments

Derivative financial instruments are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in profit or loss in finance costs or finance income as appropriate, unless they are included in a hedging arrangement.

The Group uses interest rate swaps to hedge exposure to interest rate risks from financing activities. The Group does not apply hedge accounting and derivative financial instruments are accounted for as trading instruments.

Share capital

Ordinary shares are classified as equity.

Share premium

Consideration received for shares issued above their nominal value net of transaction costs.

Profit and loss reserves

Cumulative profit and loss net of distributions to owners.

4 Analysis of turnover

	2021 £'000	2020 £'000
Analysis by class of business		
Homecare	237,221	233,134
Extra Care Schemes	33,618	30,772
Complex Care	28,748	12,543
	<u>299,587</u>	<u>276,449</u>

5 Auditor remuneration

During the year the Group obtained the following services from the Group's auditors RSM UK Audit LLP as detailed below:

	2021 £'000	2020 £'000
Audit services:		
Fees payable for the audit of the Company and Group financial statements	127	107
Other services:		
Fees payable for the audit of the Company's subsidiaries	40	33
Covenant reporting	1	1
	<u>168</u>	<u>141</u>

C&C Topco Limited

Notes forming part of the financial statements
for the year ended 31 March 2021 (*continued*)

6 Loss before taxation

	2021 £'000	2020 £'000
This is stated after charging:		
Depreciation of tangible fixed assets	2,440	1,997
Amortisation of intangible assets, including goodwill	17,921	23,384
Operating lease costs – land and buildings	3,058	2,725
The following items which the directors consider exceptional in nature:		
- Reinvestment advisory and related costs	1,743	1,258
- Employment related restructuring costs	1,040	641
- Other legal and professional costs	486	771
- <i>Contract mobilisation and demobilisation costs</i>	61	393
- Covid-19 related costs	8,893	151
- Covid-19 related income	(5,969)	-
- Transition costs relating to acquisitions	792	1,263

Other legal and professional costs primarily relate to the exit of onerous leases.

Acquisition transition costs represent restructuring costs incurred in the full integration of acquired entities into the C&C group structure. These costs primarily relate to the integration and dual running of back office functions including Finance, HR and IT coupled with the integration cost of IT standardisation.

Government grants

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

- £1,580k (2020: nil) relating to amounts claimed from the Coronavirus Job Retention Scheme for clinically extremely vulnerable employees who were placed on furlough during the year. That grant funding has not been treated as exceptional in the above table as it was entirely offset as a pass through to staff through wage and salary payments.
- £5,969k (2020: nil) relating to amounts received from the Adult Social Care Infection Control Fund and similar funding initiatives. That funding was utilised to contribute towards the £8,893k (2020: nil) of incremental Covid-19 costs incurred to put in place measures to reduce the risk of Covid-19 transmission. This income, and those costs, have been treated as exceptional in the above table.

C&C Topco Limited

Notes forming part of the financial statements
for the year ended 31 March 2021 (continued)

7 Staff costs (including directors)

	2021 £'000	2020 £'000
Wages and salaries	228,448	211,435
Social security costs	16,204	14,132
Pension costs	3,889	3,449
	<u>248,541</u>	<u>229,016</u>

The pension cost charge represents contributions payable by the Group in respect of auto-enrolment schemes. Contributions amounting to £631,000 (2020: £401,000) are included in accruals at the year end.

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

	2021 Number	2020 Number
Branch management and administration	1,340	1,329
Care and support workers (full and part-time)	12,550	12,885
	<u>13,890</u>	<u>14,214</u>

8 Directors' remuneration and key management personnel

Directors' remuneration

	2021 £'000	2020 £'000
Aggregate emoluments (excluding pension contributions)	<u>2,776</u>	<u>578</u>

During the year retirement benefits were accruing to 3 directors (2020: 3) in respect of defined contribution pension schemes.

Pension contributions were made in the year totalling £3,487 (2020: £3,947). Emoluments of the highest paid director are as follows:

	2021 £'000	2020 £'000
Aggregate emoluments (excluding pension contributions)	2,073	315
Pension contributions	<u>1</u>	<u>1</u>

No emoluments were paid to the directors for services to the Company (2020: £nil).

