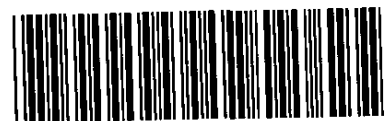


Parent for: 5620557

REGISTERED NUMBER: 10721304 (England and Wales)

**Group Strategic Report, Report of the Directors and  
Consolidated Financial Statements for the Year Ended 31 March 2020**  
for  
**Minster Care Group Limited**

WEDNESDAY



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for the Year Ended 31 March 2020**

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**Minster Care Group Limited**

**Company Information  
for the Year Ended 31 March 2020**

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**DIRECTORS:**

J N Alflatt  
M S Patel  
C Farebrother  
P Nicholls

**SECRETARY:**

J N Alflatt

**REGISTERED OFFICE:**

238 Station Road  
Addlestone  
Surrey  
KT15 2PS

**REGISTERED NUMBER:**

10721304 (England and Wales)

**AUDITORS:**

Nexia Smith & Williamson  
25 Moorgate  
London  
EC2R 6AY

**Group Strategic Report  
for the Year Ended 31 March 2020**

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The directors present their strategic report of the company and the group for the year ended 31 March 2020.

**PRINCIPAL ACTIVITY**

The principal activity of the group is the operation of care homes for the elderly.

**REVIEW OF BUSINESS**

These financial statements report the trading of the Minster Care Group for the year to 31 March 2020 with comparatives provided for the year to 31 March 2019. Turnover for the year amounted to £87.8m compared to £79.5m for the comparative year. When excluding turnover from entities acquired in the year ended 31 March 2020, like for like turnover increased by 8.32%. The group achieved a net pre-tax profit of £642,519 (2019 - £417,225) after recognising depreciation and amortisation costs of just under £2.8m (2019 - £2.9m) and after recognising preference share dividends of £535,248 (2019 - £608,424) and interest of £369,593 (2019 - £396,982).

After adjusting for these items, the group achieved an EBITDA of £4.336m (2019 - £4.339m).

**EVENTS SINCE THE BALANCE SHEET DATE**

There have been no significant events since the balance sheet date.

**FUTURE PROSPECTS**

Trading since the balance sheet date has been profitable and whilst the directors continue to seek improvements in performance they are satisfied with the performance of the group. The group's strategy is one of continued growth through appropriate acquisitions that would fit with its business model as well as extending existing facilities.

**PRINCIPAL RISKS AND UNCERTAINTIES AND KEY PERFORMANCE INDICATORS**

The group's operations expose it to a variety of risks. The group has in place a risk management programme that analyses and monitors exposure to these risks using Key Performance Indicators (KPI's).

**Price risk**

The group is exposed to supplier and labour price risk as a result of its operations. The group has in place a risk management programme that seeks to limit the adverse effects on the financial performance of the group by monitoring and reviewing the suppliers' prices on a regular basis. In addition, the group has a well organised operational structure to ensure that labour is employed as effectively as possible. The group has no exposure to equity securities price risk as it holds no listed equity investments. The group's rental commitments are structured to increase in line with the Retail Prices Index, subject to a 4% cap and a 2% floor.

KPI's used:

EBITDA and profit margins

Cost per capita for key spending categories

We have measured the performance of these KPIs against our forecasts and past experience and are pleased with overall performance whilst recognising there is room for improvement in some areas of the business.

**Credit risk**

The group contracts with publicly funded bodies or private individuals. Payment terms for private individuals are in advance as is usual in this type of business.

KPI's used:

Bad debt ratios

Debtor day measurement

Incidence of bad debt is, as expected, low given the customer base and payment terms.

**Group Strategic Report  
for the Year Ended 31 March 2020**

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**Liquidity risk**

As a result of positive cash flows from operating activities and a net current asset position (excluding equity shown as debt), the directors do not consider liquidity or cashflow risk to be an issue, although these areas are closely monitored to ensure the Group's procedures continue to operate effectively to minimise risks.

**Quality and regulation risk**

The group depends on its continued service quality and compliance with regulations and standards of the Care Quality Commission and similar regulatory bodies. Failure to comply could result in regulatory action which could include penalties or revocation of licences to operate as well as having a detrimental effect on occupancy and costs.

KPI's used;  
CQC reports and ratings  
Internal audit data  
Staffing levels

The group continues to evolve and improve its internal audit systems which it considers fit for purpose when measuring quality and compliance.

**Fire Safety Risk**

The directors believe that staff and service users should be as safe as possible from the threat of fire or from injury in the case of an outbreak of fire and that the best way to ensure that safety exists is to:

- have robust fire policies and procedures in place
- ensure that appointed fire wardens are in place in accordance with the law
- ensure that staff are well trained to cope with an outbreak of fire or an alarm.

The group has an online estates management system with policy documents and certification on all fire systems for service and maintenance with alert dates to ensure compliance.

Individual fire risk assessment and actions plans are held locally and centrally. Fire training forms part of the group's mandatory training programme which is monitored via an online training matrix.

External fire risk assessors are used where required and a partnering scheme with West Yorkshire Fire Service is in place to assist and ensure compliance and to support continuous improvement. A partnering arrangement with South Tyneside Building Control provides support in ensuring fire compliance for existing and new buildings.

**Risks related to Covid 19 and other infections.**

The group's elderly frail client group and the workforce are particularly vulnerable to the effects of Covid 19. The risks to the group include a decline in occupancy and new admissions as well as the impact on the availability of staff. The directors believe that its clients and staff should be protected as far as possible from the risk of Covid 19 and has set policies in line with Government Guidelines to ensure environments and conditions are as safe as possible, including the provision of the necessary personal protective equipment and good infection control measures.

**Group Strategic Report  
for the Year Ended 31 March 2020**

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**Staff resources risk**

The group is reliant on its ability to attract and retain suitably qualified staff to ensure the continued provision of quality services. In doing so, it strives to provide pay rates in keeping with local market conditions, comprehensive training and monitoring of staff and providing good working conditions.

KPI's used;  
Staff turnover levels  
Ratios of employed staff against agency staff  
Staff costs per client

The group's staff turnover levels are within industry norms and continue to be within expectations. Ratios of agency staff were the higher than forecast in the year but the group continues to support its homes in positive recruitment initiatives to further improve its ratio of employed staff.

**Fee revenue risk**

A significant proportion of the group's turnover is derived from government funded clients and as such the continuation of this policy and annual increases in fee rates is important for the group to maintain its margins. If fee rates do not rise in line with costs then the group is likely to suffer lower margins as a result.

KPI's used;  
Ratios of private clients against government funded clients  
Average fee rates  
Occupancy rates

The group considers its average fee rates to be below the national average and that they offer value for money for service users. Occupancy rates were on average slightly below expectations in the year reflecting the competitive nature of the market place. Since the year end, the Covid 19 pandemic has led to occupancy levels some 10% below normal expectations with admissions levels still below historic norms as at the date of this report although showing signs of recovery.

**Brexit risk**

The group has considered the risks associated with Brexit

The group does not import goods from Europe and so doesn't expect any direct impact in relation to any tariffs or duties that may be charged, though it is aware that there may be general price rises if such duties and tariffs are levied.

