

REGISTERED NUMBER: 04974703 (England and Wales)

Jasmine

HEALTHCARE

**Group Strategic Report,
Report of the Director and
Consolidated Financial Statements
For the Year Ended 31st March 2021
for
Jasmine Healthcare Limited**



Avenue House Nursing and Care Home

CQC overall rating

Good ●

6 January 2021



Jasmine Healthcare Ltd



carehome.co.uk Review Score
212 reviews of the settings belonging to
Jasmine Healthcare Ltd

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for the Year Ended 31 March 2021

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Jasmine Healthcare Limited
Company Information
for the Year Ended 31 March 2021

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SECRETARY: Mr C D Clark

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REGISTERED NUMBER: 04974703 (England and Wales)

SENIOR STATUTORY AUDITOR: Matthew Chadwick BA (Hons) ACA

AUDITORS: Wright Vigar Limited
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Group Strategic Report
For the Year Ended 31 March 2021

BUSINESS PERFORMANCE







MISSION STATEMENT

At the heart of everything we do is our mission:

*By prioritising **our people**, our mission is to provide the **highest standards of care** to as many elderly residents as possible*

JASMINE AIMS

Jasmine has six SMART (Specific, Measurable, Achievable, Realistic and Timely) Aims that we believe best indicate whether we are achieving our Mission. These are outlined below, along with how the five homes owned throughout the year (excluding the acquisition of Nightingale Nursing & Care home in Feb 2020) are performing against them:

OBJECTIVE	PRIOR YEAR (exc NG)	CURRENT YEAR (exc NG)	PROGRESS	RATING
1. For all homes to have a Jasmine Compliance Score of over 80% at all times	Four homes out of five over target & Group Score 92%	Five homes out of five over target & Group Score 96%		Green
2. For all homes to have a team retention rate of over 70% per year	One home achieving this & 39% for the Group	No homes achieving this & 59% for the Group		Red
3. For over 60% of all our staff to have a Diploma in Care Qualification	44% with a Diploma in Care and 37% studying for one	51% with a Diploma in Care and 28% studying for one		Amber
4. For all homes to be rated Good or Outstanding by CQC and all other Regulatory bodies	Outstanding (1 Home) Good (4 Homes) Requires Improve (0 Homes) 0% Inadequate (0 Homes)	Outstanding (1 Home) Good (4 Homes) Requires Improve (0 Homes) 0% Inadequate (0 Homes)		Green
5. For all homes to have a www.carehome.co.uk Rating of over 9 out of 10	All homes over 9.0 with a 9.5 average group score	All homes over 9.0 with a 9.6 average group score		Green
6. For all homes to be fully occupied (over 95%), to maximise residents receiving our high standards of care	2 homes achieving this & 88% for the Group	1 home achieving this & 80% for the Group		Red

Our performance against our SMART Aims, including Nightingale Nursing & Care home, which was acquired in Feb 2020, is shown below:

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OBJECTIVE	PRIOR YEAR (exc NG)	CURRENT YEAR (inc NG)	PROGRESS	RATING
1. For all homes to have a Jasmine Compliance Score of over 80% at all times	Four homes out of five over target & Group Score 92%	Five homes out of six over target & Group Score 92%		Amber
2. For all homes to have a team retention rate of over 70% per year	One home achieving this & 39% for the Group	No homes achieving this & 54% for the Group		Red
3. For over 60% of all our staff to have a Diploma in Care Qualification	44% with a Diploma in Care and 37% studying for one	48% with a Diploma in Care and 27% studying for one		Red
4. For all homes to be rated Good or Outstanding by CQC and all other Regulatory bodies	Outstanding (1 Home) Good (4 Homes) Requires Improve (0 Homes) 0% Inadequate (0 Homes)	Outstanding (1 Home) Good (4 Homes) Requires Improve (1 Homes) 0% Inadequate (0 Homes)		Green
5. For all homes to have a www.carehome.co.uk Rating of over 9 out of 10	All homes over 9.0 with a 9.5 average group score	Five homes over 9.0 with a 9.6 average group score		Green
6. For all homes to be fully occupied (over 95%), to maximise residents receiving our high standards of care	2 homes achieving this & 86% for the Group	1 home achieving this & 76% for the Group		Red

Below we outline the progress including Nightingale in the current year's results, even though our performance on most Aims has been negatively impacted by the acquisition of Nightingale in the short term. This is to be expected given that our mission is to acquire problem homes that need a lot of support and investment to improve them.

1. For all our homes to have a Jasmine Compliance Score of over 80% at all times

At the end of the year we are delighted that five out of six homes had Jasmine compliance scores well in excess of our target of 80%, and our overall group compliance score was well over our target at 92%. This compared to a group compliance score of 92% last year, which excluded the dilutive impact of Nightingale. Without Nightingale included the average Jasmine Compliance Score would have been an impressive 96% at the end of this year. We believe the increase, excluding Nightingale, does accurately reflect the further improvement in the compliance in our long-held homes during the year, despite the negative impact of the pandemic. This is a credit to every member of the Jasmine Team, and our home managers in particular.

We are currently recruiting a new home manager for Nightingale, and are confident that this change will allow us to achieve our compliance target at all six of our homes in the coming year.

2. For all our homes to have a staff retention rate of over 70% per year

Staff retention continues to be one of our major areas of focus, and has been the key performance indicator that the whole management team monitored most closely. We are therefore ecstatic that this has improved by a staggering 15% during the year, even including the dilutive impact of Nightingale. Excluding Nightingale our staff retention has improved by 20% to 59% during the current year.

We believe this significant improvement has resulted from the many team engagement initiatives that we have implemented over the last three years. Four of our six homes, including Nightingale, significantly improved their team retention during the year.

We are also cognisant that our improved staff retention is in the context of the following during the year:

- ❖ An incredibly stressful and demanding period in the care industry due to the pandemic, which has sadly negatively impacted the perception of the industry and people's willingness to want to work in care;
- ❖ Our managers continuing to set higher expectations of their teams, and losing some team members that were not sufficiently on values; and

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- ✧ Having no team members at any of our six homes, including Nightingale, on long term sick leave at the year end. This is despite us inheriting about five team members on long term sick leave when we acquired Nightingale in February 2020.

More importantly, the dedication and motivation of our staff team, has significantly improved this year, with significantly improved training statistics.

In order to improve our recruitment and staff retention in the last year we have:

Continued to improve:

- ✧ Our digital/social media presence;
- ✧ Our inductions;
- ✧ Our welcome of staff;
- ✧ Our management of annual leave to encourage all team members to take their full entitlement; and
- ✧ The percentage that we pay over and above the National Living Wage.

Implemented:

- ✧ More person-centred two-way Supervisions for our Deputy Managers (similar to that for our home managers);
- ✧ The full roll-out of our new online team engagement tool at all homes (trialled at two homes last year); and
- ✧ Paid additional staff incentives and thank yous for our team's uplifting and inspiring commitment to our residents throughout the pandemic.

Notwithstanding, the progress made over the last three years in particular, we consider our current level of staff retention to still be much higher than we would like, with some way to go to meet our target of 70% team retention.

We will consequently continue to maintain our absolute focus on recruitment and engagement, in order to improve the motivation, commitment and happiness of our teams,

3. For over 60% of all our staff to have a Diploma in Care Qualification

While the Care Quality Commission (CQC) no longer requires Diploma in Care qualifications (i.e. the old NVQs) and full Government funding has been withdrawn for them, we consider these qualifications to be an important way for Jasmine to improve the care in our own homes, and other care homes where our team members may work in the future.

We are so pleased with the significant increase in the percentage of our team with these valuable qualifications in the current year, having increased 4% to 48%. Furthermore, without the dilutive impact of Nightingale, the percentage of team members with these qualifications increased 7% to 51%.

This has been primarily the result of years of encouraging and incentivising our teams to do these qualifications, and ensuring that there is a suitable qualification, appropriate to their job role, that every single member of our team can do.