C&C Topco Limited

Notes forming part of the financial statements
for the year ended 31 March 2021 (continued)

8 Directors' remuneration and key management personnel (continued)

Key management personnel

All directors and certain senior employees who have authority and responsibility for planning, directing and controlling the activities of the Group are considered to be key management personnel.

	2021 £'000	2020 £'000
Total remuneration (excluding pension contributions)	4,589	1,362
Pension contributions were made in the year totalling £5,237 (2020: £4,057).		

9 Interest payable and similar expenses

	2021 £'000	2020 £'000
Bank loans and overdrafts	7,987	4,836
Shareholder loans	6,909	9,671
Amortisation of debt issue costs	1,066	686
Derivative financial instrument fair value adjustment	-	138
	15,962	15,331

10 Taxation

The taxation charge/(credit) is made up as follows:

	2021 £'000	2020 £'000
Current tax		
UK corporation tax	2,568	1,674
Adjustments to previous periods	366	(147)
Total current tax	2,934	1,527
Deferred tax		
Origination and reversal of timing differences	(1,544)	(2,670)
Adjustments to previous periods	66	7
Effective rate change	-	492
Total deferred tax	(1,478)	(2,171)
Total tax charge/(credit) for the year	1,456	(644)

C&C Topco Limited

Notes forming part of the financial statements
for the year ended 31 March 2021 (*continued*)

10 Tax credit on loss on ordinary activities (*continued*)

(a) Factors affecting tax credit for the year:

The tax assessed for the year is higher (2020: higher) than the standard rate of corporation tax in the UK applied to loss before tax. The differences are explained below:

	2021 £'000	2020 £'000
Loss on ordinary activities before tax	(12,254)	(20,902)
Loss on ordinary activities at the standard rate of corporation tax in the UK of 19% (2020: 19%)	(2,328)	(3,971)
Effects of:		
Expenses not deductible for tax purposes	4,910	5,462
Adjustments to previous periods	432	(140)
Other timing differences	(1,558)	(2,487)
Rate change	-	492
Total tax credit for year	1,456	(644)

(b) 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. The deferred tax assets and liabilities at the balance sheet date are calculated at the substantively enacted rate of 19%.

C&C Topco Limited

Notes forming part of the financial statements
for the year ended 31 March 2021 (*continued*)

11 Intangible assets

Group	Software £'000	Customer contracts £'000	Brands £'000	Goodwill on consolidation £'000	Total £'000
Cost					
At 1 April 2020	8,302	93,301	14,863	85,285	201,751
Additions	2,089	-	-	-	2,089
On acquisition	-	20,016	4,609	43,782	68,407
At 31 March 2021	10,391	113,317	19,472	129,067	272,247
Accumulated Amortisation					
At 1 April 2020	2,894	65,445	9,036	49,814	127,189
Provided during the year	1,227	6,283	1,914	8,497	17,921
At 31 March 2021	4,121	71,728	10,950	58,311	145,110
Net book value					
At 31 March 2021	6,270	41,589	8,522	70,756	127,137
At 31 March 2020	5,408	27,856	5,827	35,471	74,562

The amortisation of goodwill and other intangibles is included within administrative expenses.

C&C Topco Limited

Notes forming part of the financial statements
for the year ended 31 March 2021 (*continued*)

12 Tangible fixed assets

Group	Leasehold improvements £'000	Motor Vehicles £'000	Fixtures, fittings and equipment £'000	Total £'000
Cost				
At 1 April 2020	267	214	14,703	15,184
Additions	-	-	2,403	2,403
Business combinations	-	-	522	522
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2021	267	214	17,628	18,109
	<hr/>	<hr/>	<hr/>	<hr/>
Accumulated Depreciation				
At 1 April 2020	267	214	8,245	8,726
Charge for the year	-	-	2,440	2,440
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2021	267	214	10,685	11,166
	<hr/>	<hr/>	<hr/>	<hr/>
Net book value				
At 31 March 2021	-	-	6,943	6,943
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2020	-	-	6,458	6,458
	<hr/>	<hr/>	<hr/>	<hr/>

C&C Topco Limited

Notes forming part of the financial statements
for the year ended 31 March 2021 (continued)

13 Investments

The following information relates to those undertakings which are owned by the Group.

