

Company Registration No. 05448746 (England and Wales)

**BY THE BRIDGE NORTH WEST LIMITED**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2019**

---



## **BY THE BRIDGE NORTH WEST LIMITED**

### **COMPANY INFORMATION**

---

**Directors**

|               |                             |
|---------------|-----------------------------|
| C K Dickinson | (Appointed 28 March 2019)   |
| J Ivers       | (Appointed 28 March 2019)   |
| F Sheikh      | (Appointed 28 March 2019)   |
| H Sheikh      | (Appointed 28 March 2019)   |
| L M Webb      |                             |
| J D Wiles     | (Appointed 18 October 2018) |

**Company number**

05448746

**Registered office**

Metropolitan House  
3 Darkes Lane  
Potters Bar  
Hertfordshire  
EN6 1AG

---

# BY THE BRIDGE NORTH WEST LIMITED

## CONTENTS

---

|                                   | <b>Page</b> |
|-----------------------------------|-------------|
| Strategic report                  | 1           |
| Directors' report                 | 2           |
| Statement of comprehensive income | 3           |
| Statement of financial position   | 4 - 5       |
| Statement of changes in equity    | 6           |
| Notes to the financial statements | 7 - 21      |

---

# BY THE BRIDGE NORTH WEST LIMITED

## STRATEGIC REPORT

**FOR THE YEAR ENDED 30 SEPTEMBER 2019**

The directors present the strategic report for the year ended 30 September 2019.

### Review of the business

The company's Key Performance Indicators ("KPIs") are net assets and profit before tax:

|                            | 12 months to<br>September<br>2019 | 9 months to<br>September<br>2018 | Movement |
|----------------------------|-----------------------------------|----------------------------------|----------|
| Net assets                 | £8.3m                             | £6.5m                            | 27.7%    |
| Profit / (loss) before tax | £2.2m                             | £1.3m                            | 69.2%    |

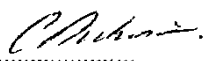
Non-financial KPIs are not material for the company as they are reviewed on a Group basis.

### Business risks and strategy

There is a going concern risk because the subsidiaries in which Cambian Group Holdings Limited holds investments rely on publicly funded entities in the UK for substantially all of their revenues. The loss or reduction of such funding, or changes to procurement methods, could negatively impact their occupancy rates which could have a corresponding material adverse effect on the Company's business, results of operations, financial condition or prospects. The company and its subsidiaries mitigate that risk by having established a good working relationship with its customers and by remaining in constant and transparent dialogue with the publicly funded entities with which it does business.

The company and its subsidiaries operate in a highly regulated business environment, which is subject to political and regulatory scrutiny. Failure to comply with regulations or the introduction of new regulations or standards with which the company and its subsidiaries do not comply could lead to substantial penalties, including the loss of registration on some or all of their facilities. This risk is mitigated by focusing on quality of care for service users and consistently maintaining high regulatory scores from regulators.

On behalf of the board



C K Dickinson

Director

27/07/20

# BY THE BRIDGE NORTH WEST LIMITED

## DIRECTORS' REPORT

### FOR THE YEAR ENDED 30 SEPTEMBER 2019

---

The directors present their annual report and financial statements for the year ended 30 September 2019.

#### Principal activities

The principal activity of the company continued to be that of the provision of services to foster parents and local authorities.

#### Results and dividends

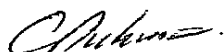
The results for the year are set out on page 3.

#### Directors

The directors who held office during the year and up to the date of signature of the financial statements were as follows:

|               |                             |
|---------------|-----------------------------|
| C K Dickinson | (Appointed 28 March 2019)   |
| J Ivers       | (Appointed 28 March 2019)   |
| F Sheikh      | (Appointed 28 March 2019)   |
| H Sheikh      | (Appointed 28 March 2019)   |
| L M Webb      |                             |
| J D Wiles     | (Appointed 18 October 2018) |
| A Kang        | (Resigned 18 October 2018)  |
| M S Asaria    | (Deceased 18 October 2018)  |
| P Surridge    | (Resigned 7 November 2018)  |
| A M Carrie    | (Resigned 30 May 2019)      |