With a further 27% (28% excluding Nightingale) currently studying for one of these qualifications we are confident of continuing the positive trend towards our target of 60% of team members with these qualifications.

4. For all our homes to be rated Good or Outstanding by CQC and all other Regulatory bodies

We only had one full Care Quality Commission (CQC) inspection during the year and that was at Avenue House Nursing & Care Home. We are delighted that the home received a Good overall rating.

We also had three focussed infection control inspections from CQC at St Andrew's Nursing & Care Home, Avenue House Nursing & Care Home and South Moor Lodge Care Home. All of these inspections stated that CQC had no concerns with any of the infection control procedures put in place by these homes.

Consequently, Jasmine continues to have one home rated as Outstanding, four rated as Good, and one rated as Requires Improvement (RI) with CQC. Nightingale Nursing & Care Home is the home rated as RI, and this is the inspection rating that the home had when we purchased it in February 2020.

These ratings are all the more impressive in the context of only 2% of care homes obtaining an overall Outstanding CQC rating and 67% obtaining an overall Good CQC rating (with many of these not receiving Good ratings in all five KLOEs) in the last month.

5. For all homes to have a www.carehome.co.uk Rating of over 9.5 out 10.0

We have historically done so well on this Jasmine Aim that we decided during the year to increase our target rating to 9.5 from 9.0 previously.

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We continued to actively encourage *all* our residents and relatives to review us during the year, and consequently we received a further 78 reviews in the year (36 in the prior year), which took us to an impressive 211 reviews as at 31st March 2021.

We are delighted that all our homes (excluding Nightingale) maintained their ratings above our previous target of 9.0, and four of the five long-held homes achieved a rating over our new target of 9.5. More impressive still our overall group rating increased to an even higher rating of 9.7 excluding Nightingale, and 9.6 including Nightingale. However, Nightingale's rating did increase from a low point of 8.0 to 9.2 during the year.

We put a lot of faith in these ratings, as we know that the independent www.carehome.co.uk verification process ensures that all reviewers are genuine residents and relatives, and they will not remove any poor reviews.

6. For all our homes to be over 95% occupied, so that as many residents as possible can enjoy our high standards of care

Sadly and inevitably this Jasmine Aim was significantly impacted by the pandemic, which had a profound impact on the care sector, and all of Jasmine's teams. There were a number of reasons for this:

- ✧ Even before the first national lock down Jasmine stopped visitors to our homes, whilst immediately encouraging video calls using our professional WiFi installed throughout all our homes;
- ✧ Jasmine insisted on residents being tested before they were admitted from the start of the pandemic, and over a month before this became mandatory. For much of the year this made admissions much more difficult, as care home testing was incredibly unreliable and inconsistent until the Autumn of 2021;
- ✧ Not being able to visit residents (even with video calling, outdoor visits throughout the summer, and indoor visitor pods throughout the winter), as well as the obvious safety concerns, meant everyone was understandably cautious about coming to live in care homes during the year;
- ✧ The requirement for new residents to self-isolate for 14 days on admission, meant that very few residents wanted to come into our homes for respite care, and long-term admissions were also put off coming in;
- ✧ We could not have safely staffed some of our homes at various points, if we had increased occupancy. This was because we had so many team members self-isolating in line with Government Guidance, which they were absolutely encouraged to do, if they had shielding letters, any symptoms or other concerns; and
- ✧ Totally sensibly, with any identified incidence of coronavirus identified in a care home, they had to close to admissions throughout the period of any suspected infections, and for 28 days after the last suspected infection.

However, despite all of the above, occupancy at all our homes remained good until mid-November 2020, we believe at least partly due to our homes' good reputations (shown by our many fantastic reviews throughout the current year), the precautions we had taken from the start, and the WiFi and visitor provisions we had put in place at the earliest opportunities.

With the advent of the second outbreak of the pandemic in November 2021, it is with great sadness that we must report that occupancy was significantly impacted both directly, and indirectly by the pandemic, despite all our teams doing everything possible to protect our residents.

As things began to settle down in the country, so it was for Jasmine, and from February onwards we started to welcome a lot more new residents again. Consequently, the occupancy across the group was only down to 76% at the end of the year (31st March 2021) from 86% at the end of last year. Our occupancy has continued to improve post the year end, and is now back up over 80%.

We believe that Jasmine's occupancy has been less impacted by the pandemic overall than the wider sector, and this is a credit to every member of the Jasmine Team.

However, even before the pandemic, we still had a long way to go to achieve our target of our occupancy being over 95% on a single room basis, both on a group basis, and all our homes individually achieving it. Having made even more progress improving our care, compliance, and engaging and rewarding all our valued team members this year, we believe that our occupancy will continue to improve through word of mouth.

This viral word of mouth, will now be supplemented by our much more pro-active Ambassadorship activity, including much more proactively logging all the enquiries we receive, and tracking our on-going ambassador activities. Consequently, only in the last three months, are we finally confident that all enquiries are now being followed-up on a timely basis. We have also further significantly improved our digital footprint, and social media activity in the last few months. One example of this being the significant number of www.carehome.co.uk reviews outlined above. In addition, we are now getting a lot of great Facebook and Google reviews.

JASMINE VALUES

In summary, we believe that we have made significant progress towards achieving our mission, and key Aims during the year under review, despite the devastating impact of the pandemic.

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We believe this success has largely been achieved by the whole Jasmine Team exemplifying the Jasmine Values more than ever. However, Jasmine doesn't want to be one of the many organisations that just say this, because it sounds good. This is why we spend so much time analysing as much objective data as possible, to confirm that we are "doing what we say we will". We even survey every team member each year on how they believe Jasmine is exemplifying each of its values.

The results of this survey, and a number of other ways we objectively assess how we are exemplifying each of our values are outlined below:

Jasmine Value	Objective Measure of Success
1. Passionate about providing the Highest Standards of Care	<p>CQC ratings – see above</p> <p>Jasmine Compliance Scores – see above</p> <p>www.carehome.co.uk Ratings – see above</p> <p>Mandatory training % Score – 98% @ 31st March 2021 vs 96% @ 31st March 2020</p> <p>Staff with Diploma in Care Qualifications (i.e. NVQs) % - see above</p>
2. Committed to Training	<p>Feedback on Team Values Exemplification Survey – 81% score in relation to Value 2 both this year and last year. We believe we have not made as much progress on value as we would have liked, due to all training having to be online during the year. This was particularly difficult for one to one Diploma in care training sessions, as many members of our team do not use IT very much. We are hopeful that going forward more face to face sessions will be able to take place as restrictions ease.</p>
3. To want to be One Big Team	<p>Feedback on Team Values Exemplification Survey – 77% score in relation to Value 3 this year versus 73% in 2019. This last year has really illustrated the importance of team work, and we hope this small increase is due to our teams pulling together through the pandemic.</p> <p>Staff Retention – See above</p> <p>Attendance of Team Meetings – due to the pandemic we had to alter our meeting structure slightly, and as a result we have had more frequent, smaller meetings and we have also utilised virtual meetings for our team members to share their views.</p>
4. To Communicate Openly, Honestly & Effectively	<p>Feedback on Team Values Exemplification Survey – Score of 77% in relation to Value 4 this year versus a score of 74% last year. We hope that this small increase is due to our increased efforts around internal communication, which have been vital throughout the pandemic to keep our teams updated. This alongside our improved social media presence, and our regular quarterly newsletter will hopefully see an even better score next year.</p> <p>Attendance of Team Meetings – see above</p> <p>Number of one to one supervisions with Team Members – We keep a log of how many supervisions each team members has each year (at least five supervision sessions and an annual appraisal) and this was met for the vast majority of our team members.</p> <p>Staff Retention – See above</p>
5. To Have & Reward a Strong Work Ethic	<p>Feedback on Team Values Exemplification Survey – Score of 76% in relation to Value 5 this year versus a score of 74% last year. We believe this increase is due to 1) Our team members really taking on board our clear expectations of them during their detailed appraisals, and 2) Jasmine more effectively communicating to all team members how their pay is based solely on their job role and appraisal rating; with the latter based on their exemplification of our values, and the achievement of their SMART objectives.</p> <p>We have also demonstrated how valued our team is through the pandemic with regular incentive payments and Thank Yous, including all team members receiving an average of £100 in vouchers that can be used in a wide selection of retail shops and websites. Jasmine paid all the tax on these vouchers at source too, so our team did not suffer any tax on this Thank You.</p>

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Amount paid over National Living Wage – We increased the average amount that Jasmine pays all team members over the National Living Wage for the fourth year running on 1st April 2021.