Name of company	Country of incorporation or registration	Class of share capital held	Share capital held	Nature of business
C&C Midco Ltd *	United Kingdom ⁽¹⁾	Ordinary	100%	Holding Company
C&C Holdco Ltd **	United Kingdom ⁽¹⁾	Ordinary	100%	Holding Company
C&C Bidco Ltd **	United Kingdom ⁽¹⁾	Ordinary	100%	Holding Company
City and County Healthcare Holdings Ltd **	United Kingdom ⁽¹⁾	Ordinary	100%	Holding Company
City and County Healthcare Group Ltd **	United Kingdom ⁽¹⁾	Ordinary	100%	Holding Company
London Care Ltd	United Kingdom ⁽¹⁾	Ordinary	100%	Community Homecare
Guardian Homecare UK Ltd	United Kingdom ⁽¹⁾	Ordinary	100%	Community Homecare
Quality Care Services Ltd	United Kingdom ⁽²⁾	Ordinary	100%	Community Homecare
Care Line Homecare Ltd	United Kingdom ⁽¹⁾	Ordinary	100%	Community Homecare
Custom Care Ltd **	United Kingdom ⁽¹⁾	Ordinary	100%	Community Homecare
Sage Care Ltd	United Kingdom ⁽¹⁾	Ordinary	100%	Community Homecare
Conard Care Services Ltd	United Kingdom ⁽³⁾	Ordinary	100%	Community Homecare
Help at Home (Egerton Lodge) Ltd **	United Kingdom ⁽¹⁾	Ordinary	100%	Community Homecare
Comfort Call Ltd	United Kingdom ⁽¹⁾	Ordinary	100%	Community Homecare
ISS Healthcare Ltd **	United Kingdom ⁽¹⁾	Ordinary	100%	Community Homecare
City and County Healthcare Ltd **	Ireland ⁽⁵⁾	Ordinary	100%	Dormant
Spirit Healthcare Ltd **	Ireland ⁽⁵⁾	Ordinary	100%	Dormant
Kent Social Care Professionals Ltd **	United Kingdom ⁽¹⁾	Ordinary	100%	Community Homecare
Independent Community Care Management Ltd **	United Kingdom ⁽¹⁾	Ordinary	100%	Community Homecare
AbaCaredig Holdings Ltd	United Kingdom ⁽¹⁾	Ordinary	100%	Community Homecare
Bluetree Healthcare Ltd**	United Kingdom ⁽¹⁾	Ordinary	100%	Agency
S C P Recruitment Ltd**	United Kingdom ⁽¹⁾	Ordinary	100%	Agency
Your Care Job Ltd**	United Kingdom ⁽¹⁾	Ordinary	100%	Dormant
SCRT Ltd **	United Kingdom ⁽⁴⁾	Ordinary	100%	Community Homecare
Constance Care Ltd **	United Kingdom ⁽⁴⁾	Ordinary	100%	Community Homecare
Athena Care Ltd **	United Kingdom ⁽¹⁾	Ordinary	100%	Community Homecare
Certus Ltd **	United Kingdom ⁽¹⁾	Ordinary	100%	Dormant
Home Life Carers Ltd **	United Kingdom ⁽¹⁾	Ordinary	100%	Community Homecare
The Human Support Group Ltd**	United Kingdom ⁽¹⁾	Ordinary	100%	Community Homecare
Acura Training Ltd**	United Kingdom ⁽¹⁾	Ordinary	100%	Dormant
Total Community Care Ltd**	United Kingdom ⁽¹⁾	Ordinary	100%	Community Homecare
Advance Health Care UK Ltd**	United Kingdom ⁽¹⁾	Ordinary	100%	Community Homecare
Advantage Healthcare Holdings Ltd**	United Kingdom ⁽¹⁾	Ordinary	100%	Holding Company
Advantage Healthcare Ltd**	United Kingdom ⁽¹⁾	Ordinary	100%	Community Homecare
Strand Nurses Bureau Ltd**	United Kingdom ⁽¹⁾	Ordinary	100%	Dormant
Professional Healthcare Services Ltd**	United Kingdom ⁽¹⁾	Ordinary	100%	Dormant
Montpellier Health Care Ltd**	United Kingdom ⁽¹⁾	Ordinary	100%	Dormant

C&C Topco Limited

Notes forming part of the financial statements
for the year ended 31 March 2021 (continued)

