

# QUEBEC HALL LIMITED

England & Wales · Charity number 251535

## Details

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Other names	QUEBEC HALL
Status	Registered
Legal form	Charitable company
Company number	00853450
Registered	1967-12-03
Register	<a href="#">View on the Charity Commission register</a>

## Contact

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Address	Quebec Hall Quebec Road Dereham NR19 2QY
Phone	01362 692504
Email	<a href="mailto:info@quebechall.co.uk">info@quebechall.co.uk</a>
Website	<a href="http://www.quebechall.co.uk">www.quebechall.co.uk</a>

## Activities

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**Objects:** TO PROVIDE ACCOMMODATION AND OTHER NECESSARY CARE AND ATTENTION, WITHIN A CHRISTIAN ETHOS (AS DEFINED IN THESE ARTICLES), FOR THOSE ELDERLY PERSONS WHO ARE IN NEED THEREOF.

**Activities:** CHRISTIAN CARE HOME AND BUNGALOWS FOR THE ELDERLY

## Classification

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- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services
- **What:** Accommodation/housing, Religious Activities
- **Who:** Elderly/old People

## Geography

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- Norfolk

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-02-28	£1,156,053	£1,223,340	£4,094,128	36
2024-02-29	£1,052,653	£1,180,736	£4,161,415	33
2023-02-28	£970,442	£1,016,413	£4,289,498	35
2022-02-28	£970,225	£985,649	£4,335,469	33
2021-02-28	£943,697	£992,069	£4,350,893	35

## Trustees

Name	Role	Appointed
<b>STEPHEN READ</b>	Chair	
ANDREW STEPHEN BASH		2013-04-23
Chris Lambert		2023-04-28
Richard Cracknell		2025-03-24

**QUEBEC HALL LIMITED**

England & Wales - Charity number 251535

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# Accounts

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Charity registration number 251535 (England and Wales)

Company registration number 00853450

**QUEBEC HALL**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 28 FEBRUARY 2025**



**Caladine**  
Chartered Certified Accountants

# QUEBEC HALL

## LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	Mr S Read Mr A Bash Mr C Lambert Mr R A Cracknell	(Appointed 24 March 2025)
<b>Charity number (England and Wales)</b>	251535	
<b>Company number</b>	00853450	
<b>Principal address</b>	Quebec Hall East Dereham Norfolk NR19 2QY	
<b>Registered office</b>	Quebec Hall East Dereham Norfolk NR19 2QY	
<b>Auditor</b>	Caladine Limited Chantry House 22 Upperton Road Eastbourne East Sussex BN21 1BF	
<b>Bankers</b>	Royal Bank of Scotland plc 5 Queen Street Norwich Norfolk NR2 4TL	

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# QUEBEC HALL

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# QUEBEC HALL

## TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT)

### FOR THE YEAR ENDED 28 FEBRUARY 2025

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The trustees present their annual report and financial statements for the year ended 28 February 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

#### **Objectives and activities**

The company's principal objectives continued to be the provision of a high standard of individualised care and accommodation for the elderly within a Christian environment. We consequently aim to meet the physical, emotional and spiritual needs of all our residents whether they live in the residential home or the bungalows within the complex.

As a charity and non-profit making, we aim to keep the costs of living at Quebec Hall to the minimum possible and we welcome both private and socially funded residents. The last Care Quality Commission inspection confirms that Quebec Hall offered good public benefit in that we offer a high level of care whilst maintaining relatively low fees.

#### **a) Home Fees**

We continue to monitor the fees charged by other local commercially operated Residential Homes and know that we charge some of, if not the lowest fees in the area.

Fees paid on behalf of Socially Funded residents met the actual costs incurred for their residential care. The differential in our Home fees between private and social funded residents has at last improved and this mainly due to the Government giving more funds to County Councils. We look forward to this continuing during 2025/26.

We are able to ensure that if top up fees are necessary, we can accommodate this shortfall.

The Trustees wish to maintain their policy not to impose any restriction of the numbers of residents funded by Social Services. A demonstration of our commitment to keep fees as low as possible.

#### **b) Bungalow Rents**

We aim to keep our bungalow rents as low and fair as possible. For 2024/25, the income from bungalow rents was again the same as that of the Local Housing Allowance payable by Breckland District Council.

In addition to our low fair rent, our properties also have the benefit of an alarm and communication system for 24 hour assistance and physical, emotional and spiritual support is provided at no additional charge. Meals can be provided in the Hall or in the bungalow if preferred at a reasonable additional cost.

Most of the activities and events of the Hall are open for bungalow residents to attend.

Day care is available to bungalow residents, as well as to others living outside the complex, at a nominal charge. Consequently, in the light of the above, we believe we offer a public benefit to all our residents.

#### *Public benefit*

Consequently, in the light of the above, we believe we offer a public benefit to all our residents.