Feedback on Team Values Exemplification Survey – Score of 80% in relation to Value 6 this year versus a score of 76% in 2019. We are really heartened to see this score increase during such a difficult year. This small increase illustrates the relationship between a happy team and increased staff retention!

6. To provide a Positive Working Environment

Staff Retention – see above

Absence – This increased from 4.2% on average last year to 5.1% this year. However, this includes all Covid 19 related absence, so we are really pleased with this, even though there was a slight increase.

Residents & Relatives Quality Assurance Feedback – Last year's score was 82% for all homes excluding Nightingale (as the survey was issued prior to Nightingale joining us), this year's average score was 86% (including Nightingale). We are delighted with this slight increase against the backdrop of COVID when many relatives have been unable to visit the home.

7. To provide a Homely place for our Residents to live

Feedback on Team Values Exemplification Survey – Score of 80% in relation to Value 7 this year versus a score of 86% last year. Unfortunately there was a decrease in this value, which we believe is almost certainly the result of the pandemic, as our homes have been unable to have visitors inside the homes most of the year, there have been no external activities into our homes, and with increased use of Personal Protective Equipment (PPE) inevitably means our homes have been less homely. However, we have ensured that our visitor pods and outside visiting space is as homely as possible, and as restrictions ease we hope this score will increase again.

Bedroom & Communal Room Scores – These scores went up over the year demonstrating our commitment to improving our bedrooms and all communal areas. This has been achieved despite the pandemic by doing as much as possible whenever we've been able to safely.

8. To Embrace Change

Progress on all Objectives – Our theory is that if we are continually improving, we can only be doing this by constantly evolving, and changing the way we do things!

Feedback on Team Values Exemplification Survey – Score of 80% in relation to Value 8 both this year and last year. We are a little surprised our score did not increase this year given how adaptable everyone at Jasmine has had to be in response to the pandemic.

9. A belief that everyone is an Ambassador for Jasmine

Occupancy – See above

www.carehome.co.uk Ratings – See above

Feedback on Staff Values Exemplification Survey – Score of 82% in relation to Value 9 this year, which is a little higher than the score of 81% last year.

Feedback on Team Values Exemplification Survey – Score of 84% in relation to Value 10 this year, which is again higher than the score of 82% last year. We are really pleased that our teams believe we have improved on this value, as it has obviously been a lot harder to always do what we say will during the pandemic!

10. To act with Integrity by Always Doing what we Say we Will

Credit Rating – Jasmine continued to have a 100% credit score throughout the year. We expect these financial statements will further improve our credit, as our balance sheet is stronger than ever. We are also paying all our suppliers even quicker than ever this year, due to our processing of agency invoices now being so much more effective.

Number of Complaints – The number of complaints received increased from 27 last year to 47 this year, which is a disappointing increase. However, the restrictions necessitated by the pandemic have resulted in a significant number of additional complaints over the last year. This volume also includes 12 months of complaints for Nightingale (only one month's complaints were included last year). We hope to significantly reduce the number of

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complaints at Nightingale in the current year now that we are in the process of changing its home manager.

Feedback on Team Values Exemplification Survey – Score of 85% in relation to Value 11 this year, which was the same as last year. We're really pleased by this as this year's score was diluted by Nightingale's score.

Energy Performance Ratings – There were no changes in our EPC ratings during the year, so we still have four homes with a B rating, and two with a C rating. Given that most of our homes are centred around buildings over 100 years old, this is quite an achievement!

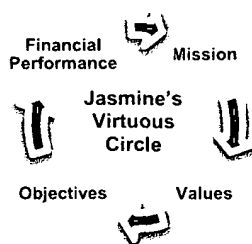
11. To Care for the Environment

However, a lot of work was done to make Nightingale more energy efficient in the year, including multiple old wooden doors were replaced with modern uPVC doors, the separate boiler purely for hot water was removed resulting in the more efficient set up of having only one boiler for both the heating and water, new super-efficient hot water tanks were installed, and all lights were replaced with LEDs and all back of house lights were put on movement sensors. Consequently, we are confident that if we did do a new EPC for Nightingale it would achieve a B rating.

Recycling – We changed most of our commercial refuse suppliers early in the year to ensure that all homes could recycle

FINANCIAL PERFORMANCE

At Jasmine, we passionately believe that there is a virtuous circle between achieving Jasmine's Mission, exemplifying our Values and achieving our Objectives, and our ultimate financial performance.



This has continued to be clearly borne out this year, with the significant progress we have made on our care, compliance, team and resident centred Aims, we believe, being largely responsible for our resilient financial performance in the face of the unprecedented challenges that the social care industry has experienced.

The continued improvement in our performance against the Jasmine Aims, and resulting resilient financial performance, has also given us the confidence to continue to significantly invest in both refurbishing our homes throughout the year, the amount we have spent on training, and increasing the average amount that we pay to all team members above the national living wage (NLW) again this year, amongst other things.

Acquisition

On the 28th February 2020 we acquired Nightingale Nursing & Care Home ("Nightingale"), and therefore the current year's results include a full 12 months performance of this home, compared to only one month being included in the prior year's numbers. Consequently, this acquisition has had a materially positive impact on the performance of the company in the current year.

Turnover

The turnover of the group increased by £1.2million (20%) from £6.5million to £7.7million in the current year. The increase in turnover was due to a combination of an increase in absolute occupancy of 16% (average across the year), and an increase in average fee rate of 4%.

The acquisition of Nightingale added £1.2million of additional revenue in the year over the prior year, so the revenue across our other homes was flat during the year despite the pandemic, albeit with a lot more variability throughout the year than historically.

The increase in average occupancy was the net impact of twelve months of occupancy at Nightingale (19%) offset by the average lower occupancy at the other homes (3%). The latter was due to the impact of the pandemic, and the specific reasons

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outlined in the Jasmine Aims section of this report. We consider this a good outcome given the dramatic and profound impact of the pandemic.

We strongly believe our homes' strong local reputations and significantly improved digital footprint, social media activity and Ambassador activities, have helped us to be more resilient in these very difficult circumstances.

Our average fee increase of 4% was significantly below the average industry fee rate increases of 7-8% again this year, with some operators taking advantage of the pandemic to increase costs even more than usual.

Despite the National Living Wage ("NLW") increasing by 4.9% on 1st April 2020 and Jasmine increasing our wages by a higher amount over the NLW again, and the significant increase in electricity costs (16%), janitorial & PPE supply costs (52%) and the additional cost of masks (£24k) during the year, we still did not think it fair that our residents (and their relatives) should suffer the magnitude of fee rate increases imposed by most of the care sector at this difficult time. The decision to only modestly raise our fee rates was made before the government grants to the social care industry were announced, and a similar decision has been made for the new financial year even though Government grants are all coming to an end shortly at the time of writing.

Gross Profit

The gross profit of the business also increased significantly, but sadly not as much as turnover due to significant gross margin compression from 40% last year down to only 36% in the current year.

Consequently, the gross profit increased by only £0.2million (9%) to £2.8million despite the 20% increase in turnover.

The fall in gross margin was all due to various factors related to the pandemic. All grants and support received from the Government in relation to the pandemic, are not included in our gross profit in our statutory accounts, as required by accounting standards. This support is under "Other operating income" after administrative expenses.