On behalf of the board



.....  
C K Dickinson

Director

Date: 27/07/20

# BY THE BRIDGE NORTH WEST LIMITED

## STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 SEPTEMBER 2019

|   |          | Year<br>ended<br>30 September<br>2019<br>£'000 | Period<br>ended<br>30 September<br>2018<br>£'000 |
|---|----------|--|--|
|   | Notes    |  |  |
| Revenue   | 4        | 11,975   | 8,521  |
| Cost of sales   |          | (7,800)  | (4,892)  |
| <b>Gross profit</b>   |          | <b>4,175</b>                                   | <b>3,629</b>                                     |
| Administrative expenses   |          | (2,010)  | (2,677)  |
| <b>Operating profit</b>   | <b>5</b> | <b>2,165</b>                                   | <b>952</b>                                       |
| Investment income   | 7        | -  | 330  |
| <b>Profit before taxation</b>                                       |          | <b>2,165</b>                                   | <b>1,282</b>                                     |
| Tax on profit   | 8        | (396)  | (232)  |
| <b>Profit and total comprehensive income for the financial year</b> |          | <b>1,769</b>                                   | <b>1,050</b>                                     |

The income statement has been prepared on the basis that all operations are continuing operations.

# BY THE BRIDGE NORTH WEST LIMITED

## STATEMENT OF FINANCIAL POSITION

AS AT 30 SEPTEMBER 2019

|  | Notes | 2019<br>£'000 | 2018<br>£'000 |
|--|-------|---------------|---------------|
| <b>Non-current assets</b>                    |       |               |               |
| Property, plant and equipment                | 9     | 24            | 29            |
| <b>Current assets</b>                        |       |               |               |
| Trade and other receivables                  | 10    | 9,308         | 7,480         |
| Deferred tax asset                           | 13    | 1             | -             |
| Cash and cash equivalents                    |       | 799           | 1,346         |
|  |       | 10,108        | 8,826         |
| <b>Current liabilities</b>                   |       |               |               |
| Trade and other payables                     | 12    | 1,144         | 1,794         |
| Taxation and social security                 |       | 671           | 506           |
| Deferred income                              | 14    | 16            | 23            |
|  |       | 1,831         | 2,323         |
| <b>Net current assets</b>                    |       | 8,277         | 6,503         |
| <b>Total assets less current liabilities</b> |       | 8,301         | 6,532         |
| <b>Net assets</b>                            |       | 8,301         | 6,532         |
| <b>Equity</b>                                |       |               |               |
| Called up share capital                      | 16    | -             | -             |
| Retained earnings                            |       | 8,301         | 6,532         |
| <b>Total equity</b>                          |       | 8,301         | 6,532         |

For the financial year ended 30 September 2019 the company was entitled to exemption from audit under section 479A of the Companies Act 2006 relating to subsidiary companies.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The member has not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

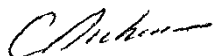
**BY THE BRIDGE NORTH WEST LIMITED**

**STATEMENT OF FINANCIAL POSITION (CONTINUED)**

**AS AT 30 SEPTEMBER 2019**

---

The financial statements were approved by the board of directors and authorised for issue on .....27/07/20  
and are signed on its behalf by:



.....  
C K Dickinson  
Director

**Company Registration No. 05448746**



**BY THE BRIDGE NORTH WEST LIMITED**

**STATEMENT OF CHANGES IN EQUITY**

**FOR THE YEAR ENDED 30 SEPTEMBER 2019**

---

|  | <b>Retained<br/>earnings<br/>£'000</b> |
|--|--|
| <b>Balance at 1 January 2018</b>                     | 5,482                                  |
| <b>Period ended 30 September 2018:</b>               |  |
| Profit and total comprehensive income for the period | 1,050                                  |
| <b>Balance at 30 September 2018</b>                  | 6,532                                  |
| <b>Period ended 30 September 2019:</b>               |  |
| Profit and total comprehensive income for the period | 1,769                                  |
| <b>Balance at 30 September 2019</b>                  | 8,301                                  |

---

# BY THE BRIDGE NORTH WEST LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2019

---

### 1 Accounting policies

#### Company information

By The Bridge North West Limited is a private company limited by shares incorporated in England and Wales. The registered office is Metropolitan House, 3 Darkes Lane, Potters Bar, Hertfordshire, EN6 1AG. The company's principal activities and nature of its operations are disclosed in the directors' report.