#### **Achievements and performance**

##### *Significant activities and achievements against objectives*

The Trustees believe that the company has fulfilled its objective in that all rooms have, for another year, been almost constantly occupied. Bungalows have seen a lower level of movement during the year with three bungalows being fully refurbished. We are also pleased to report again that we continue to have sufficiently healthy waiting lists for all types of accommodation, which may permit us to limit the need for formal advertising in the coming year.

The last visit from the Care Quality Commission on 4<sup>th</sup> July 2019 was an unannounced inspection and we were awarded an overall rating of GOOD. We achieved a GOOD in all five mandatory areas inspected. We received a visit from CQC on 9<sup>th</sup> February 2021 and 13<sup>th</sup> January 2022 to inspect all aspects of Infection Prevention Control. Although not rated we were good in all areas. See website for reports.

## QUEBEC HALL

### TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)

#### FOR THE YEAR ENDED 28 FEBRUARY 2025

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Our reasonably high occupancy, together with increases in private fees and socially funded folk have led to an increased income in charitable activities to budget of which £6108.00 was from donations unrestricted. Actual bottom line was a negative of £67362 after depreciation. We have been able to continue with our programme of repairs and refurbishments to both the Hall and the bungalows when they are vacated, as indicated below with repairs & renewals at £154,681:

During the past year these included:

- Completion of new Consumer Units for the Hall 2k
- Completion of painting outside windows of Hall 18k
- New loft window and remedial work 6k
- New kerb stones for road by bungalows 4k
- PAT testing of Hall 2k
- EICR for Hall 3k
- Rooms painted in Hall 3k
- Many small works carried out in bungalows 21k
- All new security cabling around the bungalow complex 9k
- New water tank in flats of Hall 1.3k
- New water tanks in 3 bungalows 3k
- New microwave for kitchen 1k
- Work carried out in Hall due to NCC PAMMS inspection 7k
- 3 bungalows refurbished, some with new kitchen, bathroom, airing tank and electrics 28k
- New wheelchairs 1k
- New table and chairs for patio area 1.6k
- Various works in Hall redecorating 13.3k
- 14 further bungalows having specific works carried out 9k
- New patio door to bungalow 2k
- New handset for call system 1k

The spend of £154681 was significantly higher than our budget but lower than that of last year. It is noted that of this figure, around £72000 was spent in and on the Hall itself and around £83000 in and on the bungalow complex. It remains our objective to maintain and upgrade the facilities, but we recognise that this can only be achieved whilst our income streams are able to support it. It has been noted that we have spent well over 3 million pounds on repairs and renewals between 2007 and 2024.

The trustees and management continue to control other expense categories. However, we will not allow any savings to have a detrimental effect on the level of care we offer. Residents in the home are becoming increasingly frail. The average age of those in the Hall was again 92. One of our resident's was 107 during the year. Consequently, expenditures in wages and associated costs have risen to meet the more demanding care needs of our residents. Trustees have continued to increase staff wages ahead of the new living wage planned for 2025 and ensure our staff are paid more than that rate.

We also wish to express our appreciation to individuals and organisations for donations received during the year. These have greatly helped to support the continuing work of Quebec Hall.

# QUEBEC HALL

## TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)

### FOR THE YEAR ENDED 28 FEBRUARY 2025

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Residents in both the home and the bungalows were pleased when we were able to introduce QUEST 24, "Quebec Hall Understands Everyone Sharing Together". We encouraged all to participate ideas they had for the future of events. This now includes many activities that are planned throughout the year, these include quiz nights with fish & chip suppers, afternoon cream teas, barbecues, hog roast, firework display, themed evenings meals, entertainment afternoons, art and craft, invited speaker afternoons and a food making club. They also included a monthly art group; weekly exercise class, biweekly singing group, a monthly prayer meeting, bible study and a choir. We continue to hold evening services on Sundays and Thursdays with favourite sing and share on Saturday mornings for all residents. We encourage visits from various organisations to provide further items of interest to our residents.

During the year, we have continued to update our website. It is informative and has produced compliments and applications from throughout the United Kingdom. Many photos of our events and our Open Days are under the Gallery section of our website.

The trustees believe it is important that our staff receive appropriate training to fulfil their roles in the Home. Training undertaken in the year include: SOVA; Life Support, Infection Control, Manual Handling, Dementia Training, Food Hygiene, Fire Training, Learning Disability and Autism Awareness and Medication Training.

The trustees wish to recognise the significant contribution made by our committed staff, without which we would not be able to maintain the high standard that we offer.

#### **Financial review**

The results for the year show a negative of £1,728 (2024: negative of £61,577) from ordinary activities before depreciation.

A new valuation was carried out in January 2022, which put the Hall and bungalows at a market value, based on vacant possession, of £10,200,000. This valuation has not been incorporated into the accounts.

#### *Reserves policy*

It is the intention of the trustees that Quebec Hall Ltd should continue to provide accommodation and care for the elderly in a Christian environment for as long as there is considered to be a need for such provision. It is considered prudent to develop sufficient reserves to achieve this without recourse to loans from banks or other institutions.