13 Investments (continued)

OldCo Healthcare Ltd**	United Kingdom ⁽¹⁾	Ordinary	100%	Dormant
Advantage Healthcare (QHRS) Ltd**	United Kingdom ⁽¹⁾	Ordinary	100%	Dormant
Advantage Healthcare (QHS) Ltd**	United Kingdom ⁽¹⁾	Ordinary	100%	Dormant
Advantage Healthcare Nursing and Care Ltd**	United Kingdom ⁽¹⁾	Ordinary	100%	Dormant
Advantage Healthcare Payroll Ltd**	United Kingdom ⁽¹⁾	Ordinary	100%	Dormant
MC Care Holdings Ltd**	United Kingdom ⁽¹⁾	Ordinary	100%	Holding Company
MC Care Holdings II Ltd**	United Kingdom ⁽¹⁾	Ordinary	100%	Holding Company
MiHomecare Ltd**	United Kingdom ⁽¹⁾	Ordinary	100%	Community Homecare
Complete Care Holdings Ltd**	United Kingdom ⁽¹⁾	Ordinary	100%	Community Homecare
Amegreen Complex Care Limited**	United Kingdom ⁽¹⁾	Ordinary	100%	Community Homecare
Enara Group Limited**	United Kingdom ⁽¹⁾	Ordinary	100%	Holding Company
Enara Finance Limited**	United Kingdom ⁽¹⁾	Ordinary	100%	Holding Company
Noble Live-In Care Limited**	United Kingdom ⁽¹⁾	Ordinary	100%	Community Homecare
Angels Care Services Limited**	United Kingdom ⁽¹⁾	Ordinary	100%	Dormant
Eclipse Homecare Ltd**	United Kingdom ⁽¹⁾	Ordinary	100%	Community Homecare

* Directly held by Company

** Exempt from audit by virtue of S479A of Companies Act 2006 as C&C Topco Limited provided the required guarantee

(1) Registered office at Cardinal House, Abbeyfield Court, Abbeyfield Road, Nottingham, England, NG7 2SZ

(2) Registered office at 337 Castlereagh Road, Belfast, BT5 6AB

(3) Registered office at 1st Floor Sketrick House, 16 Jubilee Road, Newtownards, Northern Ireland, BT23 4YH

(4) Registered office at 14 City Quay, Camperdown Street, Dundee, Scotland, DD1 3JA

(5) Registered office at 6 Northbrook Road, Dublin 6, Ireland.

C&C Midco Limited is the only subsidiary undertaking which is 100% directly owned by the Company. The Company has a shareholding amounting to £99m (2020: £13m) in this entity.

14 Debtors

	Group 2021 £'000	Group 2020 £'000	Company 2021 £'000	Company 2020 £'000
Trade debtors	21,182	18,815	-	-
Amounts owed by parent undertaking	3,050	-	-	-
Amounts owed by group undertakings	-	-	2,571	842
Other debtors	719	163	-	26
Deferred tax asset	3,508	-	-	-
Prepayments and accrued income	20,815	20,178	-	-
Debt issue costs	2,797	-	-	-
	<u>52,071</u>	<u>39,156</u>	<u>2,571</u>	<u>868</u>

Trade debtors are stated after the provision for impairment of £1.7m (2020: £0.9m).

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

The deferred tax asset relates to losses available to deduct in future tax computations.

C&C Topco Limited

Notes forming part of the financial statements
for the year ended 31 March 2021 (continued)

15 Creditors: amounts falling due within one year

	Group 2021 £'000	Group 2020 £'000	Company 2021 £'000	Company 2020 £'000
Bank loans (note 17)	-	21,259	-	-
Amounts owed to group undertakings	-	-	2,945	-
Corporation tax payable	2,163	3,220	-	-
Trade creditors	2,843	3,296	-	-
Other taxation and social security	5,271	5,544	-	-
Other creditors	1,393	100	-	-
Accruals and deferred income	37,358	17,351	3	37
	<u>49,028</u>	<u>50,770</u>	<u>2,948</u>	<u>37</u>

Amounts owed to group undertakings are repayable on demand.

Accruals and deferred income includes £7,314k (2020: £nil) in relation to deferred income and £3,444k (2020: £nil) in relation to deferred consideration on acquisitions.