#### 1.1 Accounting convention

The financial statements have been prepared in accordance with Financial Reporting Standard 101 Reduced Disclosure Framework (FRS 101) and in accordance with applicable accounting standards.

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

The financial statements have been prepared on the historical cost basis except that certain financial instruments are stated at their fair value. The principal accounting policies adopted are set out below.

The company has taken advantage of the following disclosure exemptions under FRS 101:

- the requirements of paragraphs 45(b) and 46-52 of IFRS 2 Share based Payment;
- the requirements of paragraphs 62, B64(d), B64(e), B64(g), B64(h), B64(j) to B64(m), B64(n)(ii), B64(o)(ii), B64(p), B64(q)(ii), B66 and B67 of IFRS 3 Business Combinations. Equivalent disclosures are included in the consolidated financial statements of CareTech Holding PLC in which the entity is consolidated;
- the requirements of paragraph 33 (c) of IFRS 5 Non current Assets Held for Sale and Discontinued Operations;
- the requirements of IFRS 7 Financial Instruments: Disclosures;
- the requirements of paragraphs 91-99 of IFRS 13 Fair Value Measurement;
- the requirement in paragraph 38 of IAS 1 'Presentation of Financial Statements' to present comparative information in respect of: (i) paragraph 79(a) (iv) of IAS 1, (ii) paragraph 73(e) of IAS 16 Property Plant and Equipment (iii) paragraph 118 (e) of IAS 38 Intangibles Assets, (iv) paragraphs 76 and 79(d) of IAS 40 Investment Property and (v) paragraph 50 of IAS 41 Agriculture;
- the requirements of paragraphs 10(d), 10(f), 16, 38A to 38D, 39 to 40, 111 and 134-136 of IAS 1 Presentation of Financial Statements;
- the requirements of IAS 7 Statement of Cash Flows;
- the requirements of paragraphs 30 and 31 of IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors;
- the requirements of paragraph 17 of IAS 24 Related Party Disclosures;
- the requirements in IAS 24 Related Party Disclosures to disclose related party transactions entered into between two or more members of a group, provided that any subsidiary which is a party to the transaction is wholly owned by such a member; and
- the requirements of paragraphs 134(d)-134(f) and 135(c)-135(e) of IAS 36 Impairment of Assets.

As permitted by FRS 101, the company has taken advantage of the disclosure exemptions available under that standard in relation to share based payments, financial instruments, capital management, presentation of a cash flow statement, presentation of comparative information in respect of certain assets, standards not yet effective, impairment of assets, business combinations, discontinued operations and related party transactions.

Where required, equivalent disclosures are given in the group accounts of CareTech Holdings PLC. The group accounts of CareTech Holdings PLC are available to the public and can be obtained as set out in note 18.

# BY THE BRIDGE NORTH WEST LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 SEPTEMBER 2019

### 1 Accounting policies

(Continued)

#### 1.2 Going concern

The directors have at the time of approving the financial statements, a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.3 Revenue

Revenue in respect of the provision of care services is measured as the fair value of fee income received or receivable in respect of the services provided and is recognised in respect of the care that has been provided in the relevant period. Any additional services provided by the group are recognised on provision of the service. Fostering revenue is recognised on the basis of the daily placements made with a full day's revenue recognised for every night a placement is with a foster carer.

Revenue in respect of learning services is directly linked to specific achievements; and milestones reached by apprentices at which point the funding from the Skills Funding Agency is receivable. A corresponding balance is recognised in receivables.

Revenue which has been invoiced but irrecoverable is treated as a bad debt expense. Revenue invoiced in advance is included in deferred income until the service is provided. Revenue is recognised net of VAT and credit notes.

#### 1.4 Property, plant and equipment

Property, plant and equipment are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

|                       |                   |
|-----------------------|-------------------|
| Fixtures and fittings | 15% Straight line |
| Computers             | 15% Straight line |

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the income statement.