The group is mindful of the impact that Brexit may have on the following areas;

- Unemployment and inflation
- Greater regulatory and compliance risks in areas governed by EU law
- The loss of EU labour or the growth in labour costs as a result of increased competition for that labour
- Legal and compliance issues resulting from changes in laws and regulation
- Potential supply chain disruption

The group's board will continue to monitor developments and act accordingly

#### **SECTION 172 STATEMENT**

Section 172 of the Companies Act 2006 requires directors to take into consideration the interests of stakeholders in their decision making. The directors continue to have regard to the interests of the group's and the company's employees and other stakeholders, including the impact of its activities on the community, the environment and the group's reputation, when making decisions. Acting in good faith and fairly between members, the directors consider what is most likely to promote the success of the group and company for its members in the long term. Whilst the importance of giving due consideration to our stakeholders is not new, we are explaining in more detail this year how the board engages with our stakeholders, thus complying with the requirement to include a statement setting out how our directors have discharged this duty.

In this context we note the following:

The directors are fully aware of their responsibilities to promote the success of the group and company in accordance with S172 of the Companies Act 2006. To ensure the group and the company complies, the board regularly reflects on how the group engages with its stakeholders and opportunities for enhancement in the future.

The board regularly reviews our principal stakeholders and how we engage with them. The stakeholder voice is brought into the boardroom through information provided by management and also by direct engagement with stakeholders themselves. Such stakeholders include shareholders, employees, customers, residents and the wider community in which the group operates. Regular residents meetings are recorded and help steer the strategic direction of each home. This includes refurbishment plans, extensions to the home and marketing. Resident engagement has and will continue to be part of the company strategy. The relevance of each stakeholder group may increase or decrease depending on the matter or issue in question, so the board seeks to consider the needs and priorities of each stakeholder group during its discussions and as part of its decision making.

The board continues to enhance its methods of engagement with the workforce, notwithstanding the challenges of the ongoing Covid-19 pandemic.

We aim to work responsibly with our suppliers. The importance of supplier relationships is also recognised, as evidenced by paying suppliers to agreed terms.

The fundamental overriding principles in the governance of the group and the company is that of ensuring transparent conduct which reflects fairness in all dealings with shareholders, employees, customers and suppliers.

#### **ENGAGEMENT WITH SUPPLIERS, CUSTOMERS AND OTHERS**

Matters relating to the group's engagement with suppliers, customers and others is included in the S172 statement above.

#### **DISABLED EMPLOYEE POLICY**

The group's policy is to recruit disabled workers for those vacancies that they are able to fill. All necessary assistance with initial training courses is given. Once employed, a career plan is developed so as to ensure suitable opportunities for development exist for each disabled person. Arrangements are made wherever possible for retraining employees who become disabled, to enable them to perform work identified as appropriate to their aptitude and abilities.

**Group Strategic Report  
for the Year Ended 31 March 2020**

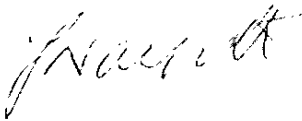
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**EMPLOYEE INVOLVEMENT AND ENGAGEMENT**

It is the group's policy that the selection of employees for recruitment, training, development and promotion should be determined solely on their skills, abilities and other requirements which are relevant to the job, regardless of their gender, race, religion or disability.

The group recognises the value of its employees and places importance on communications with employees which takes place at many levels throughout the organisation on both a formal and informal basis. The personal development of employees is closely monitored so that appropriate training programmes can be designed with a view to assisting employees to achieve their own objectives as well as those of the group.

**ON BEHALF OF THE BOARD:**



J N Alflatt - Secretary

23 December 2020



**Report of the Directors  
for the Year Ended 31 March 2020**

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The directors present their report with the financial statements of the company and the group for the year ended 31 March 2020.

**DIVIDENDS**

No dividends will be distributed for the year ended 31 March 2020.

**DIRECTORS**

The directors shown below have held office during the whole of the period from 1 April 2019 to the date of this report.

J N Alflatt  
M S Patel  
C Farebrother

Other changes in directors holding office are as follows:

P Nicholls was appointed as a director after 31 March 2020 but prior to the date of this report.

Mrs A Patel ceased to be a director after 31 March 2020 but prior to the date of this report.

**GOING CONCERN**

The directors have reasonable expectation that the group has adequate resources to continue in operation for the foreseeable future. The directors therefore believe that it is appropriate to prepare the financial statements on a going concern basis. Further details for the basis of which the directors have formed this opinion is found in note 2 to the financial statements.

**STREAMLINED ENERGY AND CARBON REPORTING**

The Companies Act 2016 Regulations 2018 introduced requirements on streamlined energy and carbon reporting (SECR) for large unquoted companies to disclose their annual energy use and greenhouse gas emissions and related data.

**Greenhouse Gas (GHG) Emissions**

The group's calculated CO<sub>2</sub> emissions for the financial year were 7,968 tCO<sub>2</sub>, whilst energy consumption was 5,309,912 kWh. The figures relating to the consumption of gas and heating oil, electricity and transport fuel are set out below:

	Gas & Heating Oil	Electricity	Transport
Consumption in kWh	876,439	4,160,836	272,637
Carbon emissions in tCO <sub>2</sub>	5,881	2,018	69

The group operates 64 properties, including its head office and thus consumption is equivalent to 82,967 kWh per property whilst carbon emissions are equivalent to 124.5 tCO<sub>2</sub> per property.

**Methodology**

The group's consumption figures were calculated by extrapolating data from their Energy Saving Opportunity Scheme (ESOS) report that was based on consumption for the calendar year ended 31 December 2018. The extrapolated figures were then adjusting for estimated savings in the year to 31 March 2020 on the basis of recommendations in that report.

**Increasing Energy Efficiency**

The ESOS report included recommendations for increasing the energy efficiency of the group. The board have considered the recommendations in detail and have undertaken to implement those recommendations wherever possible. Those recommendations, if fully implemented are estimated to reduce consumption and carbon footprint by around 20% per annum.

**Report of the Directors  
for the Year Ended 31 March 2020**

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**DISCLOSURE IN THE STRATEGIC REPORT**

Certain information required to be disclosed in the directors' report has been shown instead in the strategic report as allowed under S414C (11) CA2016.

**STATEMENT OF DIRECTORS' RESPONSIBILITIES**

The directors are responsible for preparing the Group Strategic Report, the Report of the Directors and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the 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 company and the group and of the profit or loss of the group for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

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

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

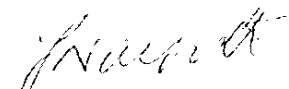
**STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS**

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

**AUDITORS**

The auditors, Nexia Smith & Williamson, will be proposed for re-appointment at the forthcoming Annual General Meeting.

**ON BEHALF OF THE BOARD:**



J.N. Alflatt - Secretary

23 December 2020

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MINSTER CARE GROUP LIMITED****Opinion**

We have audited the financial statements of Minster Care Group Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 March 2020 which comprise the Consolidated Income Statement, the Consolidated Other Comprehensive Income Statement, the Consolidated Balance Sheet, the Company Balance Sheet, the Consolidated Statement of Changes in Equity, the Company Statement of Changes in Equity, the Consolidated Cash Flow Statement and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 2020 and of the group's profit for the year ended 31 March 2020;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**Other information**

The other information comprises the information included in the Group Strategic Report, Report of the Directors and Consolidated Financial Statements, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MINSTER CARE GROUP LIMITED (CONTINUED)

### Opinion 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 where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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 8, 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.