16 Creditors: amounts falling due after more than one year

	Group 2021 £'000	Group 2020 £'000	Company 2021 £'000	Company 2020 £'000
Bank loans (note 17)	177,702	73,230	-	-
Loan notes (note 17)	-	106,125	-	4,113
	<u>177,702</u>	<u>179,355</u>	<u>-</u>	<u>4,113</u>

17 Borrowings

Group	Loan notes 2021 £'000	Bank loans & overdraft 2021 £'000	Debt issue costs 2021 £'000	Total 2021 £'000
<i>Amounts falling due:</i>				
In one year or less, or on demand	-	-	(2,797)	(2,797)
In more than one year but not more than two years	-	-	(2,882)	(2,882)
In more than two years but not more than five years	-	-	(1,266)	(1,266)
After more than five years	-	181,850	-	181,850
	<u>-</u>	<u>181,850</u>	<u>(6,945)</u>	<u>174,905</u>

C&C Topco Limited

Notes forming part of the financial statements
for the year ended 31 March 2021 (continued)

17 Borrowings (continued)

	Loan notes 2020 £'000	Bank loans & overdraft 2020 £'000	Debt issue costs 2020 £'000	Total 2020 £'000
<i>Amounts falling due:</i>	-	21,320	(61)	21,259
In one year or less, or on demand				
In more than one year but not more than two years		18,320	-	18,320
In more than two years but not more than five years	106,125	54,910	-	161,035
	<u>106,125</u>	<u>94,550</u>	<u>(61)</u>	<u>200,614</u>

	Loan notes 2021 £'000	Loan notes 2020 £'000
<i>Amounts falling due:</i>		
In one year or less, or on demand	-	-
In more than one year but not more than two years	-	4,113
In more than two years but not more than five years	-	-
	<u>-</u>	<u>4,113</u>

	Balance at 31 March 2021 £'000	Interest rate %	Maturity
<i>Issued by C&C Bidco Limited:</i>			
Bank loan senior A facility	119,513	LIBOR + 6.75 – 7.5	November 2027
Acquisition facility	40,118	LIBOR + 6.75 – 7.5	November 2027
Porting facility	19,882	LIBOR + 6.75 – 7.5	November 2027
Revolving credit facility	-	3.15 – 3.9	

The bank loans are secured on the assets of the Group and are subject to certain customary financial and non-financial banking covenants with which the Group must comply. The bank loans are repayable on maturity but may become repayable earlier if covenant conditions are not met. They rank in priority for payment and security ahead of the loan notes payable.

In addition to the above relating to bank loans, the Group pays a 1.46% (2020: 1.6%) facility fee in respect of the unutilised portion of the revolving credit facility and 2.5% (2020: 1.7%) on the unused amounts in respect of the acquisition facility with an undrawn facility at year end of £nil (2020: £nil). The revolving credit facility is available to finance working capital requirements and for general corporate purposes. The acquisition facility is available to deploy to fund the future growth plans of the Group. At 31 March 2021, the Group has drawn down £nil of the revolving credit facility (2020: £1m).

C&C Topco Limited

Notes forming part of the financial statements
for the year ended 31 March 2021 (continued)

17 Borrowings (continued)

The loan notes held in the prior year were redeemable at par together with accrued interest on the earlier of the occurrence of an exit or the loan repayment date of December 2021. At 31 March 2021, the loan note balance including interest was £nil (2020: £106.1m).

18 Provisions for liabilities and charges

Group	Deferred taxation £'000	Dilapidations £'000	Onerous lease £'000	Total £'000
At 1 April 2020	6,451	1,159	170	7,780
Created during the year	-	-	111	111
Release of provision	-	(167)	-	(167)
Utilised during the year	(1,478)	(112)	(158)	(1,748)
Arising on acquisition	4,684	210	-	4,894
	<u>9,657</u>	<u>1,090</u>	<u>123</u>	<u>10,870</u>
At 31 March 2021	9,657	1,090	123	10,870

The Company had no provisions in either the current or prior years.

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.

Deferred taxation

	Group 2021 £'000	Group 2020 £'000	Company 2021 £'000	Company 2020 £'000
Business combinations	9,527	6,324	-	-
Accelerated capital allowances	130	127	-	-
Other short term timing differences	-	-	-	-
	<u>9,657</u>	<u>6,451</u>	<u>-</u>	<u>-</u>
Deferred tax liabilities	9,657	6,451	-	-
	<u>Group 2021 £'000</u>	<u>Group 2020 £'000</u>	<u>Company 2021 £'000</u>	<u>Company 2020 £'000</u>
Tax losses	3,508	-	-	-
	<u>3,508</u>	<u>-</u>	<u>-</u>	<u>-</u>
Deferred tax assets	3,508	-	-	-

The deferred tax asset is expected to reverse within 36 months and relates to the utilisation of tax losses against future expected profits of the same period.