#### 1.5 Impairment of tangible and intangible assets

At each reporting end date, the company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

# BY THE BRIDGE NORTH WEST LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 SEPTEMBER 2019

### 1 Accounting policies

(Continued)

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

#### 1.6 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

#### 1.7 Financial assets

Financial assets are recognised in the company's statement of financial position when the company becomes party to the contractual provisions of the instrument. Financial assets are classified into specified categories, depending on the nature and purpose of the financial assets.

At initial recognition, financial assets classified as fair value through profit and loss are measured at fair value and any transaction costs are recognised in profit or loss. Financial assets not classified as fair value through profit and loss are initially measured at fair value plus transaction costs.

##### **Financial assets at fair value through profit or loss**

When any of the above-mentioned conditions for classification of financial assets is not met, a financial asset is classified as measured at fair value through profit or loss. Financial assets measured at fair value through profit or loss are recognized initially at fair value and any transaction costs are recognised in profit or loss when incurred. A gain or loss on a financial asset measured at fair value through profit or loss is recognised in profit or loss, and is included within finance income or finance costs in the statement of income for the reporting period in which it arises.

##### **Financial assets held at amortised cost**

Financial instruments are classified as financial assets measured at amortised cost where the objective is to hold these assets in order to collect contractual cash flows, and the contractual cash flows are solely payments of principal and interest. They arise principally from the provision of goods and services to customers (eg trade receivables). They are initially recognised at fair value plus transaction costs directly attributable to their acquisition or issue, and are subsequently carried at amortised cost using the effective interest rate method, less provision for impairment where necessary.

# BY THE BRIDGE NORTH WEST LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 30 SEPTEMBER 2019

#### 1 Accounting policies

(Continued)

##### **Financial assets at fair value through other comprehensive income**

Debt instruments are classified as financial assets measured at fair value through other comprehensive income where the financial assets are held within the company's business model whose objective is achieved by both collecting contractual cash flows and selling financial assets, and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt instrument measured at fair value through other comprehensive income is recognised initially at fair value plus transaction costs directly attributable to the asset. After initial recognition, each asset is measured at fair value, with changes in fair value included in other comprehensive income. Accumulated gains or losses recognised through other comprehensive income are directly transferred to profit or loss when the debt instrument is derecognised.

The company has made an irrevocable election to recognize changes in fair value of investments in equity instruments through other comprehensive income, not through profit or loss. A gain or loss from fair value changes will be shown in other comprehensive income and will not be reclassified subsequently to profit or loss. Equity instruments measured at fair value through other comprehensive income are recognized initially at fair value plus transaction cost directly attributable to the asset. After initial recognition, each asset is measured at fair value, with changes in fair value included in other comprehensive income. Accumulated gains or losses recognized through other comprehensive income are directly transferred to retained earnings when equity instrument is derecognized or its fair value substantially decreased. Dividends are recognized as finance income in profit or loss.

##### **Impairment of financial assets**

Financial assets, other than those measured at fair value through profit or loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows of the investment have been affected.

##### **Derecognition of financial assets**

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership to another entity.

#### 1.8 Financial liabilities

The company recognises financial debt when the company becomes a party to the contractual provisions of the instruments. Financial liabilities are classified as either 'financial liabilities at fair value through profit or loss' or 'other financial liabilities'.

##### **Financial liabilities at fair value through profit or loss**

Financial liabilities are classified as measured at fair value through profit or loss when the financial liability is held for trading. A financial liability is classified as held for trading if:

- it has been incurred principally for the purpose of selling or repurchasing it in the near term, or
- on initial recognition it is part of a portfolio of identified financial instruments that the company manages together and has a recent actual pattern of short-term profit taking, or
- it is a derivative that is not a financial guarantee contract or a designated and effective hedging instrument.

Financial liabilities at fair value through profit or loss are stated at fair value with any gains or losses arising on remeasurement recognised in profit or loss.