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

### Use of our report

This report is made solely to the parent 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 parent 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 parent company and the parent company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Nexia Smith & Williamson*

Chetan Mistry  
Senior Statutory Auditor, for and on behalf of  
Nexia Smith & Williamson  
Statutory Auditor  
Chartered Accountants

25 Moorgate  
London  
EC2R 6AY

Date: 23 December 2020

**Minster Care Group Limited (Registered number: 10721304)**

**Consolidated Income Statement  
for the Year Ended 31 March 2020**

	Notes	31.3.20 £	31.3.19 £
<b>REVENUE</b>	3	<b>87,816,570</b>	79,545,531
Cost of sales		<b>59,303,915</b>	53,156,574
<b>GROSS PROFIT</b>		<b>28,512,655</b>	26,388,957
Administrative expenses		<b>26,970,445</b>	24,977,510
		<b>1,542,210</b>	1,411,447
Other operating income		<b>5,150</b>	11,184
<b>OPERATING PROFIT</b>	5	<b>1,547,360</b>	1,422,631
Interest payable and similar expenses	6	<b>904,841</b>	1,005,406
<b>PROFIT BEFORE TAXATION</b>		<b>642,519</b>	417,225
Tax on profit	7	<b>82,056</b>	(1,472,495)
<b>PROFIT FOR THE FINANCIAL YEAR</b>		<b>560,463</b>	1,889,720
Profit attributable to: Owners of the parent		<b>560,463</b>	1,889,720

The notes form part of these financial statements

**Minster Care Group Limited (Registered number: 10721304)**

**Consolidated Other Comprehensive Income  
for the Year Ended 31 March 2020**

	Notes	31.3.20 £	31.3.19 £
<b>PROFIT FOR THE YEAR</b>		<b>560,463</b>	1,889,720
<b>OTHER COMPREHENSIVE INCOME</b>		-	-
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>		<b>560,463</b>	1,889,720
Total comprehensive income attributable to: Owners of the parent		<b>560,463</b>	1,889,720

The notes form part of these financial statements

**Minster Care Group Limited (Registered number: 10721304)****Consolidated Balance Sheet  
31 March 2020**

	Notes	31.3.20 £	31.3.19 £
<b>FIXED ASSETS</b>			
Intangible assets	9	2,006,425	2,087,865
Property, plant and equipment	10	9,821,813	10,189,237
Investments	11	-	-
		<u>11,828,238</u>	<u>12,277,102</u>
<b>CURRENT ASSETS</b>			
Inventories	12	142,466	118,747
Debtors	13	12,159,057	10,171,742
Cash at bank and in hand		4,179,481	5,605,068
		<u>16,481,004</u>	<u>15,895,557</u>
<b>CREDITORS</b>			
Amounts falling due within one year	14	(18,472,228)	(18,896,108)
<b>NET CURRENT LIABILITIES</b>		<u>(1,991,224)</u>	<u>(3,000,551)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>9,837,014</u>	<u>9,276,551</u>
<b>CREDITORS</b>			
Amounts falling due after more than one year	15	(6,728,045)	(6,728,045)
<b>NET ASSETS</b>		<u><u>3,108,969</u></u>	<u><u>2,548,506</u></u>
<b>CAPITAL AND RESERVES</b>			
Called up share capital	20	200	200
Retained earnings		3,108,769	2,548,306
<b>SHAREHOLDERS' FUNDS</b>		<u><u>3,108,969</u></u>	<u><u>2,548,506</u></u>

The financial statements were approved by the Board of Directors and authorised for issue on 23 December 2020 and were signed on its behalf by:



M S Patel - Director

The notes form part of these financial statements

**Minster Care Group Limited (Registered number: 10721304)**

**Company Balance Sheet  
31 March 2020**

	Notes	31.3.20 £	31.3.19 £
<b>FIXED ASSETS</b>			
Intangible assets	9	-	-
Property, plant and equipment	10	-	-
Investments	11	<b>12,679,370</b>	12,679,270
		<b>12,679,370</b>	12,679,270
<b>CURRENT ASSETS</b>			
Debtors	13	<b>5,299,172</b>	3,777,990
Cash at bank		<b>192,662</b>	48,436
		<b>5,491,834</b>	3,826,426
<b>CREDITORS</b>			
Amounts falling due within one year	14	<b>(8,912,507)</b>	(9,359,453)
<b>NET CURRENT LIABILITIES</b>		<b>(3,420,673)</b>	(5,533,027)
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>9,258,697</b>	7,146,243
<b>CREDITORS</b>			
Amounts falling due after more than one year	15	<b>(6,728,045)</b>	(6,728,045)
<b>NET ASSETS</b>		<b>2,530,652</b>	418,198
<b>CAPITAL AND RESERVES</b>			
Called up share capital	20	<b>200</b>	200
Retained earnings		<b>2,530,452</b>	417,998
<b>SHAREHOLDERS' FUNDS</b>		<b>2,530,652</b>	418,198
Company's profit for the financial year		<b>2,112,457</b>	1,376,098

The financial statements were approved by the Board of Directors and authorised for issue on 23 December 2020 and were signed on its behalf by:



M S Patel - Director

The notes form part of these financial statements



Minster Care Group Limited (Registered number: 10721304)

**Consolidated Statement of Changes in Equity  
for the Year Ended 31 March 2020**

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	<b>Called up share capital £</b>	<b>Retained earnings £</b>	<b>Total equity £</b>
<b>Balance at 1 April 2018</b>	200	658,586	658,786
<b>Changes in equity</b>			
Total comprehensive income	-	1,889,720	1,889,720
<b>Balance at 31 March 2019</b>	<u>200</u>	<u>2,548,306</u>	<u>2,548,506</u>
<b>Changes in equity</b>			
Total comprehensive income	-	560,463	560,463
<b>Balance at 31 March 2020</b>	<u>200</u>	<u>3,108,769</u>	<u>3,108,969</u>

The notes form part of these financial statements

**Minster Care Group Limited (Registered number: 10721304)**

**Company Statement of Changes in Equity  
for the Year Ended 31 March 2020**

	<b>Called up share capital £</b>	<b>Retained earnings £</b>	<b>Total equity £</b>
<b>Balance at 1 April 2018</b>	200	(958,100)	(957,900)
<b>Changes in equity</b>			
Total comprehensive income	-	1,376,098	1,376,098
<b>Balance at 31 March 2019</b>	200	417,998	418,198
<b>Changes in equity</b>			
Total comprehensive income	-	2,112,457	2,112,457
<b>Balance at 31 March 2020</b>	200	2,530,455	2,530,655

The notes form part of these financial statements

**Consolidated Cash Flow Statement  
for the Year Ended 31 March 2020**

	Notes	31.3.20 £	31.3.19 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	24	<b>3,303,443</b>	5,414,662
Interest paid		<b>(369,593)</b>	(9,081)
Finance costs paid		<b>(535,248)</b>	(699,485)
Tax paid		<b>(213,961)</b>	(489,936)
Net cash from operating activities		<b>2,184,641</b>	4,216,160
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		<b>(2,340,228)</b>	(2,074,327)
Sale of tangible fixed assets		-	514,097
Acquisition of subsidiaries		-	(133,485)
Cash and cash equivalents acquired		-	193,704
Net cash from investing activities		<b>(2,340,228)</b>	(1,500,011)
<b>Cash flows from financing activities</b>			
Preference shares redeemed in year		<b>(1,270,000)</b>	(1,297,013)
Amount repaid to directors		-	(765,134)
Net cash from financing activities		<b>(1,270,000)</b>	(2,062,147)
<b>(Decrease)/Increase in cash and cash equivalents</b>		<b>(1,425,587)</b>	654,002
<b>Cash and cash equivalents at beginning of year</b>	25	<b>5,605,068</b>	4,951,066
<b>Cash and cash equivalents at end of year</b>	25	<b>4,179,481</b>	5,605,068

The notes form part of these financial statements

**Notes to the Consolidated Financial Statements  
for the Year Ended 31 March 2020**

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**1. STATUTORY INFORMATION**

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

The presentation currency of the financial statements is the Pound Sterling (£).