C&C Topco Limited

Notes forming part of the financial statements for the year ended 31 March 2021 (continued)

18 Provisions for liabilities and charges (continued)

The deferred tax liability primarily relates to temporary timing differences on customer contracts and brand acquired through business combinations. These balances are expected to reverse over the useful economic life of the customer contract and brand to which they relate (5 – 10 years) in line with the respective amortisation charge.

19 Share capital and reserves

Company and Group	2021 £	2020 £
<i>Allotted, called up and fully paid:</i>		
249,160 (2020: nil) ordinary shares of 1p each	2,492	-
Nil (2020: 38,064) A ordinary shares of 1p (2020: 1p) each	-	380
Nil (2020: 1,351) B ordinary shares of 1p (2020: 1p) each	-	14
Nil (2020: 7,125) C1 ordinary shares of 1p (2020: 10p) each	-	713
Nil (2020: 5,344) C2 ordinary shares of 1p (2020: 1p) each	-	53
	<u>2,492</u>	<u>1,160</u>

The rights of the different classes of share are as follows:

Ordinary:

These shares have full voting rights. They rank pari passu with all other shares of the Company in respect of dividend payments and return of capital.

A ordinary:

These shares have full voting rights. They rank pari passu with all other shares of the Company in respect of dividend payments and return of capital.

B ordinary:

These shares are non-voting. They rank pari passu with all other shares of the Company in respect of dividend payments and return of capital.

C1 ordinary:

These shares have full voting rights. They rank pari passu with all other shares of the Company in respect of dividend payments and return of capital.

C2 ordinary:

These shares are non-voting. They rank pari passu with all other shares of the Company in respect of dividend payments and return of capital.

Share issues

During the year, there was a subdivision of the C1 Ordinary shares from 10p nominal value to 1p, increasing the number of shares to 71,250.

Following this, all classes of share were converted to Ordinary shares.

Additionally during the year, 926 ordinary shares with a nominal value of £0.01 were issued for consideration of £627,825, and a further 132,225 ordinary shares with a nominal value of £0.01 were issued for consideration of £89,699,190 as part of the acquisition by CCH SP Jco Limited and was used to repay the loan notes.

20 Contingent liabilities and capital commitments

Group and Company

There are no material contingent liabilities or capital commitments (2020: £nil).

C&C Topco Limited

Notes forming part of the financial statements
for the year ended 31 March 2021 (*continued*)

21 Business combinations

Acquisition of Total Community Care Limited

On 22 September 2020, the Group acquired 100% of the share capital of Total Community Care Limited for a consideration of £13.6m. In calculating the goodwill arising on acquisition, the fair value of the Total Community Care Limited net assets has been assessed and adjustments from book value have been made where necessary.

	Provisional fair value £'000
Fixed assets	
Tangible assets	38
Current assets	
Debtors	1,285
Cash at bank and in hand	735
Current liabilities	
Creditors	(1,287)
Deferred tax liability	(9)
Book value of net assets acquired	762
Fair value adjustment on acquisition	
Customer contracts	6,208
Brand	723
Deferred tax on Intangibles assets	(1,317)
Provisions	(20)
Fair value of net assets at acquisition	6,356
	Cash outflow £'000
Fair value of net assets	6,356
Goodwill (note 11)	7,198
Total purchase consideration	13,554
Less: Deferred consideration	(3,300)
Purchase consideration settled in cash	10,254
Cash and cash equivalents in subsidiary acquired	(735)
Cash outflow on acquisition	9,519

C&C Topco Limited

Notes forming part of the financial statements
for the year ended 31 March 2021 *(continued)*

21 Business combinations *(continued)*

The results of Total Community Care Limited since its acquisition are as follows:

	Current period since acquisition £'000
Turnover	7,163
Operating profit	843

Acquisition of Advance Health Care UK Limited

On 8 October 2020, the Group acquired 100% of the share capital of Advance Health Care UK Limited for a consideration of £3.2m. In calculating the goodwill arising on acquisition, the fair value of the Advance Health Care UK Limited net assets has been assessed and adjustments from book value have been made where necessary.