Unrestricted reserves are held so as to cover unforeseen expenditure arising from:

- Building maintenance. Quebec Hall is a Grade 2 listed building dating from 1759. Maintenance can present many challenges and significant expense, as specialist materials are often required.
- In order to keep our fees to the minimum possible, it is essential that we maintain maximum room occupancy. Should this not be achieved (through refurbishment or short term lack of demand) reserves are required to cover the shortfall in income.
- Should the situation arise whereby Quebec Hall should close as a residential home for the elderly, it is the wish of the trustees that adequate reserves be held to allow the Home to operate for sufficient time for our residents to find suitable alternative accommodation. In view of the frailty of some residents, this could run into a period of months.

# QUEBEC HALL

## TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)

### FOR THE YEAR ENDED 28 FEBRUARY 2025

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In order to meet the risks outlined above, the trustees consider that unrestricted reserves of 3 months expenditure should be held. The expenditure for the financial year ending 28/02/25 is looked at and the budget for 2025/2026 is taken into account at £1,130,003. The equivalent unrestricted reserves level was set at £282k.

The unrestricted reserves of Quebec Hall are currently higher than this. Our financial position, including current bank balances, is a fixed agenda topic at monthly meetings of trustees and management. It is understood that we will work to keep the reserves to this level during 2025/2026.

This policy is reviewed annually and amended as circumstances may dictate. Free reserves at the end of the year totalled £310,431 (2024: £312,159)

It is not the intention of the trustees to hold Restricted Reserves other than for any specific project (normally building works), which may be envisaged. Once any such project is authorised, it would be implemented as quickly as possible and the need for Restricted Reserves removed.

#### *Investment policy*

In accordance with the current investment policy, any funds held, including all or part of the reserves, which are not required in the immediate future, a proportion may be put into a higher interest bearing bank account.

These funds must:

- be of minimal risk to the capital invested;
- not be invested for extended periods which would either prevent access to the funds should they be required at short notice, or result in substantial loss arising from early closure of the account; and
- be reviewed at least annually.

Current interest rates have come down again during the year and are lower than the previous year, the loss of interest continues to affect our income in comparison with earlier years. The trustees will continue to endeavour to identify higher interest-bearing accounts where they are available.

#### **Plans for future periods**

The Trustees will continue with the principal objective of providing high standard accommodation and care in a Christian environment at affordable cost to all the residents of Quebec Hall. The Trustees plan to continue their programme of refurbishing the bungalows and ongoing maintenance to the hall as and when necessary.

We had an Environmental Health Officer visit in January 2024 and was awarded the highest score of 5, we have decided to ensure that we continue our programme of renewals as and when required.

Due to monies spent as stated above during 2024/25 and what is planned above, we look to continue to consolidate finances during 2025/26, with our usual maintenance programme and not plan, as yet any other significant expenditure. We have decided to put on hold any plans for a proposed 3 new rooms with en-suites as indicated on last year's report. Plans to implement are increasingly difficult to attain at present. Trustees will look at all costings and will decide what to do at a future date. Costs spent to date on working up plans and submitting total over £8,500. The financial viability of Quebec Hall depends largely upon maintaining high levels of income by optimising maximum occupancy levels. In addition, we are always very grateful for any donations and grants that may be received.

#### **Structure, governance and management**

The company operates as a charitable trust, registered with the Charity Commission on 3 December 1967 under registration number 251535. It's Governing document: Memorandum and Articles of Association incorporated 2nd July 1965 as amended on the 15th September 1967, 19th October 1991, 20 July 2006 and 30 November 2007 as amended by Special Resolution dated 28 January 2020. The Trustees will give consideration to the possibility of Quebec Hall becoming a 'Charitable Incorporated Organisation' when the final details regarding this structure are announced.

## QUEBEC HALL

### TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2025

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The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr S Read	
Mr A Bash	
Miss D Ashton	(Resigned 23 December 2024)
Mr C Lambert	
Mr N Mitchell	(Resigned 23 September 2024)
Mr R A Cracknell	(Appointed 24 March 2025)

#### *Recruitment and appointment of trustees*

Additional Trustees are appointed by invitation from those Trustees in office. The Trustees are nominated for election because of the skills, expertise and knowledge that they can bring to guiding the charity to fulfil its objectives, together with having an active interest in the policies and beliefs of all those currently involved in the Hall and maintaining a strong Christian ethos.

Prior to appointment, all prospective Trustees meet to discuss all aspects of the Charity with the other Trustees and senior management. In addition they are given a tour of the Hall and bungalow complex. We believe it is important that they are fully aware of the Charity and its work, prior to taking on the responsibility of a Trustee.

On appointment Trustees are provided with copies of:

- The charity's governing Memorandum and Articles of Association;
- The latest accounts of the charity;
- Charity Commission guidance notes CC3 - 'The Essential Trustee'; and
- The latest Care Quality Commission (CQC) report on the Home.

In addition, Trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

#### *Qualifying third party indemnity provisions*

At the annual general meeting, one third of the Trustees in office are required to resign and may offer themselves for re-election if they have served a term of five years. In accordance with the Articles of Association, there being one serving five years or more, Mr S. Read was reappointed.