**2. ACCOUNTING POLICIES**

**Basis of preparing the consolidated financial statements**

The financial statements have been prepared under the historical cost convention, modified to include certain items at fair value and in accordance with Financial Reporting Standard 102 (FRS102) issued by the Financial Reporting Council.

The parent company is included in the consolidated financial statements and it is considered to be a qualifying entity under FRS102 paragraphs 1.8 to 1.12. On that basis it has taken advantage of the exemption not to present a separate parent company cash flow statement with related notes.

The principal activities of the company and its subsidiaries (the group) and the nature of the group's operations are set out in the strategic report on pages two to six.

**Going concern**

The directors consider it appropriate to adopt the going concern basis of accounting in preparing these financial statements.

At the balance sheet date, whilst the company had net current liabilities, it has recognised £3,140,160 (2019 - £4,410,160) of B preference shares as debt falling due within one year in accordance with Financial Reporting Standard 102. The B preference shares are redeemable as outlined in note 15 to the accounts. The directors will not redeem any of these shares by giving notice to shareholders unless such redemption can be made without impacting on the group's ability to continue to trade. The B preference shareholders, as a group, have assured the board that they will not seek redemption of their shares, either in part or in full without first discussing the impact on the group with the board beforehand.

In addition, Mr MS Patel is owed £3,684,573 (2019 - £3,684,573) by way of director's loan account. Whilst this is repayable on demand, Mr Patel has assured the board that he will not seek repayment of this amount, in part or in full, unless such repayment could be made without impacting on the group's ability to continue to trade.

At the balance sheet date, the group had cash balances of £4,179,481 (2019 - £5,605,068) which are considered more than adequate to finance working capital requirements and it has traded profitably since 31 March 2020, further increasing cash reserves.

The advent of the Covid 19 pandemic and lockdown in March 2020 has presented challenges to the group by way of reduced occupancy and admission levels and staff resourcing issues as well as higher than usual staffing costs and infection control related costs. The group is working closely with its suppliers to both ensure continuity of supply and to negotiate competitive pricing. Occupancy is constantly monitored and we are working closely with Local Authorities and CCGs to manage and monitor demand and supply, utilise both financial and practical Covid 19 related support and to ensure appropriate communication to all our stakeholders. The group has received infection control grants from Government and have used those to maintain the high standards of care and to protect its residents.

**Notes to the Consolidated Financial Statements - continued  
for the Year Ended 31 March 2020**

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The group has successfully navigated a first wave of Covid 19 and has remained profitable throughout that period and grown cash balances, despite lower occupancy levels. The group has no debt other than to its shareholders. At the date of signing, the group has come through a second national lockdown and is operating in accordance with current Government guidelines and restrictions. Whilst the Directors cannot predict the long term impact of a second wave on occupancy levels, workforce and costs with certainty, they are encouraged by the fact that vaccines are now being rolled out as this can only serve to improve public confidence.

The directors have performed a going concern assessment for a period of 12 months following the date of approval of these financial statements, including detailed cash flow forecasts, which indicate that, taking account of reasonably predictable downsides, the Group will have sufficient funds to continue as a going concern. Directors have a strong communication line with shareholders and provide regular updates on performance of the business. As a result the directors are comfortable the group would have the continued support of the shareholders if it was required, however such a situation is considered to be highly improbable. Further support from Government infection control grants to support the financial impact of infection control are considered likely but have not been relied upon to form the Directors opinion.

Based on the above the Directors believe it remains appropriate to prepare the financial statements on a going concern basis. The financial statements do not include any adjustments that would result from the basis of preparation being inappropriate.

**Basis of consolidation**

The consolidated financial statements consolidate the financial statements of the company and its subsidiary undertakings drawn up to 31 March 2020.

A subsidiary is an entity controlled by the company. Control is achieved where the company has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

The results of any subsidiaries acquired or disposed of during the period are included in the Consolidated Income Statement and the Consolidated Other Comprehensive Income Statement, from the effective date of acquisition or up to the effective date of disposal, as appropriate. Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with those of the group. All intra-group transactions, balances, income and expenditure are eliminated on consolidation.

The excess of the cost of acquisition over the group's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities of the acquired entities recognised at the date of acquisition is recognised as goodwill arising on the acquisition of an entity.

**Significant judgements and estimates**

In applying the group's accounting policies, the directors are required to make judgements, estimates and assumptions in determining the carrying amounts of assets and liabilities. The directors' judgement, estimates, and assumptions are based on the best and most reliable evidence available at the time when the decisions are made, and are based on historical experience and other factors considered to be applicable. Due to the inherent subjectivity in making such judgements, estimates and assumptions, the actual results and outcomes may differ.

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

2. **ACCOUNTING POLICIES - continued**  
**Assessing indicators of impairment**  
Non-financial assets

An asset is impaired where there is objective evidence that, as a result of one or more events that occurred after initial recognition, the estimated recoverable value of the asset has been reduced. The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use.

The recoverable amount of goodwill is derived from measurement of the present value of the future cash flows of the cash-generating units of which the goodwill is a part. Any impairment loss in respect of a cash generating unit ("CGU") is allocated first to the goodwill attached to that CGU, and then to other assets within that CGU on a pro-rata basis.

Where indicators exist for a decrease in impairment loss, the prior impairment loss is tested to determine reversal. An impairment loss is reversed on an individual impaired asset to the extent that the revised recoverable value does not lead to a revised carrying amount higher than the carrying value had no impairment been recognised. Where a reversal of impairment occurs in respect of a CGU, the reversal is applied first to the assets (other than goodwill) of the CGU on a pro-rata basis and then to any goodwill allocated to that CGU.

Financial assets

For financial assets carried at amortised cost, the amount of an impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the financial asset's original effective interest rate.

For financial assets carried at cost less impairment, the impairment loss is the difference between the asset's carrying amount and the best estimate of the amount that would be received for the asset if it were to be sold at the reporting date.

Where indicators exist for a decrease in impairment loss, and the decrease can be related objectively to an event occurring after the impairment was recognised, the prior impairment loss is tested to determine reversal. An impairment loss is reversed on an individual impaired financial asset to the extent that the revised recoverable value does not lead to a revised carrying amount higher than the carrying value had no impairment been recognised.

**Key sources of estimation uncertainty**

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:

Going concern

The preparation of the financial statements on a going concern basis is based on the assessment of the forecast performance of the business for a period of 12 months following the date of approval of these financial statements. This assessment includes a degree of judgement in terms of key areas including occupancy levels, fee rates and the timing of cash flows. In undertaking this assessment, the directors have made assumptions and estimates relating to these key areas and applied sensitivity analysis to ascertain the impact of those sensitivities on their forecasts.