# BY THE BRIDGE NORTH WEST LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 SEPTEMBER 2019

### 1 Accounting policies

(Continued)

#### **Other financial liabilities**

Other financial liabilities, including borrowings, trade payables and other short-term monetary liabilities, are initially measured at fair value net of transaction costs directly attributable to the issuance of the financial liability. They are subsequently measured at amortised cost using the effective interest method. For the purposes of each financial liability, interest expense includes initial transaction costs and any premium payable on redemption, as well as any interest or coupon payable while the liability is outstanding.

#### **Derecognition of financial liabilities**

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

### 1.9 Equity instruments

Equity instruments issued by the company are recorded at the proceeds received, net of direct issue costs. Dividends payable on equity instruments are recognised as liabilities once they are no longer at the discretion of the company.

### 1.10 Taxation

*The tax expense represents the sum of the tax currently payable and deferred tax.*

#### **Current tax**

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the income statement because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

#### **Deferred tax**

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit, and is accounted for using the balance sheet liability method. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at each reporting end date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered. Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised. Deferred tax is charged or credited in the income statement, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity. Deferred tax assets and liabilities are offset when the company has a legally enforceable right to offset current tax assets and liabilities and the deferred tax assets and liabilities relate to taxes levied by the same tax authority.

# **BY THE BRIDGE NORTH WEST LIMITED**

## **NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 30 SEPTEMBER 2019**

---

### **1 Accounting policies**

**(Continued)**

#### **1.11 Employee benefits**

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of inventories or non-current assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### **1.12 Retirement benefits**

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

#### **1.13 Leases**

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessees. All other leases are classified as operating leases.

Assets held under finance leases are recognised as assets at the lower of the fair value of the assets at the date of inception and the present value of the minimum lease payments. The related liability is included in the statement of financial position as a finance lease obligation. Lease payments are treated as consisting of capital and interest elements. The interest is charged to profit or loss so as to produce a constant periodic rate of interest on the remaining balance of the liability.

Rentals payable under operating leases, less any lease incentives received, are charged to profit or loss on a straight line basis over the term of the relevant lease except where another more systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

### **2 Adoption of new and revised standards and changes in accounting policies**

In the current year, the following new and revised Standards and Interpretations have been adopted by the company and have an effect on the current period or a prior period or may have an effect on future periods:

## BY THE BRIDGE NORTH WEST LIMITED

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

#### FOR THE YEAR ENDED 30 SEPTEMBER 2019

---

#### 2 Adoption of new and revised standards and changes in accounting policies (Continued)

IFRS 15 - Revenue from contracts with customers - Introduction of new standard on Revenue from Contracts with customers

IFRS 2 - Share-based payment - Amendments to clarify the classification and measurement of share-based payment transactions

IFRS 7 - Financial instruments: Disclosures - Additional hedge accounting disclosures (and consequential amendments) resulting from the introduction of the hedge accounting chapter in IFRS 9

IFRS 9 - Financial instruments - Finalised version, incorporating requirements for classification and measurement, impairment, general hedge accounting and derecognition

IAS 28 - Investments in associates and joint ventures - Amendments resulting from Annual Improvements 2014-2016 Cycle (clarifying certain fair value adjustments)

IAS 39 - Financial instruments: Recognition and measurement - Amendment to permit an entity to elect to continue to apply the hedge accounting requirements in IAS 39 for a fair value hedge of the interest rate exposure of a portion of a portfolio of financial assets or financial liabilities when IFRS 9 is applied, and to extend the fair value option to certain contracts that meet the 'own use' scope exception

IAS 40 - Investment property - Amendments to clarify transfers of property to, or from, investment property

The amendments listed above did not have any impact on the amounts recognised in prior periods and are not expected to significantly affect the current or future periods

#### 3 Critical accounting estimates and judgements

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are outlined below.

##### **Critical judgements**

##### **Current asset provisions**

In the course of normal trading activities, judgement is used to establish the net realisable value of various elements of working capital, principally trade receivables. Provisions are established for bad and doubtful debts. Provisions are based on the facts available at the time and are also determined by using profiles, based upon past practise, applied to aged receivables.

##### **Deferred taxation**

The company may recognise deferred tax assets in respect of temporary differences arising. This requires management to make decisions on the recoverability of such deferred tax assets based on future forecasts of taxable profit. If these forecast profits do not materialise, or there are changes in the tax rates or to the period over which the losses or timing difference might be recognised, the value of the deferred tax asset will need to be revised in a future period.