	Provisional fair value £'000
Fixed assets	
Tangible assets	5
Current assets	
Debtors	469
Cash at bank and in hand	398
Current liabilities	
Creditors	(485)
Deferred tax liability	(1)
Book value of net assets acquired	386
Fair value adjustment on acquisition	
Customer contracts	2,393
Brand	366
Deferred tax on Intangibles assets	(524)
Provisions	(10)
Fair value of net assets at acquisition	2,611

C&C Topco Limited

Notes forming part of the financial statements
for the year ended 31 March 2021 (*continued*)

21 Business combinations (*continued*)

	Cash outflow £'000
Fair value of net assets	2,611
Goodwill (note 11)	604
	<hr/>
Total purchase consideration	3,215
Less: Deferred consideration	(144)
	<hr/>
Purchase consideration settled in cash	3,071
Cash and cash equivalents in subsidiary acquired	(398)
	<hr/>
Cash outflow on acquisition	2,673
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The results of Advance Health Care UK Limited since its acquisition are as follows:

	Current period since acquisition £'000
Turnover	3,365
	<hr/>
Operating profit	498
	<hr/>

Acquisition of Advantage Healthcare Holdings Limited (formerly Interserve Healthcare Holdings Limited)

On 30 November 2020, the Group acquired 100% of the share capital of Advantage Healthcare Holdings Limited for a consideration of £3.9m. In calculating the goodwill arising on acquisition, the fair value of the Advantage Healthcare Holdings Limited net assets has been assessed and adjustments from book value have been made where necessary.

C&C Topco Limited

Notes forming part of the financial statements
for the year ended 31 March 2021 *(continued)*

21 Business combinations *(continued)*

	Provisional fair value £'000
Fixed assets	
Tangible assets	266
Current assets	
Debtors	5,030
Cash at bank and in hand	339
Current liabilities	
Creditors	(5,594)
Book value of net assets acquired	41
Fair value adjustment on acquisition	
Customer contracts	4,821
Deferred tax on Intangibles assets	(916)
Provisions	(60)
Fair value of net assets at acquisition	3,886
	Cash outflow £'000
Fair value of net assets	3,886
Goodwill (note 11)	51
Total purchase consideration settled in cash	3,937
Cash and cash equivalents in subsidiary acquired	(339)
Cash outflow on acquisition	3,598

The results of Advantage Healthcare Holdings Limited since its acquisition are as follows:

	Current period since acquisition £'000
Turnover	8,418
Operating profit	80

C&C Topco Limited

Notes forming part of the financial statements
for the year ended 31 March 2021 (*continued*)

21 Business combinations (*continued*)

Acquisition of Notaro Homes Limited

On 12 February 2021, the Group acquired customer contract and related trade of Notaro Homes Limited for a consideration of £1.3m. In calculating the goodwill arising on acquisition, the fair value of the Notaro Homes Limited's net assets has been assessed and adjustments from book value have been made where necessary.

	Provisional fair value £'000
Book value of net assets acquired	-
Fair value adjustment on acquisition	
Customer contracts	868
Deferred tax on Intangibles assets	(165)
	<hr/>
Fair value of net assets at acquisition	703
	<hr/>
	Cash outflow £'000
Fair value of net assets	703
Goodwill (note 11)	567
	<hr/>
Total purchase consideration settled in cash	1,270
Cash and cash equivalents acquired	-
	<hr/>
Cash outflow on acquisition	1,270
	<hr/>

The results of Notaro Homes Limited since its acquisition are as follows:

	Current period since acquisition £'000
Turnover	440
	<hr/>
Operating profit	37
	<hr/>

Acquisition of MC Care Holdings Limited and MC Care Holdings II Limited Group

On 1 March 2021, the Group acquired 100% of the share capital of MC Care Holdings Limited and MC Care Holdings II Limited for a consideration of £51.9m. In calculating the goodwill arising on acquisition, the fair value of the MC Care Holdings Limited and MC Care Holdings II Limited net assets has been assessed and adjustments from book value have been made where necessary.