**2. ACCOUNTING POLICIES - continued**

**Deferred tax asset**

The deferred tax asset arises predominantly due to future timing differences in the interaction of depreciation and capital allowances. The deferred tax asset is calculated on the basis that the directors estimate that the group will continue to make taxable profits in excess of capital allowances available for the foreseeable future and thus the excess capital allowances will be fully utilised over time. The deferred tax asset is calculated at current corporation tax rates. Any increase or decrease in that rate will lead to an increase or decrease in the value of the asset.

**Amortisation of goodwill**

The directors consider that the amortisation of goodwill over a period of 20 years is justified having considered the useful economic life of that asset.

**Business combinations and goodwill**

Business combinations are accounted for using the acquisition method as at the acquisition date, which is the date on which control is transferred to the group.

The cost of a business combination is the fair values of the assets transferred, the liabilities incurred and the equity interests issued by the group in exchange for control and the costs directly attributable to the business combination. The consideration transferred includes the estimate of any asset or liability resulting from a contingent consideration arrangement where the transfer of further consideration is probable and can be measured reliably. Identifiable assets acquired and liabilities and contingent liabilities assumed in the business combination are measured initially at their fair values at the acquisition date. Contingent liabilities are only recognised where the fair value can be measured reliably.

The group measures goodwill at the acquisition date as the excess of the cost of the business combination over the acquirer's interest in the net amount of the identifiable assets, liabilities and contingent liabilities recognised.

When the excess is negative, the negative goodwill arising is recognised separately on the face of the balance sheet and released up to the fair value of the non-monetary assets as the non-monetary assets are recovered and otherwise in the periods expected to be benefited.

Goodwill is amortised evenly over its estimated useful life of 20 years. The directors consider that goodwill has an estimated useful life of 20 years as this matches the lease term of the premises from where the business operates.

**Intangible assets**

Separately acquired intangible assets are initially recognised at cost and are subsequently amortised over their useful economic lives.

Intangible assets acquired in a business combination are recognised separately from goodwill when it is probable that the expected future economic benefits that are attributable to the asset will flow to the group and the asset is separable or arises from contractual or other legal rights. Such intangibles are initially recognised at fair value at the date of acquisition and are subsequently amortised over their useful economic lives.

**Notes to the Consolidated Financial Statements - continued  
for the Year Ended 31 March 2020**

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**2. ACCOUNTING POLICIES - continued**

**Tangible fixed assets**

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

Long leasehold	- 5% on cost
Fixtures & fittings	- 20% on cost
Motor vehicles	- 25% on cost

Tangible assets comprise long leasehold, plant and equipment and are stated at cost less accumulated depreciation and any recognised impairment loss.

**Investments in subsidiaries**

Investments in subsidiaries are stated at cost less any provision for impairment.

**Inventories**

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

**Financial instruments**

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

Trade and other debtors and creditors are classified as basic financial instruments and measured at initial recognition at transaction price. Debtors and creditors are subsequently measured at amortised cost using the effective interest rate method. A provision is established when there is objective evidence that the group will not be able to collect all amounts due.

Cash and cash equivalents are classified as basic financial instruments and comprise cash in hand and at bank, short-term bank deposits with an original maturity of three months or less and bank overdrafts which are an integral part of the group's cash management.

Financial liabilities and equity instruments issued by the group are classified in accordance with the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument. An equity instrument is any contract that evidences a residual interest in the assets of the group after deducting all of its liabilities. Equity instruments issued by the company are recorded at the proceeds received, net of direct issue costs.

Interest bearing bank loans, overdrafts and other loans which meet the criteria to be classified as basic financial instruments are initially recorded at the present value of cash payable to the bank, which is ordinarily equal to the proceeds received net of direct issue costs. These liabilities are subsequently measured at amortised cost, using the effective interest rate method.

**Taxation**

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

Current or deferred taxation assets and liabilities are not discounted.

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



2. **ACCOUNTING POLICIES - continued**

**Deferred tax**

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

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

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

**Pension costs and other post-retirement benefits**

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

The Group entered into a defined benefit pension scheme run by the London Borough of Ealing in the year. The scheme was taken on as at 2 March 2020 where the overall net value of the fund was £nil. At this time the Groups estimated share of the assets in the scheme were £206,000 and liabilities of £206,000. A formal valuation was not obtained at the year end but the Group consider any movement from the time of acquisition to be immaterial. No accounting transactions have been recognised in regard to the defined benefit pension scheme on the basis that it has no material impact.

The group operates defined contribution pension schemes. Contributions payable to these schemes are charged to profit and loss in the period to which they relate.

**Lease commitments**

Assets held under finance leases, hire purchase contracts and other similar arrangements, which confer rights and obligations similar to those attached to owned assets, are capitalised as tangible fixed assets at the fair value of the leased asset (or, if lower, the present value of the minimum lease payments as determined at the inception of the lease) and are depreciated over the shorter of the lease terms and their useful lives. The capital elements of future lease obligations are recorded as liabilities, while the interest elements are charged to the profit and loss account over the period of the leases to produce a constant periodic rate of interest on the remaining balance of the liability.

Normal rentals payable under operating leases are charged over the lease term as incurred. Initial rentals paid on the signing of leases are spread on a straight-line basis over the lease term.

The directors have considered the terms and conditions of the leases that the group has entered into as well as assessing the net present value of minimum future payments under those leases and have concluded that all leases meet the criteria for them to be treated as operating leases.

**Notes to the Consolidated Financial Statements - continued  
for the Year Ended 31 March 2020**

**2. ACCOUNTING POLICIES - continued**

**Revenue**

Revenue is the total amount receivable by the group for resident fees, excluding value added tax, for the services provided during the year.

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the group and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised.

**Rendering of services**

Revenue from a contract to provide services is recognised in the period in which the services are provided in accordance with the stage of completion of the contract when all of the following condition are satisfied:

- The amount of revenue can be measured reliably,
- It is probable that the company will receive the consideration due under the contract,
- The stage of completion of the contract at the end of the reporting period can be measured reliably and
- The costs incurred and the costs to complete the contract can be measured reliably.

**Employee costs**

Short term employee benefits including holiday pay and annual bonuses are accrued as services are rendered. Contributions to defined contribution pension schemes are charged to profit or loss as they become payable in accordance with the rules of the scheme. Differences between contributions payable in the year and those actually paid are shown as either accruals or prepayments in the balance sheet.

**3. REVENUE**

The group's turnover is all derived from the provision of care services. The directors are of the opinion that the group has no substantially different classes of business nor does it supply substantially different geographical markets.