None of the Trustees have any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

#### *Organisational structure*

The company's affairs are administered by the Trustees who meet monthly with senior management. On a rota basis all trustees conduct a Regulation 26 inspection each month and make a formal report on their findings. Trustees take Christian services, visit to share fellowship with residents in both home and bungalows, support and assist management and staff, and whenever possible support the activities and events of the home. They also take responsibility for ongoing maintenance/refurbishment as identified by management and with the help of management identify and plan ahead for replacement and renewal of areas around the complex.

The day to day matters and general running of the Hall are delegated to the Trust's senior management being Mark Woodgett, responsible for the finance, office and fabric of the estate, and David Woodgett, responsible for managing the care staff and all residential care. They both keep Trustees fully informed of the matters of the charity, although it is the Trustees who make all the major decisions.

The remuneration of both members of staff is discussed and decided by the Trustees and is based on their responsibilities and the market rates prevailing.

## QUEBEC HALL

### TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)

#### FOR THE YEAR ENDED 28 FEBRUARY 2025

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During the year 2024, Karen Vertigan retired from her position as Registered Care Manager and wished to stay on at Quebec Hall as a carer. Our Deputy, David Woodgett, became Registered Care Manager from first July 2024 and is registered with CQC. Lynda Watkinson, who was a Supervisor, was promoted to Deputy Care Manager.

The Trustees acknowledge the Charity Commission's requirements for them to undertake a review of the major risks to which the charity is exposed. An in-depth analysis of these risks is conducted each year and where necessary, action is taken to minimise them, this was last conducted on 17<sup>th</sup> February 2025. Trustees have regular monthly meetings where all finances are reviewed in detail as well considering the detection of fraud and other irregularities.

This past year has once again presented major challenges for all involved with Quebec Hall even though the pandemic was again receding and all residents and staff having had yet another booster vaccination; Management, supervisors, carers, indeed all staff, have worked tirelessly to keep residents as safe as possible.

#### *Induction and training of trustees*

The following risks continue to remain those which we consider to be the most significant:

#### - Room / Bungalow occupancy

Our objective is to provide accommodation and care for the elderly Christians at rates substantially below those in the commercial sector. This is very dependent upon maintaining high levels of room occupancy. Word of mouth recommendations and selective advertising is currently achieving this. We currently have healthy waiting lists for both the Home and bungalows.

- We are pleased to see that there is no differential between Quebec Hall Fee rates and those of Norfolk County Council. Both being about the same.

#### - Disaster recovery and planning

Quebec Hall is an old Grade II listed building and is vulnerable to potentially serious structural problems. Problems with the roof, lift and heating systems etc. would have a major impact upon day-to-day activities. To minimise this risk, maintenance contracts are in place to identify and deal with any such problems as quickly as possible. This also involves yearly site inspections. Any works required are recorded onto maintenance sheets for action in priority order. In addition, the buildings are well covered by insurance policies.

#### *Remuneration policy*

#### - Health & Safety risks to Residents

Because of their age, many of the residents of both Hall and bungalows are frail and face deteriorating health. The staff make every effort to assist the residents where needed and minimise accidents. The charity also has strong links with local health practitioners, Council inspectors and the Care Quality Commission (CQC).

#### - Loss of key staff

The Trustees recognise the enormous contribution that the staff makes to the operation of the charity. Every effort is made to maintain continuity and motivation of staff, through training and involvement in decision making etc. We have recruited nine new staff during the year.

In addition to this annual analysis, the General Manager of Quebec Hall is constantly reviewing the operational risks faced by the charity and reports any potential problem areas to the Trustees at their monthly meeting. Because of the nature of the Hall's activities, the Charity must comply with various sets of regulations, which are regularly monitored by the responsible organisation. The Care Quality Commission (CQC), Norfolk County Council, Fire Service, District Council Health and Safety, and Environmental Health all carry out routine inspections. Any issues raised are dealt with promptly.

#### **Auditor**

In accordance with the company's articles, a resolution proposing that Caladine Limited be reappointed as auditor of the company will be put at a General Meeting.

**QUEBEC HALL**

**TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)  
FOR THE YEAR ENDED 28 FEBRUARY 2025**

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**Disclosure of information to auditor**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees.

  
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Mr S Read  
Trustee

Date: 23. 7. 25.....

## **QUEBEC HALL**

### **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

#### ***FOR THE YEAR ENDED 28 FEBRUARY 2025***

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The trustees, who are also the directors of Quebec Hall for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

# QUEBEC HALL

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF QUEBEC HALL

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### Opinion

We have audited the financial statements of Quebec Hall (the 'charity') for the year ended 28 February 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including 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 charitable company's affairs as at 28 February 2025 and of its incoming resources and application of resources, including its income and expenditure, 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 *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity 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 trustees' 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 charity'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 trustees with respect to going concern are described in the relevant sections of this report.

### Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 our audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

# QUEBEC HALL

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE MEMBERS OF QUEBEC HALL

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#### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

#### **Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity'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 trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

#### **Auditor's responsibilities for the audit of the financial statements**

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

#### **The extent to which the audit was considered capable of detecting irregularities including fraud**

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charity through discussions with trustees, and from our commercial knowledge and experience of the charity sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including the Companies Act 2006, Charities Act 2011, employment legislation and health and social care;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

# QUEBEC HALL

## INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF QUEBEC HALL

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### Audit response to risks identified

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC and relevant regulators

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.



**Mr Colin James Dadswell FCCA (Senior Statutory Auditor)**  
for and on behalf of Caladine Limited

08/08/2025

**Chartered Certified Accountants**  
**Statutory Auditor**

Chantry House  
22 Upperton Road  
Eastbourne  
East Sussex  
BN21 1BF

## QUEBEC HALL

### STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 28 FEBRUARY 2025

		Unrestricted funds	Unrestricted funds	Total	Unrestricted funds	Unrestricted funds	Total
		general	designated		general	designated	
		2025	2025	2025	2024	2024	2024
Notes		£	£	£	£	£	£
<b>Income and endowments from:</b>							
Donations and legacies	3	6,359	-	6,359	5,789	-	5,789
Charitable activities	4	1,138,780	-	1,138,780	1,036,595	-	1,036,595
Investments	5	5,914	-	5,914	5,269	-	5,269
Other income	6	5,000	-	5,000	5,000	-	5,000
<b>Total income</b>		<b>1,156,053</b>	<b>-</b>	<b>1,156,053</b>	<b>1,052,653</b>	<b>-</b>	<b>1,052,653</b>
<b>Expenditure on:</b>							
Charitable activities	7	1,157,781	65,559	1,223,340	1,113,581	66,506	1,180,087
Other expenditure	12	-	-	-	649	-	649
<b>Total expenditure</b>		<b>1,157,781</b>	<b>65,559</b>	<b>1,223,340</b>	<b>1,114,230</b>	<b>66,506</b>	<b>1,180,736</b>
<b>Net expenditure</b>		<b>(1,728)</b>	<b>(65,559)</b>	<b>(67,287)</b>	<b>(61,577)</b>	<b>(66,506)</b>	<b>(128,083)</b>
Transfers between funds		-	-	-	(9,850)	9,850	-
<b>Net movement in funds</b>	9	<b>(1,728)</b>	<b>(65,559)</b>	<b>(67,287)</b>	<b>(71,427)</b>	<b>(56,656)</b>	<b>(128,083)</b>
<b>Reconciliation of funds:</b>							
Fund balances at 29 February 2024		312,159	3,849,256	4,161,415	383,586	3,905,912	4,289,498
<b>Fund balances at 28 February 2025</b>		<b>310,431</b>	<b>3,783,697</b>	<b>4,094,128</b>	<b>312,159</b>	<b>3,849,256</b>	<b>4,161,415</b>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

# QUEBEC HALL

## BALANCE SHEET

AS AT 28 FEBRUARY 2025

	Notes	2025		2024	
		£	£	£	£
<b>Fixed assets</b>					3,849,256
Tangible assets	14		3,783,697		51,247
Investments	15		104,103		
			<u>3,887,800</u>		<u>3,900,503</u>
<b>Current assets</b>				24,000	
Debtors	16	24,975		277,216	
Cash at bank and in hand		222,110			
		<u>247,085</u>		<u>301,216</u>	
<b>Creditors: amounts falling due within one year</b>	17			40,304	
				<u>40,304</u>	
Net current assets			206,328		260,912
<b>Total assets less current liabilities</b>			<u>4,094,128</u>		<u>4,161,415</u>
<b>The funds of the charity</b>					312,159
Unrestricted funds - general			310,431		3,849,256
Unrestricted funds - designated	19		3,783,697		
			<u>4,094,128</u>		<u>4,161,415</u>

The financial statements were approved by the trustees on ..... 23/7/25

  
Mr S Read  
Trustee

Company registration number 00853450 (England and Wales)

# QUEBEC HALL

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 28 FEBRUARY 2025

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	Notes	2025 £	£	2024 £	£
<b>Cash flows from operating activities</b>					
Cash absorbed by operations	23		(8,164)		(67,977)
<b>Investing activities</b>					
Purchase of tangible fixed assets		-		(10,498)	
Purchase of investments		(52,856)		-	
Proceeds from disposal of investments		-		(51,247)	
Investment income received		5,914		5,269	
<b>Net cash used in investing activities</b>			(46,942)		(56,476)
<b>Net decrease in cash and cash equivalents</b>			(55,106)		(124,453)
Cash and cash equivalents at beginning of year			277,216		401,669
<b>Cash and cash equivalents at end of year</b>			222,110		277,216

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# QUEBEC HALL

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 28 FEBRUARY 2025

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### 1 Accounting policies

#### Company information

Quebec Hall is a private company limited by guarantee incorporated in England and Wales. The registered office is Quebec Road, Dereham, Norfolk, NR19 2QY. Quebec Hall, East Dereham, Norfolk, NR19 2QY.

#### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives. Some funds have been ringfenced as designated funds by the trustees.

#### 1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Donated services and facilities are included at the value to the charity where this can be quantified.

Income from charitable activities represents residential fees and bungalow contributions which are recognised when receivable. Where grants are received towards this housing and residential care, the grants, where entitlement is not conditional on the delivery of specific performance by the charity, are recognised when the charity becomes unconditionally entitled to them. Incoming resources from grants, where relating to performance and specific delivery requirements, are accounted for as the charity earns the right to consideration by its performance.

Investment income is wholly bank interest generated and is recognised in the SoFA when receivable.

Turnover is recognised as the fair value of the consideration received or receivable for goods and services provided in the normal course of business, and is shown net of any discounts.

# QUEBEC HALL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 28 FEBRUARY 2025

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#### 1 Accounting policies (Continued)

##### 1.5 Expenditure

All expenditure is incurred in pursuit of the charity's objects as laid down in the Memorandum and Articles of Association and is recognised in the accounts when payable. It includes irrecoverable VAT.

Charitable expenditure comprises that related to providing residential care. It includes both direct costs and support costs relating to such activities. Support costs are those functions that assist the deliverance of the charitable activities and include general office costs, finance and governance costs.

Governance cost include those costs associated with meeting the statutory requirements of the charity and include its audit fees and costs linked to the strategic management of the charity.

Support costs and governance costs have been allocated wholly to the Residential Care activity.

##### 1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

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

Freehold land and buildings	2% Straight line on the buildings only
Plant and machinery	35 years Straight line
Fixtures, fittings and equipment	20% Reducing balance
Motor vehicles	25% Reducing balance

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

Tangible fixed assets are capitalised if they can be used for more than one year and cost at least £500.

##### 1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

##### 1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

##### 1.9 Cash and cash equivalents

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

# QUEBEC HALL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 28 FEBRUARY 2025

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#### 1 Accounting policies (Continued)

##### 1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments. The charity only has basic financial instruments.

Financial instruments are recognised in the charity's Statement of financial position when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

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

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

##### 1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received, if these amounts are considered material to the accounts.

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

##### 1.12 Retirement benefits

Pension contributions are made into a defined contribution retirement benefit schemes and are charged as an expense as the payments fall due.

# QUEBEC HALL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2025

### 2 Critical accounting estimates and judgements

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

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

### 3 Income from donations and legacies

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Donations and gifts	6,108	4,145
Other	251	1,644
	<u>6,359</u>	<u>5,789</u>

### 4 Income from charitable activities

	Income from residents 2025 £	Income from residents 2024 £
Residential fees	840,980	753,743
Bungalow contributions	274,405	259,887
Lunch contributions	11,013	10,662
Other income	12,382	12,303
	<u>1,138,780</u>	<u>1,036,595</u>
<b>Analysis by fund</b>		
Unrestricted funds - general	<u>1,138,780</u>	<u>1,036,595</u>

### 5 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	<u>5,914</u>	<u>5,269</u>

# QUEBEC HALL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2025

### 6 Other income

Unrestricted funds 2025 £	Unrestricted funds 2024 £
5,000	5,000

### 7 Expenditure on charitable activities

	Residential care 2025 £	Residential care 2024 £
<b>Direct costs</b>		
Staff costs	734,844	682,628
Depreciation and impairment	65,559	66,506
Food and other provisions	55,234	51,723
Rates and water	7,751	10,635
Insurance	21,386	19,848
Light and heat	39,071	37,815
Repairs and renewals	154,681	182,614
Laundry and cleaning	39,102	36,520
Advertising	2,997	3,327
Motor expenses	2,661	5,746
Staff training	7,689	4,746
General expenses	23,063	18,723
Subscriptions	4,577	3,557
Subcontract labour	3,952	2,208
	<u>1,162,567</u>	<u>1,126,596</u>
<b>Share of support and governance costs (see note 8)</b>		
Support	51,619	45,027
Governance	9,154	8,464
	<u>1,223,340</u>	<u>1,180,087</u>
<b>Analysis by fund</b>		
Unrestricted funds - general	1,157,781	1,113,581
Unrestricted funds - designated	65,559	66,506
	<u>1,223,340</u>	<u>1,180,087</u>

# QUEBEC HALL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2025

### 8 Support costs allocated to activities

	2025	2024
	£	£
Staff costs	37,781	35,236
Office supplies	6,624	2,468
Bookkeeping	2,910	2,580
Payroll costs	4,124	4,558
Bank charges	180	185
Governance costs	9,154	8,464
	<u>60,773</u>	<u>53,491</u>

#### Analysed between:

Residential care	<u>60,773</u>	<u>53,491</u>
------------------	---------------	---------------

	2025	2024
	£	£
<b>Governance costs comprise:</b>		
Audit fees	6,048	5,704
Accountancy	3,106	2,760
	<u>9,154</u>	<u>8,464</u>

During the year payments were made to the auditors of £6,036 (2024: £5,760) for audit services and £2,910 (2024: £2,760) for non-audit services.