The first factor impacting our gross margin was that any team members that needed to shield continued to be paid most of their normal salary. Second, all team members who had to self-isolate due to suspected coronavirus received statutory sick pay, which the company bears. Third, the costs during periods when some of our homes had outbreaks increased significantly due to needing to segregate positive residents, and the desire to provide the best and safest care possible to everyone. Fourth, due to the first three reasons, we needed to use a lot of agency staff (and block book the same ones for safety reasons) to cover short falls in staffing. Fifth, the occupancy of many homes was significantly impacted from late November, and the operational efficiency of homes is worse at lower levels of occupancy, as the fixed staffing costs (e.g. management, maintenance, activities, housekeeping etc.) do not flex very much with lower occupancy. Sixth, and possibly the most significant impact, was that in line with its values Jasmine chose not to cut any team members of hours involuntarily at any point during the year, so we consciously ran with much higher levels of staffing than necessary at some homes for long periods during the year.

Although we went into the new year still experiencing some impact from many of the above factors, by the end of May, apart from the ongoing lower occupancy, we were no longer being impacted very much at all by the above factors. Consequently, we hope the gross margin will recover again to near historic levels in the current financial year.

Earnings before Interest, Tax, Depreciation & Amortisation (EBITDA)

The overhead costs increased by £0.25million (27%) this year over last year. This was nearly all due to 12 months of overhead costs for Nightingale rather than the one month last year, this accounts for £0.2million of the increase (22%). The balance of the increase can be accounted for by a significant increase in electricity costs due to a new three year fixed contract commencing at the start of this year (with 35% price increases), and a modest increase in central overheads in light of Nightingale being fully supported by the Jasmine Support Hub.

However, all the homes' overhead costs were well controlled, with many reduced in real terms during the year, to offset other small natural increases.

As mentioned above though the company did receive a number of forms of support from the government to mitigate some of the impacts of the pandemic outlined above, and these are entirely what the new "Other operating income" line in the profit and loss account relates to. These grants included furlough (for shielding team members), sick pay (for self-isolating team members), and infection control grants. The total value of all these support packages was £0.4million, which is very close to what we believe the true financial impact of the pandemic was on our gross profit. However, it did not cover any of the impact on our occupancy or turnover of the pandemic though, and nor did we expect it to.

As a net result of the increase in gross profit (£0.2million), increase in overheads (£0.2million), and other operating income received (£0.4million), the EBITDA this year was £0.4million higher this year (25%). Looked at another way, the increase in EBITDA (taking into account grants) could be explained by a full twelve months of Nightingale's EBITDA (£0.2million), and a net modest increase in EBITDA across the balance of the portfolio.

The group's EBITDA margin improved slightly from 25.8% last year to 26.8% in the current year (taking into account the grants received); a small increase of 1.0%. This slight improvement in EBITDA margin was due to the positive impact of overheads increasing by a smaller percentage than the increase in revenue mainly due to central overheads not increasing much despite

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the addition of a sixth home. The gross margin reduction of 4.0% being offset by the positive impact of the government grants received.

Operating Profit

The depreciation charge increased a little (£0.05million) during the year to £0.45million due to both the ongoing capex each year to extend and improve our homes, and twelve months depreciation for Nightingale (compared to only one month last year).

We also took the decision to write off all the goodwill (£0.25million) on the purchase of Nightingale in the current year, given that so many of the residents and team members have changed in the time since we acquired the home.

Consequently, the operating profit of the group increased much less than the group's EBITDA, increasing only £0.1million (8%) from £1.26million to £1.36million.

The contribution from Nightingale to operating profit was negative £0.05million, although this was after the goodwill write-off of £0.25million and depreciation of £0.04million. We expect Nightingale to contribute a lot more to the operating profit of the group in the coming financial year.

Profit after Tax (PAT)

The current year's net interest charge of £0.07million was much lower than the prior year (£0.11million). This reflected the modest reduction in base rate during the year, and significant reduction in the bank debt during the year, which ended the year at £2.97million (prior year £3.95million).

The current year's corporation tax charge was £0.37million, which was much higher than the previous year's corporation tax charge of £0.22million. However, the increase in the corporation tax charge in the year of £0.15million was offset by a decrease in the deferred tax charge of £0.16million, so the overall tax charge for the year was broadly consistent with last year's charge.

Consequently, profit after tax (PAT) increased £0.14million to £1.29million (12%).

Even though the increase in PAT in the current year is quite modest, despite including a full twelve months for Nightingale (compared to only one month last year), we are incredibly relieved with this result, given the devastating and traumatic year that Jasmine, the social care sector and country has been through.

As always, we will continue to reinvest all profits in improving our existing homes, and in particular completing the turnaround and total refurbishment of Nightingale in the short term, and in the medium term acquiring more poor homes that need our support to improve.

Cash flow & Net Debt

The group's healthy cashflow from operating activities of £2.6million was utilised by the following cash outflows during the year:

- ⊗ £0.1million on bank interest on the group's bank loans;
- ⊗ £0.2million on capital expenditure on numerous projects to make our homes even more homely and environmentally friendly;
- ⊗ £0.2million on the payment of last year's corporation tax; and
- ⊗ £1.0million on repaying bank loans.

The resulting cash surplus £1.1million, after the above £1.5million of expenditure, increased our cash balances to just over £1.1million at the end of the year from only £0.03million at the start of the year.

As a result of the £1.0million of debt repayments, and £1.1million increase in our cash balances, the *net* debt of the company reduced significantly during the year from £3.9million to £1.8million.

COVID 19

As outlined in last years group strategic report, Covid 19 did not really impact the financial results of Jasmine in the last financial year. This was despite the country going in to lock down on 23rd March 2020, and Jasmine closing our homes to non-essential visitors sometime before this date.

However, we did report last year how the additional stress and workload on our teams was significant from the outset of the pandemic, and this only intensified throughout the year under review. The negative personal impact on all our residents and team members, whether they were directly impacted by Covid 19 or not, was and continues to be significant.

Luckily we took an extremely cautious approach to the pandemic from an incredibly early stage, often implementing what eventually became Government guidance weeks and sometimes months before it did, some of the things Jasmine did to protect from the pandemic were:

Group Strategic Report
For the Year Ended 31 March 2021

- ✧ We stopped visitors to our care homes well before the start of the first national lock down on 23rd March 2021. We did immediately install full coverage commercial quality WiFi throughout the two homes that didn't already have WiFi though within weeks of stopping visits. Consequently all our homes and residents could have video calls from a very early stage of the pandemic, and we started doing out door visits in the Spring and Summer as soon as we deemed it safe to do so based on local risk factors;
- ✧ We insisted on receiving negative tests for anyone coming into any of our homes from hospital, both new residents and all residents coming back from hospital had to have negative results first. We did this from the very start of the pandemic, and many weeks before it became Government Guidance;
- ✧ We also required anyone coming from hospital to self-isolate for 14 days at the same time as implementing the above policy. We did this from the very start of the pandemic, and many weeks before it became Government Guidance;
- ✧ A little later, but before Government guidance mandated it, our policy changed to require a negative test, and 14 days initial isolation for all new admissions; and
- ✧ We often went beyond all the guidance from Public Health England in relation to infection control procedures and other precautions. Jasmine were amongst the first care homes to implement the wearing of face masks for all personal care by all team members in all our homes.

These were undoubtedly the right things to do, and meant only one of our homes had any Covid 19 cases in the UK's first wave of the pandemic, and the one home that did, did not lose a single resident to Covid during the first wave.

However, nothing we did do or we believe could have done, would have saved us from the impact of the second wave of the pandemic in the UK. Sadly four of our homes (including the one home that had an outbreak in the first wave) had an outbreak during the second wave of the pandemic in the period between November and February. The devastation and impact on all our residents and team members is difficult to put into words. We were inspired and thoroughly grateful for everyone's team work, and dedication throughout all the outbreaks.