**4. EMPLOYEES AND DIRECTORS**

	<b>31.3.20</b>	31.3.19
	<b>£</b>	£
Wages and salaries	<b>45,131,757</b>	41,233,959
Social security costs	<b>2,813,204</b>	2,469,026
Other pension costs	<b>901,130</b>	569,002
	<b><u>48,846,091</u></b>	<u>44,271,987</u>

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

	<b>31.3.20</b>	31.3.19
Operations	<b>2,983</b>	2,864
Administrative	<b>89</b>	89
	<b><u>3,072</u></b>	<u>2,953</u>
	<b>31.3.20</b>	31.3.19
	<b>£</b>	£
Directors' remuneration	<b><u>372,562</u></b>	<u>383,379</u>

Notes to the Consolidated Financial Statements - continued  
for the Year Ended 31 March 2020

4. **EMPLOYEES AND DIRECTORS - continued**

Information regarding the highest paid director is as follows:

	31.3.20	31.3.19
	£	£
Emoluments etc	<u>130,448</u>	<u>137,950</u>

5. **OPERATING PROFIT**

The operating profit is stated after charging:

	31.3.20	31.3.19
	£	£
Hire of plant and machinery	54,300	49,156
Depreciation - owned assets	2,707,652	2,805,024
Goodwill amortisation	81,440	111,177
Auditors' remuneration	<u>48,700</u>	<u>46,050</u>

6. **INTEREST PAYABLE AND SIMILAR EXPENSES**

	31.3.20	31.3.19
	£	£
Bank interest	-	9,081
Other interest	369,593	387,901
Dividend - B Preference Shares	197,924	272,021
Dividend - A Preference Shares	<u>337,324</u>	<u>336,403</u>
	<u>904,841</u>	<u>1,005,406</u>

Dividends payable in respect of preference shares are included within interest payable in accordance with Financial Reporting Standard 102.

7. **TAXATION**

**Analysis of the tax charge/(credit)**

The tax charge/(credit) on the profit for the year was as follows:

	31.3.20	31.3.19
	£	£
Current tax:		
UK corporation tax	144,484	(40,082)
Deferred tax	<u>(62,428)</u>	<u>(1,432,413)</u>
Tax on profit	<u>82,056</u>	<u>(1,472,495)</u>

UK corporation tax has been charged at 19% (2019 - 19%).

Notes to the Consolidated Financial Statements - continued  
for the Year Ended 31 March 2020

7. **TAXATION - continued**

**Reconciliation of total tax charge/(credit) included in profit and loss**

The tax assessed for the year is lower than the standard rate of corporation tax in the UK. The difference is explained below:

	31.3.20 £	31.3.19 £
Profit before tax	<b>642,519</b>	417,225
Profit multiplied by the standard rate of corporation tax in the UK of 19% (2019 - 19%)	<b>122,079</b>	79,273
Effects of:		
Expenses not deductible for tax purposes	<b>172,566</b>	115,664
Capital allowances in excess of depreciation	<b>(134,115)</b>	-
Depreciation in excess of capital allowances	-	18,188
Utilisation of tax losses	-	(13,873)
Adjustments to tax charge in respect of previous periods	-	(253,844)
Deferred tax timing differences	-	(1,417,903)
Effect of change of rate of Corporation Tax	<b>(78,474)</b>	-
Total tax charge/(credit)	<b>82,056</b>	(1,472,495)

8. **INDIVIDUAL INCOME STATEMENT**

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

9. **INTANGIBLE FIXED ASSETS**

Group	Goodwill £
<b>COST</b>	
At 1 April 2019 and 31 March 2020	<b>2,301,168</b>
<b>AMORTISATION</b>	
At 1 April 2019	<b>213,303</b>
Amortisation for year	<b>81,440</b>
At 31 March 2020	<b>294,743</b>
<b>NET BOOK VALUE</b>	
At 31 March 2020	<b>2,006,425</b>
At 31 March 2019	<b>2,087,865</b>

Notes to the Consolidated Financial Statements - continued  
for the Year Ended 31 March 2020

## 10. PROPERTY, PLANT AND EQUIPMENT

## Group

	Long leasehold £	Improvements to property £	Fixtures and fittings £	Motor vehicles £	Totals £
<b>COST</b>					
At 1 April 2019	6,677,447	-	8,523,039	110,302	15,310,788
Additions	220,831	1,305	2,110,592	7,500	2,340,228
At 31 March 2020	6,898,278	1,305	10,633,631	117,802	17,651,016
<b>DEPRECIATION</b>					
At 1 April 2019	926,485	-	4,143,695	51,371	5,121,551
Charge for year	339,312	524	2,339,972	27,844	2,707,652
At 31 March 2020	1,265,797	524	6,483,667	79,215	7,829,203
<b>NET BOOK VALUE</b>					
At 31 March 2020	5,632,481	781	4,149,964	38,587	9,821,813
At 31 March 2019	5,750,962	-	4,379,344	58,931	10,189,237

## 11. FIXED ASSET INVESTMENTS

## Company

	Shares in group undertaking £
<b>COST</b>	
At 1 April 2019	12,679,270
Additions	100
At 31 March 2020	12,679,370
<b>NET BOOK VALUE</b>	
At 31 March 2020	12,679,370
At 31 March 2019	12,679,270

11. **FIXED ASSET INVESTMENTS - continued**

In May 2019, Minster Care Ealing Limited was formed with £100 of share capital. Minster Care Ealing Limited is a wholly owned subsidiary of Minster Care Group Limited and began trading in March 2020.

**Details of undertakings**

Details of the investments in subsidiaries in which the company holds any class of share capital are as follows:

Minster Care Management Limited  
Willmotts Healthcare Limited  
Daimler Green Care Home Limited  
Minster Haverhill Limited  
Mulberry Manor Ltd  
Alpha Care Management Services Limited  
Alphacare Management Services No. 2 Limited  
Alpha Care Management Services No.3 Limited  
Templecare Limited (a wholly owned subsidiary of Minster Care Management Limited)  
Abbotsford Care Limited (a wholly owned subsidiary of Minster Care Management Limited)  
Downing (Barwell) Limited (a wholly owned subsidiary of Minster Care Management Limited)  
Amberley House Care Limited (a wholly owned subsidiary of Minster Care Management Limited)  
Quarter Care Ltd. (a wholly owned subsidiary of Minster Care Management Limited)  
Dove Care Homes Limited (a wholly owned subsidiary of Templecare Limited)  
Croftwood Care Ltd  
Croftwood Care (Cheshire)  
Croftwood Care (UK) Limited  
Westhaven Care Limited (a wholly owned subsidiary of Croftwood Care Limited)  
Stansty House Ltd (a wholly owned subsidiary of Willmotts Healthcare Limited)  
Minster Care Ealing Limited

All of the above companies are registered in England and Wales except Quarter Care Limited (registered in Scotland). Minster Care Group Limited holds, directly or indirectly, 100% of the issued share capital and voting rights in each subsidiary. All companies registered in England and Wales have their registered office at 238 Station Road, Addlestone, Surrey KT15 2PS. Quarter Care Limited has its registered office at 72 Croftcroighn Road, Ruchazie, Glasgow G33 3SE.

12. **INVENTORIES**

	<b>Group</b>	
	<b>31.3.20</b>	<b>31.3.19</b>
	<b>£</b>	<b>£</b>
Consumables	<b>142,466</b>	<b>118,747</b>

**Notes to the Consolidated Financial Statements - continued  
for the Year Ended 31 March 2020**
**13. DEBTORS**

	<b>Group</b>		<b>Company</b>	
	<b>31.3.20</b>	<b>31.3.19</b>	<b>31.3.20</b>	<b>31.3.19</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Amounts falling due within one year:				
Trade debtors	<b>6,595,291</b>	5,001,742	-	-
Amounts owed by group undertakings	-	-	<b>5,200,825</b>	3,751,390
Other debtors	<b>1,867,934</b>	1,468,432	<b>97,776</b>	26,600
Deferred tax asset	<b>3,358</b>	7,839	-	-
Prepayments	<b>2,080,102</b>	2,148,266	<b>571</b>	-
	<b>10,546,685</b>	8,626,279	<b>5,299,172</b>	3,777,990
Amounts falling due after more than one year:				
Deferred tax asset	<b>1,612,372</b>	1,545,463	-	-
Aggregate amounts	<b>12,159,057</b>	10,171,742	<b>5,299,172</b>	3,777,990
Deferred tax asset				
	<b>31.3.20</b>	<b>31.3.19</b>	<b>31.3.20</b>	<b>31.3.19</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Deferred tax	<b>1,615,730</b>	1,553,302	-	-

The amounts in relation to the deferred tax asset for 2019 have been reclassified as falling due within one year and after more than one year so as to maintain comparability with the 2020 amounts.

