



Introducing our expertise
Care Homes and Bishop Fleming



Contents

Our experience	03
Transactions	05
Meet our team	06
Keeping you up to date	08
Our business: at a glance	09



The team deliver an
excellent blend of
'big firm' expertise
with established
local firm knowledge



Our experience in the sector



Bishop Fleming serve over 400 healthcare clients, with over 250 of these being care homes. Our long standing relationship with care homes extends to over 40 years and we have been trusted advisers on numerous areas including partner changes, surgery redevelopment, refinancing, mergers, acquisitions and disposals. We are able to offer pro-active advice on NHS Pension matters given the ever changing scheme rules and pension tax legislation.

Our healthcare experience

With changes surrounding pay, personal tax and pensions as well as staffing costs and structure being key issues facing the care home sector, maintaining a healthy and profitable care home organisation requires good management and high quality on-going support from your advisers.

We offer realistic, customised advice that will help you to build your future the way you want. Our commitment, insight and practical approach will help you to achieve your organisation's goals. Our skills are particularly valuable during periods of change such as acquisition, disposal, incorporation, or making the transition from being part of a group to being a stand alone entity. Our team across the practice have significant experience in this field and are well placed to continue to advise in this area.

We understand the pressures of running a successful organisation such as yours, having been through a successful period of growth and change ourselves and so we can use our own experience to help you as your needs change. We have assisted many of our clients in realising their objectives, growing through acquisition and achieving sustainable organic growth.

In this document we give examples of where we can help you, plus some case studies of projects we have recently completed.



Our involvement in the healthcare sector

We recognise that the healthcare sector is a niche sector in itself. Many organisations are not for profit structured as either limited companies, trusts, LLPs or CICs. Our Healthcare team work with a range of clients which include care homes, nursing homes, learning disability, challenging behaviour and specialist needs, rehabilitation, supported or assisted living, domicile care agencies and foster carers, covering groups and also single homes. We also advise hospices, hospitals, doctors, dentists, pharmacists and many NHS partially funded organisations.

All our team members have knowledge and experience of the sector; and the commercial, structural, legal and practical issues that can arise. Although no two healthcare organisations are alike, you can rest assured that you will be advised by people familiar with your sector and the issues that you face.

We also understand the pressures that the sector is facing, the need to reassess the services that can be provided for the funding available and how those services will be delivered. Our experience, working with a large number of organisations will ensure that our team can assist you in making value added decisions based on best practice.

Healthcare sector issues and opportunities:

- Ageing population and baby boomers alive and healthy
- Dementia and the strategy for dealing with it
- Pressure on fees from local authorities
- Impact of national living wage and restrictions of migrant labour
- The affordability of healthcare
- Use of technology and alternative ways to provide care
- Brexit and the impact on the workforce shortage

Membership of specialist healthcare groups

We appreciate the need to understand care home accounts are different in structure to other businesses. We regularly attend training for accountants through our membership of the Institute of Chartered Accountants Healthcare Group. This, together with our membership of the Kreston Healthcare Group, are valuable resources to discuss developments in the care home sector and ensures that our knowledge is up to date.

Transactions

Key transaction areas	Sales	Acquisitions	Fundraising
Who we advise?	Shareholders	Investors	Businesses and their management team
Why is the advice important?	<ul style="list-style-type: none"> • Meeting long term shareholder objectives • Achieving the best price and terms in the transaction • Optimising the tax position of the owners 	<ul style="list-style-type: none"> • Finding acquisition targets • Performing financial and tax due diligence checks on targets • Structuring the transaction to ensure it works efficiently from a commercial and taxation perspective 	<ul style="list-style-type: none"> • Financing growth/acquisitions/buy outs in the most elective and efficient manner • Refinancing existing debt and equity to save costs • Achieving financing terms that enable the business to meet its long term objectives • Considering all potential alternatives (e.g. debt, equity, mezzanine)
What key things do we recommend looking at specifically in care home transactions?	<ul style="list-style-type: none"> • Preparation for sale - in particular, ensuring historic and forecast financial information is presented in the best light and that the business can withstand a due diligence process • Review of financial information for any historic one off costs or non business costs that can be added back to profit - to justify a higher value • Close analysis of any proposed working capital/net assets/ completion accounts • Adjustments to price efficient tax structuring of any deferred consideration 	<ul style="list-style-type: none"> • Specific due diligence to ensure historic PAYE, National Insurance, VAT and Corporation Tax compliance • Detailed review of forecasts to assess required levels of working capital and ability to service debt (both capital and interest) • Comparison of underlying trading performance against that assessed as efficient operator for valuation purposes - impact on price and identification of cost saving opportunities • Impact of CWC visits on trading performance • Contracts with permanent and temporary staff 	<ul style="list-style-type: none"> • Preparing financial forecasting to assess funding needs • Preparing a business plan to clearly identify planned growth and KPI performance • Speaking to funders with a track record in the sector

