

Independent practice **Guide**

A guide to
our services
for practice
owners



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Veterinary team

Our veterinary team was established over 30 years ago and comprises a team of people who work solely with veterinary owners and their practices such as yourselves.

We advise our clients on all aspects of their affairs and take pride in giving a proactive personal service.

We act for around 200 veterinary practices, whatever the practice structure, such as partnership, limited company, LLP, sole trader or a combination of these. These include small animal, large animal, equine, first opinion, referral and mixed practices. The specialist knowledge that we are continually expanding has drawn clients from all parts of the UK.

Keeping abreast of the veterinary profession

We take a proactive role in the profession, including:

- Writing articles for the veterinary press. We keep abreast of current developments in the profession
- Presenting to the profession at both external events and those that we organise ourselves, for both clients and non-clients
- Maintaining close contacts with other professionals in the veterinary market i.e. funders and solicitors
- Running seminars for the veterinary associations, including SPVS, VMG and BEVA
- Hosting 'Breaking Mews', the essential podcast for veterinary practice owners and managers
- Working with the veterinary associations on various matters
- Receiving relevant survey results from SPVS etc.

Client service

Our normal service includes matters such as:

- Preparation of year end accounts
- Producing a detailed three year variance analysis of your accounts that provides internal comparisons
- Benchmarking which is tailored to your circumstances
- Working with you to develop your management accounts and KPIs, to provide meaningful business information
- Raising specific veterinary business points. We send regular emails to our clients on topical matters. This includes challenging our clients on matters such as:
 - How to:
 - Accelerate turnover growth
 - Monitor appropriate level of staff costs
 - Control overheads
 - Enhance profit

- Improving:
 - Marketing initiatives
 - Client care
 - Staff motivation
 - Strategic development
- Providing tax updates and implications for the practice and its owners
- Routine Company Secretarial matters e.g. annual confirmation statement. We also have the expertise to advise on more complex Company Secretarial matters using our in-house Company Secretarial team
- Tax compliance work including producing and agreeing the tax computation with H M Revenue & Customs
- Owners' personal tax returns, including tax estimates to aid cash flow management. This includes reviewing the owners' personal circumstances
- A detailed annual meeting covering all of the above



- We are on hand for ad hoc advice throughout the year and generally this is included in your annual fee. If any queries give rise to more detailed work or it is very specific in nature (i.e. financial projections, valuation), then a fee is agreed with you in advance
- We work with a number of solicitors who understand the veterinary industry and can therefore make recommendations where legal advice is required. Likewise, we can put you in touch with contacts for HR and funding support if needed
- Each client is supported by a team of people who have specific veterinary knowledge. This includes a Partner, a dedicated accounts/business person and a tax person
- For more complicated tax matters we are supported by relevant specialists, including tax generally, VAT, inheritance tax (IHT) and stamp duty.



Services available

We have set out below a detailed breakdown of our services.

Accounting

Our expertise includes:

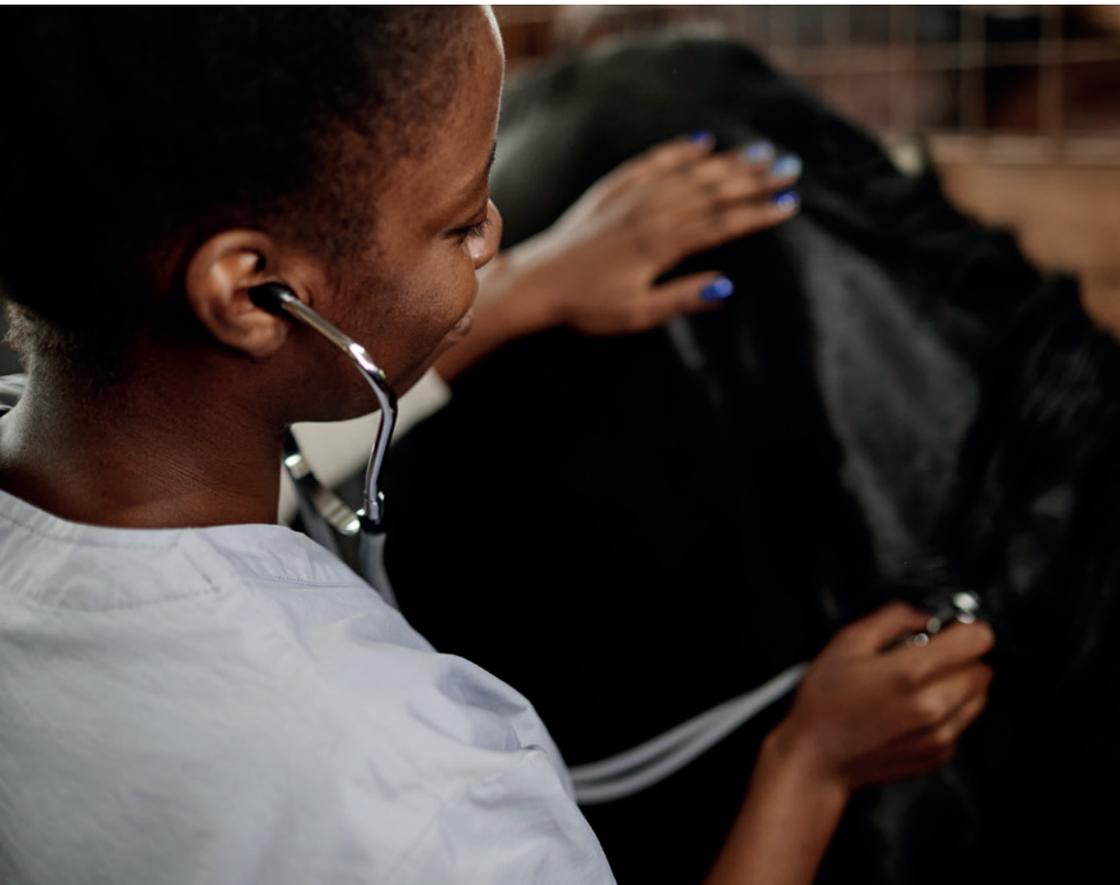
- We have experience in accounting packages such as Xero, Sage, Quickbooks and others
- Awareness of the different veterinary PMS software that is available to the sector
- Helping clients set up or improve their management reporting systems
- Bookkeeping and VAT support.