Our teams also showed remarkable resilience after the outbreaks we suffered to get our homes back to normal as quickly as possible, albeit this was incredibly difficult and took some time for two of our homes in particular. Sadly, Nightingale, which was the last home to have an outbreak starting in January 2021, is still far from back to normal, and has consequently been receiving additional support from the Jasmine Support Team (JST) ever since. We are also aware of a number of team members across the group that are still mentally affected by the impact of the pandemic, and we are doing what we can to support them.

Although inconsequential compared to the human suffering caused by the pandemic, the financial impacts of Covid 19 were also significant throughout the current year, and included:

- ✧ The number of admissions were significantly impacted throughout the year by the extremely cautious approach we took to admissions from a very early stage of the pandemic as outlined above. These measures inevitably continued to impact occupancy throughout the period;
- ✧ We spent a significantly more on janitorial supplies throughout the year (circa 50% more than usual levels), and on masks throughout the year. Ironically one of the things the Government did not provide any grants for was increased janitorial supplies or personal protective equipment (PPE);
- ✧ We paid our own team members additional incentives for working overtime throughout the year to reduce the amount of agency staff required;
- ✧ Many staff had to shield for much of the year, and were furloughed during these periods;
- ✧ Many staff had to self-isolate due to suspected or actual covid 19, and received either SSP and / or full pay;
- ✧ The need for team members to both shield and self-isolate inevitably led to much more agency staff use despite all our best attempts to limit this;
- ✧ At various times we have had to move residents around our homes, and then staff them as two totally independent sections;
- ✧ We spent even more on agency staff than we needed, in order to block book them as much as possible, to avoid them needing to work in any other care settings;
- ✧ We spent significantly more on recruitment costs throughout the year, including recruitment fees and recruitment advertising, in a desperate attempt to reduce the need for agency staff to reduce the infection risk from these transient members of the team; and
- ✧ Rewarded every Jasmine Team members with an average of £100 vouchers with the tax payable on the amount received by our team members paid directly to HMRC by Jasmine.

It is important to say though, that the Government did provide support by way of the furlough scheme, and infection control grants to cover many (but far from all) of the additional costs of covid. There was no support or mitigation for the significant impact on occupancy from the pandemic though, and we did not expect any.

We must just use this opportunity again to reiterate how wonderful all the Jasmine team have been, and how they have all really come together at this difficult time, for the wellbeing of our residents and each other.

Group Strategic Report
For the Year Ended 31 March 2021

FUTURE PERFORMANCE AND STRATEGY

We expect that it will take some time longer for us all to fully recover from the pandemic, and this is assuming that it really is over in the UK at the time of writing.

In particular, the huge progress we were making at Nightingale since acquisition in February 2020 until December 2020, has been severely set back by the outbreak the home had in Jan/Feb 2021.

However, we are confident that by continuing to exemplify our values, invest in the training and development of the team, continuing the refurbishment of Nightingale, and strengthening the management team of Nightingale, we will see continued progress at this home very soon.

Our other main priority will be continuing to gradually and safely increase occupancy at St Andrew's, Oxendon House, Avenue House and South Moor Lodge. We have already made huge progress in increasing the occupancy at all these homes over the last few months through more Ambassador Training (including Ambassador Training Calls), pro-actively monitoring all enquiries, google AdWords.

In fact, given the recent success we have had from intensively focussing on occupancy since March 2021 for the first time ever, we are the most confident ever that in the current year we can finally achieve Jasmine's Aim to have all our homes (except Nightingale) providing high standards of care to residents in at least 95% of our bedrooms (based on single occupancy).

The Jasmine team is optimistic that the group will make further significant progress in the coming year on all fronts.

All positive cash flow will continue to be utilised to provide the highest standards of care to as many elderly residents as possible.

The first way in which we will achieve this, is by further improving our own homes. During the coming year we expect to do at least one of the major extensions, reconfiguration and refurbishment projects that we already have detailed plans drawn up for at St Andrew's, Avenue House and South Moor Lodge.

The second way that we will achieve this, is by acquiring more poorly performing care homes in desperate need of improvement like Nightingale did. However, given that we always stay true to our golden rule of never acquiring another home until we are well on the way to improving the last troubled home we acquired, we will not acquire another home until Nightingale is at least near to achieving all of the Jasmine's Aims outlined above.

Once we are confident that Nightingale is, we will acquire further care homes, which we are confident are compatible with Jasmine's Values, and that we believe we can significantly improve. Our criteria for new care homes we acquire, which our acquisition of Nightingale totally exemplified, includes inter alia:

- ✧ They have the potential to be homely, and not feel institutional or like hospitals in any way;
- ✧ They are based around characterful buildings, or have the potential to be;
- ✧ They have a meaningful amount of grounds and gardens for residents to enjoy;
- ✧ They have no more than 50 bedrooms, as we believe it is not possible for care homes to be "homes", and for our managers to know all their residents well in homes that are larger than this;
- ✧ They are in need of meaningful improvement, as we will not improve the overall standards of elderly care by acquiring homes that already provide high standards of care; and
- ✧ They are based within our current East Midlands geographic territory, so that we can more easily support them to constantly improve...

We are continually looking at other homes to improve...

ON BEHALF OF THE BOARD:



Mr C D Clark – Director

2 June 2021

Report of the Director
for the Year Ended 31 March 2021

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

PRINCIPAL ACTIVITY

The principal activity of the group in the year under review was that of the provision of care for the elderly.

DIVIDENDS

No dividends will be distributed for the year ended 31 March 2021.

DIRECTOR

Mr C D Clark held office during the whole of the period from 1 April 2020 to the date of this report.

STATEMENT OF DIRECTOR'S RESPONSIBILITIES

The director is responsible for preparing the Group Strategic Report, the Report of the Director and the financial statements in accordance with applicable law and regulations.

Company law requires the director to prepare financial statements for each financial year. Under that law the director has elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the director must not approve the financial statements unless he is satisfied that they give a true and fair view of the state of affairs of the company and the group and of the profit or loss of the group for that period. In preparing these financial statements, the director is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

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

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

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

ON BEHALF OF THE BOARD:



Mr C D Clark - Director

2 June 2021

Report of the Independent Auditors to the Members of
Jasmine Healthcare Limited

Opinion

We have audited the financial statements of Jasmine Healthcare Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the Consolidated Income Statement, Consolidated Other Comprehensive Income, Consolidated Balance Sheet, Company Balance Sheet, Consolidated Statement of Changes in Equity, Company Statement of Changes in Equity, Consolidated Cash Flow Statement and Notes to the Consolidated Cash Flow Statement, Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent company affairs as at 31 March 2021 and of the group's profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the director's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and the parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the director with respect to going concern are described in the relevant sections of this report.

Other information

The director is responsible for the other information. The other information comprises the information in the Group Strategic Report and the Report of the Director, but does not include the financial statements and our Report of the Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Group Strategic Report and the Report of the Director for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Group Strategic Report and the Report of the Director have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Group Strategic Report or the Report of the Director.

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

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of director's remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Report of the Independent Auditors to the Members of
Jasmine Healthcare Limited

Responsibilities of director

As explained more fully in the Statement of Director's Responsibilities set out on page thirteen, the director is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the director determines necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the director is responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the director either intends to liquidate the group or the parent company or to cease operations, or has no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our work is performed to include an assessment of the susceptibility of the entity's financial statements to material misstatement, including the risk of fraud. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

In identifying and assessing risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We plan our work to gain an understanding of the significant laws and regulations that are of significance to the entity and the sector in which they operate. We perform our work to ensure that the entity is complying with its legal and regulatory framework.
- We obtained an understanding of how the company is complying with those legal and regulatory frameworks by making inquiries to the management and people charged with governance.

We assessed the susceptibility of the Company's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the engagement team included:

- Substantive procedures performed in accordance with the ISAs (UK).
- Challenging assumptions and judgments made by management in its significant accounting estimates.
- Identifying and testing journal entries, in particular material journal entries and an assessment of year end journals.
- Assessing the extent of compliance with the relevant laws and regulations.