Meet our team



Tim Godfrey
Partner | Torquay

T: 07973 699915
E: tgodfrey@bishopfleming.co.uk

With over 30 years of experience Tim heads up the firm's Healthcare Team, supporting the offices across in delivering specialist advice to clients in the medical sector. Tim is the firm's representative on the Kreston Healthcare Group and as such attends regular meetings to share best practice. Tim draws on sector knowledge and experience to provide support to all our healthcare clients throughout the group, and provides invaluable insight into the issues impacting on the healthcare sector.



Claire Martin
Senior Manager | Torquay

T: 01803 206419
E: cmartin@bishopfleming.co.uk



Jade Ford
Digital Champion | Torquay

T: 01803 206452
E: jford@bishopfleming.co.uk

Meet our team



Lesley Turnball
Senior Tax Manager | Torquay

T: 01803 206434
E: lturnball@bishopfleming.co.uk



Lee Hellingsworth
Senior Payroll Manager | Torquay

T: 01803 206421
E: lhellingsworth@bishopfleming.co.uk



Virgil Higglesden
Chartered Financial Planner
Bishop Fleming IFA | Exeter

T: 01392 448800
E: vhigglesden@bishopfleming.co.uk

Keeping you up to date

100 YEARS
1919–2019

As part of our on-going commitment to keep clients updated with industry developments, our communications with you will include bulletins, newsletters and updates as well as including a variety of events, courses and seminars such as:

- Free regional CPD courses and breakfast seminars for clients' Senior Finance professionals
- Bulletins and insight articles on technical issues that you should be aware of, such as iXBRL, making tax digital, the future of UK GAAP and ongoing tax changes
- Networking events
- Budget briefings to summarise the changes resulting from the Chancellor's annual Budget

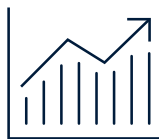


Our business: at a glance



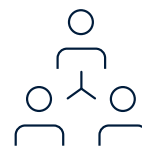
Depth of talent

With 31 Partners and 350 people, we've got the capacity and expertise to meet your needs.



Continued growth

We grew by 6.5% last year and have been one of the fastest growing firms in the last decade



10,000+

Clients, including 1,250 new clients in the last 12 months.



Leaders in our field

No.1 firm in the UK to the Academies sector

Exceptional! client service

We've been awarded Investor in Customers Gold



Award winning

We are ranked as a Best Company and have won multiple awards in the last 12 months

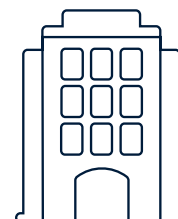
Employer of choice



We've been ranked in The Sunday Times Top 100 Best Companies to Work For rankings for four consecutive years

Corporate Social Responsibility

We're committed to making a positive impact on the communities we operate in and serve.



7 UK offices

Bath | Bristol | Exeter | Plymouth
Torquay | Truro | Worcester



National focus, international reach

Through our membership of Kreston International, we have access to a global network of independent accounting firms

Our service and sector expertise

We deliver services across a wide range of services and sectors



Audit and assurance



Restructuring



Business tax



Corporate and business services



Automotive



Charities



Education



Food & Drink



Corporate finance



Grants



IFA services



International tax



Healthcare



Leisure & tourism



Manufacturing



Media & Creative



Payroll services



Personal tax



Probate



R&D tax credits



Professional services



Property



Retail



Technology



© Bishop Fleming 2019. All rights reserved.

Bishop Fleming is a trading name of Bishop Fleming LLP, a limited liability partnership registered in England and Wales No. OC391282. Registered office: Stratus House, Emperor Way, Exeter Business Park, Exeter, Devon EX1 3QS. A list of members' names is available at the above address.

bishopfleming.co.uk