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

	<b>Group</b>		<b>Company</b>	
	<b>31.3.20</b>	<b>31.3.19</b>	<b>31.3.20</b>	<b>31.3.19</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Other loans (see note 16)	<b>6,824,733</b>	8,094,733	<b>6,824,733</b>	8,094,733
Payments on account	<b>2,081,756</b>	1,735,985	-	-
Trade creditors	<b>3,110,853</b>	3,009,456	-	-
Amounts owed to group undertakings	-	-	<b>1,086,151</b>	-
Tax	<b>144,285</b>	213,762	-	-
Social security and other taxes	<b>1,210,306</b>	866,987	-	-
Other creditors	<b>2,484,188</b>	2,180,109	-	9,780
Accrued expenses	<b>2,616,107</b>	2,795,076	<b>1,001,623</b>	1,254,940
	<b>18,472,228</b>	18,896,108	<b>8,912,507</b>	9,359,453

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

	<b>Group</b>		<b>Company</b>	
	<b>31.3.20</b>	<b>31.3.19</b>	<b>31.3.20</b>	<b>31.3.19</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Preference shares (see note 16)	<b>6,728,045</b>	6,728,045	<b>6,728,045</b>	6,728,045

Notes to the Consolidated Financial Statements - continued  
for the Year Ended 31 March 2020

## 16. LOANS

An analysis of the maturity of loans is given below:

	Group		Company	
	31.3.20 £	31.3.19 £	31.3.20 £	31.3.19 £
Amounts falling due within one year or on demand:				
Directors' loan account	<b>3,684,573</b>	3,684,573	<b>3,684,573</b>	3,684,573
Preference shares	<b>3,140,160</b>	4,410,160	<b>3,140,160</b>	4,410,160
	<b><u>6,824,733</u></b>	<u>8,094,733</u>	<b><u>6,824,733</u></b>	<u>8,094,733</u>
Amounts falling due in more than five years:				
Repayable otherwise than by instalments				
Preference shares	<b><u>6,728,045</u></b>	<u>6,728,045</u>	<b><u>6,728,045</u></b>	<u>6,728,045</u>

The director's loan balance is repayable on demand and attracts interest at 10% per annum.

The directors have considered the terms and rights attached to the preference shares and concluded that they need to be recognised as a liability in the balance sheet.

A preference shares are non-redeemable and attract a cumulative dividend at a rate of 5% per annum. On the basis that they are non-redeemable, the liability in respect of these shares has been reclassified as falling due after more than five years. The amount included for 2019 has been restated so as to maintain comparability with the 2020 amount.

B preference shares are redeemable in the following circumstances:

- The company giving the holder at least 30 days' notice in writing stating its wish to redeem.
- The appointment of an administrative receiver.
- Holders of not less than 75% of the B preference shares serving notice on the company.
- On the date of any sale or listing.

B preference shares also attract a cumulative dividend at a rate of 5% per annum.

The following redemptions of B preference shares took place during the year ended 31 March 2020. All redemptions took place at par.

Date	Amount Redeemed
15 August 2019	100,000
3 October 2019	500,000
18 December 2019	100,000
6 January 2020	500,000
31 March 2020	70,000
	<b><u>£1,270,000</u></b>

Details of shares shown as liabilities are as follows:

Allotted, issued and fully paid:		Nominal value:	31.3.20	31.3.19
Number:	Class:		£	£
3,140,160	B Preference	£1	<b>3,140,160</b>	4,410,160



Notes to the Consolidated Financial Statements - continued  
for the Year Ended 31 March 2020

16.	<b>LOANS - continued</b>				
	6,728,045	A Preference	£1	<b>6,728,045</b>	6,728,045
				<b>9,868,205</b>	11,138,205

17. **LEASING AGREEMENTS**

Minimum lease payments fall due as follows:

**Group**

		Non-cancellable operating leases	
	<b>31.3.20</b>	<b>31.3.19</b>	
	£	£	
Within one year	<b>14,436,077</b>	13,640,444	
Between one and five years	<b>61,388,887</b>	57,238,913	
In more than five years	<b>214,667,779</b>	224,640,614	
	<b>290,492,743</b>	295,519,971	

Leasing payments recognised as an expense in the financial statements amounted to £14,104,860 (2019 - £12,680,872).

18. **FINANCIAL INSTRUMENTS**

	<b>Group</b>		<b>Company</b>	
	<b>31.03.20</b>	31.03.19	<b>31.03.20</b>	31.03.19
	£	£	£	£
Financial assets				
Financial assets that are debt instruments measured at undiscounted cost.	8,463,225	6,470,174	5,298,601	3,777,990
	<b>8,463,225</b>	<b>6,470,174</b>	<b>5,298,601</b>	<b>3,777,990</b>
Financial liabilities				
Financial liabilities measured at undiscounted cost	21,763,926	22,807,419	15,640,552	16,087,498
	<b>21,763,926</b>	<b>22,807,419</b>	<b>15,640,552</b>	<b>16,087,498</b>

Financial assets measured at undiscounted cost comprise trade debtors, amounts owed by group undertakings and other debtors.

Financial liabilities measured at undiscounted cost comprise trade creditors, amounts owed to group companies, other loans, directors' loan accounts, the value of preference shares issued, accruals and deferred income.

Notes to the Consolidated Financial Statements - continued  
for the Year Ended 31 March 2020

19. DEFERRED TAX

Group

	£
Balance at 1 April 2019	(1,553,302)
Credit to Income Statement during year	(62,428)
Balance at 31 March 2020	<u>(1,615,730)</u>

20. CALLED UP SHARE CAPITAL

Allotted, issued and fully paid:

Number:	Class:	Nominal value:	31.3.20 £	31.3.19 £
200	Ordinary	£1	<u>200</u>	<u>200</u>

Ordinary shares carry voting rights; entitlement to dividends as declared by the board; and entitlement to share in the capital of the company after all preference shares have been paid at their paid up value and after any arrears of preference dividends have been paid.

Preference shares carry no voting rights; attract dividends at 5% per annum; and a right to a return of capital equal to their paid up value. See note 15 for further details.

21. CONTINGENT LIABILITIES

The Company is providing certain wholly owned UK subsidiaries (as disclosed in note 26 and which are included within these Group consolidated financial statements) with guarantee of their respective debts in the form prescribed by Section 479C of the Companies Act 2006 ("The Act") such that they can claim exemption from requiring an audit in accordance with Section 479A of the Act. These guarantees cover all of the outstanding actual and contingent liabilities of these companies at 31 March 2020.

22. CAPITAL COMMITMENTS

	31.3.20 £	31.3.19 £
Contracted but not provided for in the financial statements	<u>494,542</u>	<u>5,934,612</u>

At the year end the group had capital commitments in relation to 4 projects totalling £494,542. The entire sum will be recovered from Impact Healthcare REIT Plc, the group's landlord, under a variation arrangement which levies an additional rental charge after project completion.