Business and profit improvement advice including valuations, structure and succession

Our services are tailored to your circumstances and can include the following:

- Our own benchmarking service which analyses the practice taking into account the type of practice and its circumstances e.g. number of owners, location, staffing structure. It includes key performance indicators, such as the number of consultations and dentals per vet. This is discussed at the annual meeting alongside the annual accounts
- Analysis of individual turnover per vet in relation to package
- Analysis of turnover by category e.g. vaccines, hospitalisation etc.
- Analysis of turnover by division, branch and month
- Our year end meetings allow time to discuss your affairs at both the detailed and strategic level
- Practice valuations
- Advice on the financial aspects of the partnership and/or shareholders' agreement
- A 10 year strategic cash flow model, which allows the business to plan for owner changes, capital development projects etc.
- A more detailed operational profit and loss account, cash flow and balance sheet forecasting model

- Advice on buying into the practice. This involves looking at the value of goodwill, raising the required finance in the most tax efficient manner, review of major points within appropriate agreements, e.g. partnership/ shareholders' agreement
- Advice on start-ups
- Advice on buying a practice, involving all matters including production of financial projections, raising the finance etc
- Advice on merging and demerging practices, again involving all matters outlined in the above point
- Succession planning
- Full sales service if you ever decide to sell your practice
- Advice on inheritance tax.



Personal tax

Our work in relation to the personal tax return for each owner includes the following:

- Preparation and submission of your personal tax return
- Tax estimates for the next two years
- Remuneration planning to ensure income is extracted in a tax efficient manner
- Notification on when payments are due.

Taxation

We are aware of specific tax issues that impact vets, including:

- Locum status. We have a compliance checklist regarding current IR35 legislation
- Assistants' accommodation. We have a flowchart to analyse the situation and provide guidance
- Consultancy agreements
- Uniforms
- Wear and tear allowances
- Employees' vehicles (we are able to evaluate if it is best to have a 'company' car or not)



- Capital allowances claims, as regards integral features within properties, i.e. reviewing tax saving opportunities within properties
- Benefits in kind
- Employee 'sleep-ins' and National Minimum Wages issues
- Assistance with VAT registration including option to tax forms, where a property is involved.

This has enabled us to negotiate successfully with HMRC in these areas on behalf of our clients.

We review the practice structure both from a business and taxation view point advising clients appropriately, including:

- Incorporation. We have incorporated around 250 veterinary practices. Recent tax changes effect most incorporations and taking sound advice is more important than ever if you are looking to change financial structure
- Service companies
- Employee Ownership Trusts
- Family Investment Companies
- Corporate partners
- Business Asset Disposal Relief (BADR) and Business Relief (for IHT) issues with regard to excess cash on a company's balance sheet
- Limited Liability Partnerships (LLPs)
- Spouses as partners/shareholders
- Property ownership including joint ownership with spouses, SIPPs etc
- Limited company, sole trader or partnership for start-up practices
- Use of share structures to save both Capital and Corporation/Income taxes.

We review owners' financial circumstances and advise on personal tax planning issues. This often involves spouses, to maximise family tax planning opportunities. This can include redistributing assets, e.g. property, savings etc.

Quarterly VAT

Quarterly VAT and processing of invoices into accounting system, including:

- Processing invoices, credit notes, turnover, bank statements
- Reconciliations of control accounts
- Preparation and submission of the VAT return under Making Tax Digital (MTD).

Quarterly management accounts

The preparation of quarterly management accounts including:

- Profit and loss account, balance sheet and supporting notes
- Key performance indicators
- Branch analysis.

The management accounts and key performance indicators can be tailored to suit your individual requirements.

Payroll

- The Hazlewoods Payroll team has a wealth of experience and currently process payroll for over 500 clients
- The payroll team are also able to deal with the requirements of auto-enrolment and currently manage this for circa 100 clients
- We have a system that allows easy entry of data by you and access to reports and information
- Electronic payslips are provided
- Accurate, on-time processing with submissions to HM Revenue & Customs under Real Time Information (RTI)
- Hazlewoods are a BACS approved Payroll Bureau and are able to make all payroll related payments
- Auto enrolment compliance
- Each new client is allocated to a team leader, so that you will have one main contact that understands your payroll needs.

Benefits in kind (P11DS)

- The preparation of annual form P11Ds and filing with HM Revenue and Customs
- Advising you of any liabilities due
- Liaising with you regarding any new legislation and how it might impact your practice.

Further information

This guide has covered a number of different areas, but is a guide only. Our team can provide personalised advice, helping you to achieve your goals in providing the best care for your clients and a practice you can be proud of.

A fee quote can be provided on request. Our fees are bespoke to each client and are dependant on your specific needs.

Please do get in touch if you would like to find out more.







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To see the wider team, visit [Hazlewoods.co.uk/people-sectors/vets/](https://www.hazlewoods.co.uk/people-sectors/vets/)

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Hazlewoods LLP and Hazlewoods Financial Planning LLP produce regular updates, using our expert commentary to provide you with information about our services, events and topical premium business news.

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