# BY THE BRIDGE NORTH WEST LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 SEPTEMBER 2019

### 3 Critical accounting estimates and judgements

(Continued)

#### Key sources of estimation uncertainty

##### Customer relationships

The company's management team assess each acquisition in the historical financial information period to identify the intangible assets that were acquired in each transaction that qualify for separate recognition. The assessment of the future economic benefits generated from acquired customer relationships, and the determination of the related amortisation profile, involves a significant degree of judgement based on management estimation of future potential revenue and profit and the useful lives of the assets. The valuation method used to value customer relationships is a multi-period excess earnings method. The useful economic life has been assessed as ranging from 1 to 20 years across the acquisitions. Annual reviews are performed to ensure the recoverability of this intangible asset.

##### Property, plant and equipment

It is company policy to depreciate property, plant and equipment to their estimated residual value over their estimated useful lives. This applies an appropriate matching of the revenue earned with the capital costs of delivery of services. A key element of this policy is the annual estimate of the residual value of such assets. Similarly the directors estimate the useful life applied to each category of property, plant and equipment which, in turn, determines the annual depreciation charge. Variations in residual values or asset lives could impact significantly company profit through an increase in the depreciation charge.

### 4 Revenue

|  | 2019<br>£'000     | 2018<br>£'000     |
|--|-------------------|-------------------|
| <b>Revenue analysed by class of business</b> |                   |                   |
| Care services                                | 11,975            | 8,521             |
|  | <u>          </u> | <u>          </u> |
|  | 2019<br>£'000     | 2018<br>£'000     |
| <b>Other significant revenue</b>             |                   |                   |
| Interest income                              | -                 | 330               |
|  | <u>          </u> | <u>          </u> |

### 5 Operating profit

|   | 2019<br>£'000     | 2018<br>£'000     |
|---|-------------------|-------------------|
| Operating profit for the period is stated after charging/(crediting): |                   |                   |
| Depreciation of property, plant and equipment                         | 9                 | 5                 |
|   | <u>          </u> | <u>          </u> |

# BY THE BRIDGE NORTH WEST LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 SEPTEMBER 2019

### 6 Employees

The average monthly number of persons (including directors) employed by the company during the year was:

|                                 | 2019<br>Number | 2018<br>Number |
|---------------------------------|----------------|----------------|
| Nursing, care and support staff | 28             | 25             |
| Management and administration   | 7              | 8              |
| Total                           | 35             | 33             |

Their aggregate remuneration comprised:

|                       | 2019<br>£'000 | 2018<br>£'000 |
|-----------------------|---------------|---------------|
| Wages and salaries    | 1,182         | 803           |
| Social security costs | 132           | 98            |
| Pension costs         | 40            | 23            |
|                       | 1,354         | 924           |

None of the directors received any emoluments for their services to the company during the year (2018: none).

The number of directors to whom pension contributions are accruing is nil (2018: nil).

### 7 Investment income

|  | 2019<br>£'000 | 2018<br>£'000 |
|--|---------------|---------------|
| <b>Interest income</b>                   |               |               |
| Interest receivable from group companies | -             | 330           |

### 8 Taxation

|  | 2019<br>£'000 | 2018<br>£'000 |
|--|---------------|---------------|
| <b>Current tax</b>                                   |               |               |
| UK corporation tax on profits for the current period | 397           | 232           |
| <b>Deferred tax</b>                                  |               |               |
| Origination and reversal of temporary differences    | (1)           | -             |
| <b>Total tax charge</b>                              | 396           | 232           |

# BY THE BRIDGE NORTH WEST LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 30 SEPTEMBER 2019

#### 8 Taxation

(Continued)

The charge for the year can be reconciled to the profit per the income statement as follows:

|  | 2019<br>£'000 | 2018<br>£'000 |
|--|---------------|---------------|
| Profit before taxation   | 2,165         | 1,282         |
| Expected tax charge based on a corporation tax rate of 19.00% (2018: 19.00%) | 411           | 244           |
| Adjustment in respect of prior years   | -             | (12)          |
| Group relief   | (15)          | -             |
| <b>Taxation charge for the period</b>  | <b>396</b>    | <b>232</b>    |