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. This description forms part of our Report of the Auditors.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Wright Vigar Limited

Matthew Chadwick BA (Hons) ACA (Senior Statutory Auditor)
for and on behalf of Wright Vigar Limited
Statutory Auditors
Chartered Accountants & Business Advisers
15 Newland
Lincoln
Lincolnshire
LN1 1XG

2 June 2021

Consolidated Profit and Loss Account
for the Year Ended 31 March 2021

	Notes	2021 £	2020 £
TURNOVER		7,724,923	6,451,974
Cost of sales		4,910,594	3,862,486
GROSS PROFIT		2,814,329	2,589,488
Administrative expenses		1,158,601	927,772
		1,655,728	1,661,716
Other operating income		413,535	0
EBITDA*		2,069,263	1,661,716
Depreciation		453,454	404,209
Goodwill		253,285	0
OPERATING PROFIT	4	1,362,524	1,257,507
Interest receivable and similar income	5	5,597	2,541
		1,368,121	1,260,048
Interest payable and similar charges		76,048	107,707
PROFIT BEFORE TAXATION		1,292,073	1,152,341
Tax on profit on ordinary activities	6	364,104	373,815
PROFIT FOR THE FINANCIAL YEAR FOR THE GROUP		927,969	778,526
Profit attributable to: Owners of the parent		927,969	778,526

*EBITDA is earnings before interest, tax, depreciation and amortisation

Jasmine Healthcare Limited (Registered number: 04974703)

Consolidated Other Comprehensive Income
for the Year Ended 31 March 2021

Notes	2021 £	2020 £
PROFIT FOR THE YEAR	927,969	778,526
OTHER COMPREHENSIVE INCOME		
Share repurchase	(91,871)	-
Income tax relating to other comprehensive income	-	-
	<u> </u>	<u> </u>
OTHER COMPREHENSIVE INCOME FOR THE YEAR, NET OF INCOME TAX	(91,871)	-
	<u> </u>	<u> </u>
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	<u>836,098</u>	<u>778,526</u>
Total comprehensive income attributable to: Owners of the parent	<u>836,098</u>	<u>778,526</u>

The notes form part of these financial statements

Consolidated Balance Sheet
31 March 2021

	Notes	£	2021	£	2020	£
FIXED ASSETS						
Intangible assets	8		-		253,285	
Tangible assets	9		15,327,057		15,612,861	
Investments	10		-		2	
			<u>15,327,057</u>		<u>15,866,148</u>	
CURRENT ASSETS						
Debtors	11	99,627		588,537		
Cash at bank and in hand		<u>1,131,515</u>		<u>28,312</u>		
			1,231,142		616,849	
CREDITORS						
Amounts falling due within one year	12	<u>1,296,945</u>		<u>1,114,525</u>		
NET CURRENT LIABILITIES			(65,803)		(497,676)	
TOTAL ASSETS LESS CURRENT LIABILITIES			15,261,254		15,368,472	
CREDITORS						
Amounts falling due after more than one year	13		(2,833,214)		(3,766,817)	
PROVISIONS FOR LIABILITIES	16		(1,105,029)		(1,114,610)	
NET ASSETS			<u>11,323,011</u>		<u>10,487,045</u>	
CAPITAL AND RESERVES						
Called up share capital	17		18,282		18,414	
Share premium	18		565,592		565,592	
Revaluation reserve	18		6,498,908		6,498,908	
Capital redemption reserve	18		9,878		9,744	
Retained earnings	18		<u>4,230,351</u>		<u>3,394,387</u>	
SHAREHOLDERS' FUNDS			<u>11,323,011</u>		<u>10,487,045</u>	

The financial statements were approved by the director and authorised for issue on 2 June 2021 and were signed by:



Mr C D Clark - Director

Company Balance Sheet
31 March 2021

	Notes	2021	2020
		£	£
FIXED ASSETS			
Intangible assets	8	-	253,285
Tangible assets	9	10,254,962	10,399,565
Investments	10	682,105	682,107
		<u>10,937,067</u>	<u>11,334,957</u>
CURRENT ASSETS			
Debtors	11	1,857,987	2,593,868
Cash at bank and in hand		1,121,771	27,017
		<u>2,979,758</u>	<u>2,620,885</u>
CREDITORS			
Amounts falling due within one year	12	849,966	792,026
NET CURRENT ASSETS		<u>2,129,792</u>	<u>1,828,859</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>13,066,859</u>	<u>13,163,816</u>
CREDITORS			
Amounts falling due after more than one year	13	(2,833,214)	(3,766,817)
PROVISIONS FOR LIABILITIES	16	(682,727)	(682,045)
NET ASSETS		<u><u>9,550,918</u></u>	<u><u>8,714,954</u></u>
CAPITAL AND RESERVES			
Called up share capital	17	18,280	18,414
Share premium	18	565,592	565,592
Revaluation reserve	18	4,045,917	4,045,917
Capital redemption reserve	18	9,877	9,743
Retained earnings	18	4,911,252	4,075,288
SHAREHOLDERS' FUNDS		<u><u>9,550,918</u></u>	<u><u>8,714,954</u></u>
Company's profit for the financial year		<u><u>927,969</u></u>	<u><u>778,526</u></u>

The financial statements were approved by the director and authorised for issue on 2 June 2021 and were signed by:



Mr C D Clark - Director

Consolidated Statement of Changes in Equity
for the Year Ended 31 March 2021

	Called up share capital £	Retained earnings £	Share premium £
Balance at 1 April 2019	18,414	2,615,861	565,592
Changes in equity			
Total comprehensive income	-	778,526	-
Balance at 31 March 2020	18,414	3,394,387	565,592
Changes in equity			
Issue of share capital	(132)	-	-
Total comprehensive income	-	835,964	-
Balance at 31 March 2021	18,282	4,230,351	565,592
	Revaluation reserve £	Capital redemption reserve £	Total equity £
Balance at 1 April 2019	6,498,908	9,744	9,708,519
Changes in equity			
Total comprehensive income	-	-	778,526
Balance at 31 March 2020	6,498,908	9,744	10,487,045
Changes in equity			
Issue of share capital	-	-	(132)
Total comprehensive income	-	134	836,098
Balance at 31 March 2021	6,498,908	9,878	11,323,011

Jasmine Healthcare Limited (Registered number: 04974703)

Company Statement of Changes in Equity
for the Year Ended 31 March 2021

	Called up share capital £	Retained earnings £	Share premium £
Balance at 1 April 2019	18,414	3,296,762	565,592
Changes in equity			
Total comprehensive income	-	778,526	-
Balance at 31 March 2020	18,414	4,075,288	565,592
Changes in equity			
Issue of share capital	(134)	-	-
Total comprehensive income	-	835,964	-
Balance at 31 March 2021	18,280	4,911,252	565,592

	Revaluation reserve £	Capital redemption reserve £	Total equity £
Balance at 1 April 2019	4,045,917	9,743	7,936,428
Changes in equity			
Total comprehensive income	-	-	778,526
Balance at 31 March 2020	4,045,917	9,743	8,714,954
Changes in equity			
Issue of share capital	-	-	(134)
Total comprehensive income	-	134	836,098
Balance at 31 March 2021	4,045,917	9,877	9,550,918

The notes form part of these financial statements

Jasmine Healthcare Limited (Registered number: 04974703)