C&C Topco Limited

Notes forming part of the financial statements
for the year ended 31 March 2021 (*continued*)

21 Business combinations (*continued*)

	Provisional fair value £'000
Fixed assets	
Tangible assets	591
Current assets	
Debtors	15,233
Cash at bank and in hand	3,273
Current liabilities	
Creditors	(7,673)
Book value of net assets acquired	11,424
Fair value adjustment on acquisition	
Customer contracts	4,472
Brand	3,286
Deferred tax on Intangibles assets	(1,474)
Provisions	(110)
Fair value of net assets at acquisition	17,598
	Cash outflow £'000
Fair value of net assets	17,598
Goodwill (note 11)	34,338
Total purchase consideration settled in cash	51,936
Cash and cash equivalents in subsidiary acquired	(3,273)
Cash outflow on acquisition	48,663

The results of MC Care Holdings Limited and MC Care Holdings II Limited Group since its acquisition are as follows:

	Current period since acquisition £'000
Turnover	5,190
Operating profit	361

C&C Topco Limited

Notes forming part of the financial statements
for the year ended 31 March 2021 (*continued*)

21 Business combinations

Acquisition of Eclipse Homecare Limited

On 2 March 2021, the Group acquired 100% of the share capital of Eclipse Homecare Limited for a consideration of £2.5m. In calculating the goodwill arising on acquisition, the fair value of the Eclipse Homecare Limited net assets has been assessed and adjustments from book value have been made where necessary.

	Provisional fair value £'000
Fixed assets	
Tangible assets	27
Current assets	
Debtors	626
Cash at bank and in hand	197
Current liabilities	
Creditors	(463)
Book value of net assets acquired	387
Fair value adjustment on acquisition	
Customer contracts	1,253
Brand	234
Deferred tax on Intangibles assets	(282)
Provisions	(10)
Fair value of net assets at acquisition	1,582
	Cash outflow £'000
Fair value of net assets	1,582
Goodwill (note 11)	950
Total purchase consideration settled in cash	2,532
Cash and cash equivalents in subsidiary acquired	(197)
Cash outflow on acquisition	2,335

C&C Topco Limited

Notes forming part of the financial statements
for the year ended 31 March 2021 (*continued*)

21 Business combinations (*continued*)

The results of Eclipse Homecare Limited since its acquisition are as follows:

	Current period since acquisition £'000
Turnover	321
Operating profit	36

22 Commitments under operating leases

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

	2021 £'000	2020 £'000
Not later than 1 year	2,470	1,953
Later than 1 year and not later than 5 years	4,138	3,189
Later than 5 years	81	7
	<u>6,689</u>	<u>5,149</u>

The Company had no commitments under non-cancellable operating leases as at the balance sheet date.

23 Related party disclosures

Interest and fees accrued/paid to related parties

	2021 £'000	2020 £'000
Group		
<i>Interest expense</i>		
Graphite Capital Partners VIII	6,642	9,297
Management	267	374
<i>Monitoring fees</i>		
Graphite Capital Partners VIII	119	171

Amounts owed to related parties at 31 March

	2021 £'000	2020 £'000
Group		
CCH SP JCO Limited (Parent Company)	87,247	-
Graphite Capital Partners VIII (Ultimate controlling party until 23 November 2020)	-	102,012
Management	-	4,113

C&C Topco Limited

Notes forming part of the financial statements
for the year ended 31 March 2021 (*continued*)

24 Ultimate controlling party

The company is a subsidiary of CCH SP JCO Limited, a company incorporated in Jersey.

The majority of the equity shareholding is held by Summit Partners Growth Equity Fund X, a series of limited liability partnerships. Accordingly, the directors believe there is no ultimate controlling party. The largest and smallest group for which group financial statements are prepared is that of C&C Topco Limited.

25 Post balance sheet events

On June 30 2021 the Group acquired 100% of the issued share capital in Care By Us Limited, a business headquartered in Hertfordshire delivering homecare, extra care, live-in care and supported living services. Consideration was £8.8m.

On July 19 2021 the Group acquired 100% of the issued share capital in The Jon Fleming Group Limited (JFG) and all subsidiaries. JFG provides complex, homecare and supported living services through a four branch network to services users in Scotland. Consideration was £5.3m.

26 Analysis of change in net cash/(debt)

Group	1 April 2020 £'000	Cashflow £'000	31 March 2021 £'000
Cash at bank and in hand	12,756	10,307	23,063
Loans	(94,550)	(87,300)	(181,850)
Loan notes	(106,125)	106,125	-
	<u>(187,919)</u>	<u>29,132</u>	<u>(158,787)</u>