#### 9 Property, plant and equipment

|  | Fixtures and fittings<br>£'000 | Computers<br>£'000 | Total<br>£'000 |
|--|--------------------------------|--------------------|----------------|
| <b>Cost</b>                                    |                                |                    |                |
| At 30 September 2018                           | 16                             | 22                 | 38             |
| Additions                                      | 6                              | 1                  | 7              |
| Disposals                                      | (1)                            | -                  | (1)            |
| At 30 September 2019                           | 21                             | 22                 | 43             |
| <b>Accumulated depreciation and impairment</b> |                                |                    |                |
| At 30 September 2018                           | 3                              | 6                  | 9              |
| Charge for the year                            | 4                              | 5                  | 9              |
| At 30 September 2019                           | 7                              | 12                 | 19             |
| <b>Carrying amount</b>                         |                                |                    |                |
| At 30 September 2019                           | 14                             | 10                 | 24             |
| At 30 September 2018                           | 13                             | 16                 | 29             |

# BY THE BRIDGE NORTH WEST LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 SEPTEMBER 2019

### 10 Trade and other receivables

|   | 2019<br>£'000 | 2018<br>£'000 |
|---|---------------|---------------|
| Trade receivables                         | 751           | 589           |
| Amounts owed by fellow group undertakings | 8,038         | 6,334         |
| Other receivables                         | 41            | 34            |
| Prepayments and accrued income            | 478           | 523           |
|   | <u>9,308</u>  | <u>7,480</u>  |
| Deferred tax asset                        | 1             | -             |
|   | <u>9,309</u>  | <u>7,480</u>  |

Trade receivables disclosed above are classified as loans and receivables and are therefore measured at amortised cost.

### 11 Liabilities

|                              | Notes | 2019<br>£'000 | 2018<br>£'000 |
|------------------------------|-------|---------------|---------------|
| Trade and other payables     | 12    | 1,144         | 1,794         |
| Taxation and social security |       | 671           | 506           |
| Deferred income              | 14    | 16            | 23            |
|                              |       | <u>1,831</u>  | <u>2,323</u>  |

### 12 Trade and other payables

|   | 2019<br>£'000 | 2018<br>£'000 |
|---|---------------|---------------|
| Trade payables                            | 236           | 16            |
| Amounts owed to fellow group undertakings | 299           | 1,124         |
| Accruals and deferred income              | 234           | 276           |
| Other payables                            | 375           | 378           |
|   | <u>1,144</u>  | <u>1,794</u>  |

# BY THE BRIDGE NORTH WEST LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 30 SEPTEMBER 2019

#### 13 Deferred taxation

The following are the major deferred tax liabilities and assets recognised by the company and movements thereon during the current and prior reporting period.

|   | ACAs<br>£'000 |
|---|---------------|
| Deferred tax liability at 1 October 2017 and 1 October 2018 | -             |
| <b>Deferred tax movements in current year</b>               |               |
| Credit to profit or loss                                    | (1)           |
| Deferred tax asset at 30 September 2019                     | (1)           |

| 14 Deferred revenue             | 2019<br>£'000 | 2018<br>£'000 |
|---------------------------------|---------------|---------------|
| Arising from residential income | 16            | 23            |

#### Analysis of deferred revenue

Deferred revenues are classified based on the amounts that are expected to be settled within the next 12 months and after more than 12 months from the reporting date, as follows:

|                     | 2019<br>£'000 | 2018<br>£'000 |
|---------------------|---------------|---------------|
| Current liabilities | 16            | 23            |

#### 15 Retirement benefit schemes

##### Defined contribution schemes

The company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the company in an independently administered fund.