### 9 Net movement in funds

	2025	2024
	£	£
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	6,048	5,704
Depreciation of owned tangible fixed assets	65,559	66,506
Loss on disposal of tangible fixed assets	-	649
	<u>71,607</u>	<u>72,859</u>

### 10 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

During the year, and in the previous year, the charity bought Trustee Liability Insurance, the cost of which was included in the main insurance renewal cost.

The charity was under the control of the Trustees throughout the year.

## QUEBEC HALL

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2025

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#### 11 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
Nursing staff	32	29
Management	4	4
Total	<u>36</u>	<u>33</u>

Employment costs	2025 £	2024 £
Wages and salaries	700,670	651,678
Social security costs	54,222	49,339
Other pension costs	17,733	16,847
	<u>772,625</u>	<u>717,864</u>

Remuneration paid to key management personnel during the year was £99,377 (2024: £93,963).

There were no employees whose annual remuneration was more than £60,000.

#### 12 Other expenditure

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Net loss on disposal of tangible fixed assets	<u>-</u>	<u>649</u>

#### 13 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

## QUEBEC HALL

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2025

#### 14 Tangible fixed assets

	Freehold land and buildings	Plant and machinery	Fixtures, fittings and equipment	Motor vehicles	Total
	£	£	£	£	£
<b>Cost</b>					
At 29 February 2024	4,257,529	175,582	40,453	12,500	4,486,064
At 28 February 2025	4,257,529	175,582	40,453	12,500	4,486,064
<b>Depreciation and impairment</b>					
At 29 February 2024	567,433	35,116	22,144	12,115	636,808
Depreciation charged in the year	56,784	5,017	3,662	96	65,559
At 28 February 2025	624,217	40,133	25,806	12,211	702,367
<b>Carrying amount</b>					
At 28 February 2025	3,633,312	135,449	14,647	289	3,783,697
At 28 February 2024	3,690,096	140,465	18,310	385	3,849,256

The freehold property at Quebec Road, Dereham was valued to fair value at the date of 1 March 2014 as part of the transition to FRS102 and this valuation has been incorporated into the accounts as the deemed cost. The valuation was carried out by A G Taylor FRICS Chartered Surveyor on 29 September 2015 which put the Hall and bungalows at a fair value, based on vacant possession, of £4,255,000. The original historical cost of the property was £127,719.

All tangible fixed assets are for charitable use other than a small quantity of office equipment used in administration.

#### 15 Fixed asset investments

	Unlisted investments £
<b>Cost or valuation</b>	
At 29 February 2024	51,247
Additions	52,856
At 28 February 2025	104,103
<b>Carrying amount</b>	
At 28 February 2025	104,103
At 28 February 2024	51,247

## QUEBEC HALL

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2025

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<b>16 Debtors</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
<b>Amounts falling due within one year:</b>		
Other debtors	332	519
Prepayments and accrued income	24,643	23,481
	<u>24,975</u>	<u>24,000</u>
<b>17 Creditors: amounts falling due within one year</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Other taxation and social security	12,482	13,076
Trade creditors	3,307	2,445
Other creditors	15,181	15,596
Accruals and deferred income	9,787	9,187
	<u>40,757</u>	<u>40,304</u>
<b>18 Retirement benefit schemes</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
<b>Defined contribution schemes</b>		
Charge to profit or loss in respect of defined contribution schemes	<u>17,733</u>	<u>16,847</u>

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

# QUEBEC HALL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2025

### 19 Unrestricted funds - designated

The unrestricted funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	At 29 February 2024 £	Resources expended £	Transfers £	At 28 February 2025 £
Property and Capital fund	272,279	(10,528)	-	261,751
Revaluation Reserve	3,576,977	(55,031)	-	3,521,946
	<u>3,849,256</u>	<u>(65,559)</u>	<u>-</u>	<u>3,783,697</u>
<b>Previous year:</b>	<b>At 28 February 2023 £</b>	<b>Resources expended £</b>	<b>Transfers £</b>	<b>At 28 February 2024 £</b>
Property and Capital fund	273,905	(11,476)	9,850	272,279
Revaluation Reserve	3,632,007	(55,030)	-	3,576,977
	<u>3,905,912</u>	<u>(66,506)</u>	<u>9,850</u>	<u>3,849,256</u>

The Property and Capital fund represents the value of the fixed assets held by the charity which are needed to carry out its charitable activities and as such cannot be readily realised. The movements in the designated fund are changes within fixed assets which includes depreciation and additions.