Consolidated Cash Flow Statement
for the Year Ended 31 March 2021

	Notes	2021 £	2020 £
Cash flows from operating activities			
Cash generated from operations	1	2,635,366	1,796,024
Interest paid		(76,048)	(107,707)
Tax paid		(222,362)	(228,081)
Net cash from operating activities		<u>2,336,956</u>	<u>1,460,236</u>
Cash flows from investing activities			
Purchase of intangible fixed assets		-	(253,285)
Purchase of tangible fixed assets		(167,651)	(2,038,421)
Sale of fixed asset investments		2	-
Interest received		5,597	2,541
Net cash from investing activities		<u>(162,052)</u>	<u>(2,289,165)</u>
Cash flows from financing activities			
Loan repayments in year		(979,696)	(163,518)
Share buyback		(92,005)	-
Net cash from financing activities		<u>(1,071,701)</u>	<u>(163,518)</u>
Increase/(decrease) in cash and cash equivalents		<u>1,103,203</u>	<u>(992,447)</u>
Cash and cash equivalents at beginning of year	2	28,312	1,020,759
Cash and cash equivalents at end of year	2	<u><u>1,131,515</u></u>	<u><u>28,312</u></u>

The notes form part of these financial statements

Notes to the Consolidated Cash Flow Statement
for the Year Ended 31 March 2021

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

	2021 £	2020 £
Profit before taxation	1,292,073	1,152,341
Depreciation charges	453,454	404,209
Amortisation of goodwill	253,285	-
Finance costs	76,048	107,707
Finance income	(5,597)	(2,541)
	<u>2,069,263</u>	<u>1,661,716</u>
Decrease/(increase) in trade and other debtors	488,910	(74,847)
Increase in trade and other creditors	77,193	209,155
	<u>2,635,366</u>	<u>1,796,024</u>
Cash generated from operations	<u>2,635,366</u>	<u>1,796,024</u>

2. CASH AND CASH EQUIVALENTS

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

Year ended 31 March 2021

	31.3.21 £	1.4.20 £
Cash and cash equivalents	<u>1,131,515</u>	<u>28,312</u>

Year ended 31 March 2020

	31.3.20 £	1.4.19 £
Cash and cash equivalents	<u>28,312</u>	<u>1,020,759</u>

3. ANALYSIS OF CHANGES IN NET DEBT

	At 1.4.20 £	Cash flow £	At 31.3.21 £
Net cash			
Cash at bank and in hand	<u>28,312</u>	<u>1,103,203</u>	<u>1,131,515</u>
	<u>28,312</u>	<u>1,103,203</u>	<u>1,131,515</u>
Debt			
Debts falling due within 1 year	(184,942)	46,093	(138,849)
Debts falling due after 1 year	<u>(3,766,817)</u>	<u>933,603</u>	<u>(2,833,214)</u>
	<u>(3,951,759)</u>	<u>979,696</u>	<u>(2,972,063)</u>
Total	<u>(3,923,447)</u>	<u>2,082,899</u>	<u>(1,840,548)</u>

Notes to the Consolidated Financial Statements
for the Year Ended 31 March 2021

1. STATUTORY INFORMATION

Jasmine Healthcare 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 financial statements

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention as modified by the revaluation of certain assets.

Basis of consolidation

The financial statements consolidate the statements of Jasmine Healthcare Limited and all of its subsidiary undertakings (subsidiaries), with the exception of subsidiaries that are held exclusively for resale.

Subsidiaries held exclusively for resale are not consolidated, and held within fixed asset investments, at cost.

Related party exemption

The company has taken advantage of exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.

Transactions between group entities which have been eliminated on consolidation are not disclosed within the financial statements.

Turnover

Turnover is measured at the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes.

Goodwill

Goodwill is the difference between amounts paid on the acquisition of a business and the fair value of the identifiable assets and liabilities.

Goodwill is fully amortised in the year of acquisition.

Intangible assets

Intangible assets are initially measured at cost. After initial recognition, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Tangible fixed assets

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

Land and buildings	- Straight line over 50 years
Fixtures and fittings	- Straight line over 4 years and straight line over 7 years
Motor vehicles	- 25% on reducing balance

Included in cost or valuation of land and buildings is freehold land of £4,446,258 which has not been depreciated.

Government grants

Grants relating to the Coronavirus Job Retention Scheme and other support provided by the government are recognised in full in the period in which the associated income and costs relate.

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.

Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 March 2021

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.

3. EMPLOYEES AND DIRECTORS

	2021 £	2020 £
Wages and salaries	4,474,095	3,602,120
Social security costs	278,155	198,535
Other pension costs	64,098	49,361
	<u>4,816,348</u>	<u>3,850,016</u>

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

	2021	2020
Jasmine Healthcare Limited	166	138
Orchard Court Residential Home Limited	38	34
Oxendon House Care Home Limited	30	26
	<u>234</u>	<u>198</u>

	2021 £	2020 £
Director's remuneration	-	12,276

Jasmine Healthcare has only one Director, and the only remuneration he receives is the provision of an electric company car. This is used for regularly visiting all of our homes, to ensure that Jasmine's high standards of care are always maintained, and continually improving.

4. OPERATING PROFIT

The operating profit is stated after charging:

	2021 £	2020 £
Depreciation - owned assets	453,454	404,209
Goodwill amortisation	253,285	-
Auditors' remuneration	12,000	10,500
Payroll services	8,472	14,400

5. INTEREST PAYABLE AND SIMILAR EXPENSES

	2021 £	2020 £
Mortgage interest	<u>76,048</u>	<u>107,707</u>

Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 March 2021

6. TAXATION

Analysis of the tax charge

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

	2021 £	2020 £
Current tax:		
UK corporation tax	373,685	222,362
Deferred tax	(9,581)	151,453
Tax on profit	<u>364,104</u>	<u>373,815</u>

Reconciliation of total tax charge included in profit and loss

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

	2021 £	2020 £
Profit before tax	<u>1,292,073</u>	<u>1,152,341</u>
Profit multiplied by the standard rate of corporation tax in the UK of 19% (2020 - 19%)	245,494	218,945
Effects of:		
Expenses not deductible for tax purposes	31,913	-
Depreciation in excess of capital allowances	96,278	3,417
Temporary timing differences	(9,581)	151,453
Total tax charge	<u>364,104</u>	<u>373,815</u>

Tax effects relating to effects of other comprehensive income

	Gross £	2021 Tax £	Net £
Share repurchase	<u>(91,871)</u>	<u>-</u>	<u>(91,871)</u>

7. INDIVIDUAL INCOME STATEMENT

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

8. INTANGIBLE FIXED ASSETS

Group

	Goodwill £
COST	
At 1 April 2020 and 31 March 2021	<u>253,285</u>
AMORTISATION	
Amortisation for year	<u>253,285</u>
At 31 March 2021	<u>253,285</u>
NET BOOK VALUE	
At 31 March 2021	<u>-</u>
At 31 March 2020	<u>253,285</u>

Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 March 2021

8. INTANGIBLE FIXED ASSETS - continued

Company

	Goodwill £
COST	
At 1 April 2020 and 31 March 2021	253,285
AMORTISATION	
Amortisation for year	253,285
At 31 March 2021	253,285
NET BOOK VALUE	
At 31 March 2021	-
At 31 March 2020	253,285

9. TANGIBLE FIXED ASSETS

Group

	Land and buildings £	Fixtures and fittings £	Motor vehicles £	Totals £
COST OR VALUATION				
At 1 April 2020	14,820,807	1,483,254	76,730	16,380,791
Additions	-	134,651	33,000	167,651
Disposals	-	(110,265)	-	(110,265)
At 31 March 2021	14,820,807	1,507,640	109,730	16,438,177
DEPRECIATION				
At 1 April 2020	190,259	526,178	51,493	767,930
Charge for year	207,491	233,249	12,714	453,454
Eliminated on disposal	-	(110,264)	-	(110,264)
At 31 March 2021	397,750	649,163	64,207	1,111,120
NET BOOK VALUE				
At 31 March 2021	14,423,057	858,477	45,523	15,327,057
At 31 March 2020	14,630,548	957,076	25,237	15,612,861

Cost or valuation at 31 March 2021 is represented by:

	Land and buildings £	Fixtures and fittings £	Motor vehicles £	Totals £
Valuation in 2015	2,218,075	-	-	2,218,075
Valuation in 2016	821,760	-	-	821,760
Valuation in 2019	2,084,145	-	-	2,084,145
Cost	9,696,827	1,507,640	109,730	11,314,197
	14,820,807	1,507,640	109,730	16,438,177

Jasmine Healthcare Limited (Registered number: 04974703)

Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 March 2021

9. **TANGIBLE FIXED ASSETS - continued**

Group

If freehold property had not been revalued it would have been included at the following historical cost:

	2021 £	2020 £
Cost	9,696,827	9,696,827
Aggregate depreciation	955,801	761,864

Freehold properties were valued on a market value basis on 29 March 2019 by Knight Frank LLP.