**23. RELATED PARTY DISCLOSURES**

Minster Care Management Ltd and Croftwood Care UK Ltd have entered into 20 year leases with Impact Healthcare REIT Plc (Impact), the owner of the care home properties operated by those entities. At the 31 March 2020 the leases had an unexpired term of 17 years. During the period Minster Care Management Ltd paid rent to Impact of £8,365,715 (2019 - £7,891,386) and Croftwood Care UK Ltd paid £4,993,239 (2019 - £4,789,486). Mr Patel, Mr Alflatt and Mr Cowley are shareholders in both Minster Care Group Ltd and Impact Healthcare REIT Plc.

During the period, Minster Care Management expensed £5,898,613 (2019 - £3,978,827) on care home properties and Croftwood Care UK Ltd expensed £814,676 (2019 - £1,501,436) on care home properties. These sums are reimbursed by Impact Healthcare REIT Plc.

At the year end Minster Care Group Ltd owed Mahesh Patel £3,684,573 (2019 - £3,684,573) plus interest charged (at 10%) in the period of £369,467 (2019 - £385,867). Interest remaining outstanding at the year end was £576,125 (2019 - £774,200). The loan is repayable on demand.

Minster Care Management Ltd leases its head office from Old Stables Harrow Ltd (a company controlled by a trust settled by Mahesh Patel) for an annual rental of £60,000 (2019 - £30,000).

During the period Minster Care Management Ltd was charged £0 (2019 - £38,880) for software services by Inaspect Technology Ltd, a company in which up until April 2018, Mr Patel was a director and shareholder and Mr Alflatt was a shareholder.. No balance was outstanding at the period end.

During the year Minster Care Management Limited made advances and payments on behalf of Oaktree Care Limited, a company in which Mr Alflatt was a director and shareholder totalling £73,391 (2019: £Nil). At the period end, Minster Care Management Ltd was owed £nil (2019 - £467).

During the period the company redeemed £670,000 (2019 - £30,000) of preference shares issued to Mr S Patel and £600,000 of preference shares issued to Mr K Patel (2019 - nil) both brothers of Mr Mahesh Patel.

Minster Care Management Ltd made short term working capital advances to Amicura Ltd (formerly Larchwood Care Ltd) and Amicura Morecambe Ltd, companies controlled by the directors. Total advances during the year were £3,920,833. At the year end Minster Care Management Ltd was owed £0 (2019 - £73,490) by Amicura Ltd and £0 by Amicura Morecambe Ltd (2019 - £3,007).

At the year end Minster Care Management Ltd was owed £0 by Aylesford Coventry Ltd, a company controlled by M Patel (2019 - £136).

At the year end Minster Care Management Ltd was owed £0 by Denelm Ltd, a company controlled by M Patel (2019 - £9,780)

Key management personnel are considered to be the Directors of the Parent Company. Total transactions with key management personnel for the year were £421,074 (2019 - £428,685).

Preference shares in Minster Care Group Ltd are held as follows:

Party	Relationship	A Pref Shares	B Pref Shares
Fort Trustees Ltd as trustee of the Mahesh & Alka Patel 2003 Trust	M Patel family Trust	202,887	
Bilandor Investments Ltd	Investment company of M Patel family trust	406,895	
Wisteria Investments Ltd	Investment company of Patel family trust	3,486,289	
The Elm Trust	Family trust settled by M Patel of which A Patel is a beneficiary	254,787	
John Alflatt	Director and shareholder	383,832	

Notes to the Consolidated Financial Statements - continued  
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Colin Farebrother	Director and shareholder	156,342	
Mahesh Patel	Director and shareholder	1,837,013	
Surendra Patel	Brother of M Patel		887,013
Kirit Patel	Brother of M Patel		970,000
The Estate of Jogendra Patel	Deceased brother of M Patel		837,013
Nita Patel	Sister of A Patel		446,134
		<u>6,728,045</u>	<u>3,140,160</u>

A preference shares are non redeemable, B Preference shares are redeemable.

24. <b>RECONCILIATION OF PROFIT BEFORE TAXATION TO CASH GENERATED FROM OPERATIONS</b>		
	<b>31.3.20</b>	31.3.19
	<b>£</b>	<b>£</b>
Profit before taxation	<b>642,519</b>	417,225
Depreciation charges	<b>2,789,093</b>	2,916,201
Finance costs	<b>904,841</b>	1,005,406
	<u><b>4,336,453</b></u>	<u>4,338,832</u>
Increase in inventories	<b>(23,719)</b>	(1,455)
(Increase)/decrease in trade and other debtors	<b>(1,924,887)</b>	380,590
Increase in trade and other creditors	<b>915,596</b>	696,695
<b>Cash generated from operations</b>	<u><b>3,303,443</b></u>	<u>5,414,662</u>

25. **CASH AND CASH EQUIVALENTS**

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

**Year ended 31 March 2020**

	<b>31.3.20</b>	<b>1.4.19</b>
	<b>£</b>	<b>£</b>
Cash and cash equivalents	<u><b>4,179,481</b></u>	<u><b>5,605,068</b></u>

**Year ended 31 March 2019**

	31.3.19	1.4.18
	<b>£</b>	<b>£</b>
Cash and cash equivalents	<u>5,605,068</u>	<u>4,951,066</u>

Notes to the Consolidated Financial Statements - continued  
for the Year Ended 31 March 2020

26. ANALYSIS OF CHANGES IN NET DEBT

	At 1.4.19 £	Cash flow £	At 31.3.20 £
<b>Net cash</b>			
Cash at bank and in hand	5,605,068	(1,425,587)	4,179,481
	<u>5,605,068</u>	<u>(1,425,587)</u>	<u>4,179,481</u>
<b>Debt</b>			
Debts falling due within 1 year	(8,094,733)	1,270,000	(6,824,733)
Debts falling due after 1 year	(6,728,045)	-	(6,728,045)
	<u>(14,822,778)</u>	<u>1,270,000</u>	<u>(13,552,778)</u>
<b>Total</b>	<u>(9,217,710)</u>	<u>(155,587)</u>	<u>(9,373,297)</u>

27. AUDIT EXEMPTION FOR SUBSIDIARIES

For the period ended 31 March 2020 the following subsidiaries of the company were entitled to exemption from audit under S479A of the Companies Act 2006 relating to subsidiary companies:

Subsidiary Name	Companies House Registration Number
Minster Care Management Limited	03676785
Croftwood Care UK Limited	10721289
Croftwood Care (Cheshire) Limited	10265522
Alpha Care Management Services Limited	05578087
Alphacare Management Services No.2 Limited	05620557
Alpha Care Management Services No 3. Limited	09740080
Minster Care Ealing Limited	12008357
Quarter Care Ltd	SC124088

For the period ended 31 March 2020 the following subsidiaries of the company were entitled to exemption from audit under S480 of the Companies Act 2006 relating to subsidiary companies:

Templecare Limited	03074014
Dove Care Homes Limited	02058163
Abbotsford Care Limited	05761303
Downing (Barwell) Limited	03901381
Willmotts Healthcare Limited	04361380
Stansty House Ltd	06769818
Daimler Green Care Home Limited	05379712
Minster Haverhill Limited	05886655
Mulberry Manor Ltd	07315247
Croftwood Care Ltd	06913844
Amberley Care Ltd	09224572
Westhaven Care Ltd	09224566