The total costs charged to income in respect of defined contribution plans is £39,812 (2018 - £23,369).

| 16 Share capital               | 2019<br>£ | 2018<br>£ |
|--------------------------------|-----------|-----------|
| <b>Ordinary share capital</b>  |           |           |
| <b>Issued and fully paid</b>   |           |           |
| 100 Ordinary shares of £1 each | 100       | 100       |

## BY THE BRIDGE NORTH WEST LIMITED

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 SEPTEMBER 2019

---

#### 17 Operating lease commitments

##### **Lessee**

Amounts recognised in profit or loss as an expense during the period in respect of operating lease arrangements are as follows:

|   | 2019<br>£'000 | 2018<br>£'000 |
|---|---------------|---------------|
| Minimum lease payments under operating leases | 141           | 108           |

At the reporting end date the company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

|                            | 2019<br>£'000 | 2018<br>£'000 |
|----------------------------|---------------|---------------|
| Within one year            | 14            | 74            |
| Between two and five years | 9             | 297           |
| In over five years         | -             | 256           |
|                            | 23            | 627           |

#### 18 Controlling party

The company's ultimate parent undertaking is CareTech Holdings PLC. The consolidated financial statements of this Group are available to the public and may be obtained from Metropolitan House, 3 Darkes lane, Potters Bar, Hertfordshire, EN6 1AG.

The company is included in the consolidated accounts of CareTech Holdings PLC.

## BY THE BRIDGE NORTH WEST LIMITED

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

#### FOR THE YEAR ENDED 30 SEPTEMBER 2019

---

#### 19 Financial instruments

These are designed to reduce the financial risks faced by the company, which primarily relate to credit, interest and liquidity risks, which arise in the normal course of the company's business.

##### **Credit risk**

Financial instruments which potentially expose the company to credit risk consist primarily of cash equivalents and trade receivables. Cash equivalents are deposited only with major financial institutions that satisfy certain credit criteria.

Management has a credit policy in place and exposure to credit risk is monitored on an ongoing basis. Credit evaluations are carried out on all significant prospective customers and all existing customers requiring credit beyond a certain threshold. Varying approval levels are set on the extension of credit depending upon the value of the sale.

Where the credit risk is deemed to have risen to an unacceptable level, remedial actions including the variation of terms of trade are implemented under the guidance of senior management until the level of credit risk has been normalised.

The company provides credit to customers in the normal course of business with a provision for specific doubtful receivables. The balance includes the amounts considered recoverable which also equals their fair value. The company does not require collateral in respect of financial assets. During the year there was no charge to the income statement for bad or doubtful debts (30 September 2018: £Nil).

At the balance sheet date, there were no significant concentrations of credit risk. The maximum exposure to credit risk is represented by the carrying amount of each financial asset.

##### **Interest rate risk**

The company finances its operations through called up share capital, retained profits, intergroup borrowings and bank borrowings. The company's income is by its nature relatively stable and its growth is, inter alia, impacted by inflation. Company policy is to balance interest rate fixes between the short, medium and long term. The benchmark rate for bank borrowings is LIBOR.

##### **Liquidity Risk**

The company prepares annual cash flow forecasts reflecting known commitments and anticipated projects. Borrowing facilities are arranged as necessary to finance requirements. The wider group has available bank and overdraft facilities, sufficient, with cash flow from profits, to fund present commitments. Term facilities are utilised to fund capital expenditure and short term flexibility is achieved by the utilisation of overdraft facilities in respect of financial liabilities. There were no contractual cash flow maturities at 30 September 2019 (30 September 2018: £Nil).

##### **Capital risk management**

The company manages its capital to ensure that activities of the company will be able to continue as going concerns whilst maximising returns for stakeholders through the optimisation of debt and equity. The company does not currently have any external debt and details of the company's equity are disclosed in the Statement of Financial Position.

##### **Foreign currency risk**

The company operates entirely in the UK and is not exposed to any foreign currency risks.

## **BY THE BRIDGE NORTH WEST LIMITED**

### **NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 30 SEPTEMBER 2019**

---

#### **19 Financial instruments**

**(Continued)**

##### **Sensitivity analysis**

In managing interest rate risks the company aims to reduce the impact of short-term fluctuations on the company's earnings. Over the longer-term, however, permanent changes in interest rates would have an impact on earnings. However, the wider group's financing arrangements mean that there is not expected to be a significant impact from interest rate changes on the company.

##### **Fair values**

Book values are considered to be equivalent to fair values.