Company

	Land and buildings £	Fixtures and fittings £	Motor vehicles £	Totals £
COST OR VALUATION				
At 1 April 2020	9,978,685	826,443	76,730	10,881,858
Additions	-	101,261	33,000	134,261
Disposals	-	(59,663)	-	(59,663)
At 31 March 2021	9,978,685	868,041	109,730	10,956,456
DEPRECIATION				
At 1 April 2020	122,469	308,331	51,493	482,293
Charge for year	139,701	126,448	12,714	278,863
Eliminated on disposal	-	(59,662)	-	(59,662)
At 31 March 2021	262,170	375,117	64,207	701,494
NET BOOK VALUE				
At 31 March 2021	9,716,515	492,924	45,523	10,254,962
At 31 March 2020	9,856,216	518,112	25,237	10,399,565

Cost or valuation at 31 March 2021 is represented by:

	Land and buildings £	Fixtures and fittings £	Motor vehicles £	Totals £
Valuation in 2015	572,468	-	-	572,468
Valuation in 2019	1,784,858	-	-	1,784,858
Cost	7,621,359	868,041	109,730	8,599,130
	9,978,685	868,041	109,730	10,956,456

If freehold property had not been revalued it would have been included at the following historical cost:

	2021 £	2020 £
Cost	7,621,359	7,621,359
Aggregate depreciation	665,646	513,219

Freehold properties were valued on a market value basis on 29 March 2019 by Knight Frank LLP.

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 March 2021**

10. FIXED ASSET INVESTMENTS

Group

	Shares in group undertakings £
COST	
At 1 April 2020	2
Disposals	(2)
	<u>-</u>
At 31 March 2021	-
	<u>-</u>
NET BOOK VALUE	
At 31 March 2021	-
	<u>-</u>
At 31 March 2020	2
	<u>2</u>

Company

	Shares in group undertakings £
COST	
At 1 April 2020	682,107
Disposals	(2)
	<u>682,105</u>
At 31 March 2021	682,105
	<u>682,105</u>
NET BOOK VALUE	
At 31 March 2021	682,105
	<u>682,105</u>
At 31 March 2020	682,107
	<u>682,107</u>

The group or the company's investments at the Balance Sheet date in the share capital of companies include the following:

Subsidiaries

Orchard Court Residential Home Limited

Registered office: Suite One, Pattinson House, Oak Park, East Road, Sleaford, Lincolnshire, NG34 7EQ

Nature of business: Provision of care for the elderly

	% holding	2021 £	2020 £
Class of shares:			
Ordinary	100.00		
Aggregate capital and reserves		1,067,067	1,067,067
Profit for the year		<u>302,818</u>	<u>251,349</u>

Oxendon House Care Home Limited

Registered office: Suite One, Pattinson House, Oak Park, East Road, Sleaford, Lincolnshire, NG34 7EQ

Nature of business: Provision of care for the elderly

	% holding	2021 £	2020 £
Class of shares:			
Ordinary	100.00		
Aggregate capital and reserves		1,387,126	1,387,126
Profit for the year		<u>244,587</u>	<u>195,806</u>

Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 March 2021

11. DEBTORS

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Amounts falling due within one year:				
Trade debtors	77,233	175,947	39,983	135,508
Other debtors	22,394	412,590	21,239	411,297
	<u>99,627</u>	<u>588,537</u>	<u>61,222</u>	<u>546,805</u>
Amounts falling due after more than one year:				
Amounts owed by group undertakings	-	-	1,796,765	2,047,063
	<u>-</u>	<u>-</u>	<u>1,796,765</u>	<u>2,047,063</u>
Aggregate amounts	<u>99,627</u>	<u>588,537</u>	<u>1,857,987</u>	<u>2,593,868</u>

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Bank loans and overdrafts (see note 14)	138,849	184,942	138,849	184,942
Trade creditors	100,407	169,776	73,043	121,217
Corporation tax	373,685	222,362	199,874	88,498
Social security and other taxes	132,444	103,046	91,189	71,410
Other creditors	455,346	296,418	281,432	223,971
Accruals and deferred income	96,214	137,981	65,579	101,988
	<u>1,296,945</u>	<u>1,114,525</u>	<u>849,966</u>	<u>792,026</u>

13. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Bank loans (see note 14)	<u>2,833,214</u>	<u>3,766,817</u>	<u>2,833,214</u>	<u>3,766,817</u>

14. LOANS

An analysis of the maturity of loans is given below:

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Amounts falling due within one year or on demand:				
Bank loans	<u>138,849</u>	<u>184,942</u>	<u>138,849</u>	<u>184,942</u>
Amounts falling due between two and five years:				
Bank loans - 2-5 years	<u>571,629</u>	<u>761,390</u>	<u>571,629</u>	<u>761,390</u>
Amounts falling due in more than five years:				
Repayable by instalments				
Bank loans	<u>2,261,585</u>	<u>3,005,427</u>	<u>2,261,585</u>	<u>3,005,427</u>

Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 March 2021

15. SECURED DEBTS

The following secured debts are included within creditors:

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Bank loans	<u>2,972,063</u>	<u>3,951,759</u>	<u>2,972,063</u>	<u>3,951,759</u>

NatWest bank has a first charge over all properties in the group and cross guarantees between all subsidiary companies and the parent company.

16. PROVISIONS FOR LIABILITIES

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Deferred tax	<u>1,105,029</u>	<u>1,114,610</u>	<u>682,727</u>	<u>682,045</u>
Group				
				Deferred tax
				£
Balance at 1 April 2020				1,114,610
Accelerated capital allowances				(9,581)
Balance at 31 March 2021				<u>1,105,029</u>
Company				
				Deferred tax
				£
Balance at 1 April 2020				682,045
Accelerated capital allowances				682
Balance at 31 March 2021				<u>682,727</u>

17. CALLED UP SHARE CAPITAL

Allotted, issued and fully paid:		Nominal value:	2021	2020
Number:	Class:		£	£
148,802	Ordinary A	10p	14,882	14,880
31,357	Ordinary B	10p	3,020	3,154
3,800	Ordinary C	10p	380	380
			<u>18,282</u>	<u>18,414</u>

Jasmine Healthcare Limited (Registered number: 04974703)

Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 March 2021

18. RESERVES

Group

	Retained earnings £	Share premium £	Revaluation reserve £	Capital redemption reserve £	Totals £
At 1 April 2020	3,394,387	565,592	6,498,908	9,744	10,468,631
Profit for the year	927,969				927,969
Purchase of own shares	(92,005)	-	-	134	(91,871)
At 31 March 2021	<u>4,230,351</u>	<u>565,592</u>	<u>6,498,908</u>	<u>9,878</u>	<u>11,304,729</u>

Company

	Retained earnings £	Share premium £	Revaluation reserve £	Capital redemption reserve £	Totals £
At 1 April 2020	4,075,288	565,592	4,045,917	9,743	8,696,540
Profit for the year	927,969				927,969
Purchase of own shares	(92,005)	-	-	134	(91,871)
At 31 March 2021	<u>4,911,252</u>	<u>565,592</u>	<u>4,045,917</u>	<u>9,877</u>	<u>9,532,638</u>

19. ULTIMATE CONTROLLING PARTY

The ultimate controlling party is the Director Mr C D Clark.