### 20 Analysis of net assets between funds

	Unrestricted funds general 2025 £	Unrestricted funds designated 2025 £	Total 2025 £
<b>At 28 February 2025:</b>			
Tangible assets	-	3,783,697	3,783,697
Investments	104,103	-	104,103
Current assets/(liabilities)	206,328	-	206,328
	<u>310,431</u>	<u>3,783,697</u>	<u>4,094,128</u>

# QUEBEC HALL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2025

### 20 Analysis of net assets between funds (Continued)

	Unrestricted funds general 2024 £	Unrestricted funds designated 2024 £	Total 2024 £
<b>At 28 February 2024:</b>			
Tangible assets	-	3,849,256	3,849,256
Investments	51,247	-	51,247
Current assets/(liabilities)	260,912	-	260,912
	<u>312,159</u>	<u>3,849,256</u>	<u>4,161,415</u>

### 21 Operating lease commitments

#### Lessee

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

	2025 £	2024 £
Within one year	9,286	9,286
Between two and five years	17,370	26,344
	<u>26,656</u>	<u>35,630</u>

The lease payments made during the year were £11,034 (2024: £11,482) and this amount is included within the relevant category of expenditure.

### 22 Related party transactions

Mr Mark Woodgett is a member of the senior management and a member of the key management personnel. His son, Mr David Woodgett, was employed by the home throughout the year. Mark Woodgett was not involved in the recruitment or employment process of David, David was paid at market rate and the job was advertised. David did not receive any benefits.

Mr Mark Woodgett's mother-in-law and one of the trustees are bungalow residents but are being charged at the normal residential rate as applied to other residents.

## QUEBEC HALL

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2025

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<b>23 Cash absorbed by operations</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Deficit for the year	(67,287)	(128,083)
<b>Adjustments for:</b>		
Investment income recognised in statement of financial activities	(5,914)	(5,269)
(Gain)/loss on disposal of tangible fixed assets	-	649
Depreciation and impairment of tangible fixed assets	65,559	66,506
<b>Movements in working capital:</b>		
(Increase) in debtors	(975)	(858)
Increase/(decrease) in creditors	453	(922)
<b>Cash absorbed by operations</b>	<u>(8,164)</u>	<u>(67,977)</u>
<b>24 Analysis of changes in net funds</b>		

The charity had no debt during the year.

**QUEBEC HALL LIMITED**

England & Wales - Charity number 251535

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# Accounts

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Charity registration number 251535

Company registration number 00853450 (England and Wales)

**QUEBEC HALL**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 28 FEBRUARY 2024**



**Caladine**

Chartered Certified Accountants

# QUEBEC HALL

## LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	Mr S Read Mr A Bash Miss D Ashton Mr C Lambert Mr N Mitchell	(Appointed 28 April 2023) (Appointed 18 September 2023)
<b>Charity number</b>	251535	
<b>Company number</b>	00853450	
<b>Principal address</b>	Quebec Hall East Dereham Norfolk NR19 2QY	
<b>Registered office</b>	Quebec Hall East Dereham Norfolk NR19 2QY	
<b>Auditor</b>	Caladine Limited Chantry House 22 Upperton Road Eastbourne East Sussex BN21 1BF	
<b>Bankers</b>	Royal Bank of Scotland plc 5 Queen Street Norwich Norfolk NR2 4TL	

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# QUEBEC HALL

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# QUEBEC HALL

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 28 FEBRUARY 2024

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The trustees present their annual report and financial statements for the year ended 28 February 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

### **Objectives and activities**

The company's principal objectives continued to be the provision of a high standard of individualised care and accommodation for the elderly within a Christian environment. We consequently aim to meet the physical, emotional and spiritual needs of all our residents whether they live in the residential home or the bungalows within the complex.

As a charity and non-profit making, we aim to keep the costs of living at Quebec Hall to the minimum possible and we welcome both private and socially funded residents. The last Care Quality Commission inspection confirms that Quebec Hall offered good public benefit in that we offer a high level of care whilst maintaining relatively low fees.

#### a) Home Fees

We continue to monitor the fees charged by other local commercially operated Residential Homes and know that we charge some of, if not the lowest fees in the area.

Fees paid on behalf of Socially Funded residents met the actual costs incurred for their residential care. The differential in our Home fees between private and social funded residents has at last improved and this mainly due to the Government giving more funds to County Councils. We look forward to this continuing during 2024/25.

We are able to ensure that if top up fees are necessary, we can accommodate this shortfall.

The Trustees wish to maintain their policy not to impose any restriction of the numbers of residents funded by Social Services. A demonstration of our commitment to keep fees as low as possible.

#### b) Bungalow Rents

We aim to keep our bungalow rents as low and fair as possible. For 2023/24, the income from bungalow rents was again the same as that of the Local Housing Allowance payable by Breckland District Council.

In addition to our low fair rent, our properties also have the benefit of an alarm and communication system for 24 hour assistance and physical, emotional and spiritual support is provided at no additional charge. Meals can be provided in the Hall or in the bungalow if preferred at a reasonable additional cost.

All the activities and events of the Hall are open for bungalow residents to attend.

Day care is available to bungalow residents, as well as to others living outside the complex, at a nominal charge.

#### *Public benefit*

Consequently, in the light of the above, we believe we offer a public benefit to all our residents.

### **Achievements and performance**

#### *Significant activities and achievements against objectives*

The Trustees believe that the company has fulfilled its objective in that all rooms have, for another year, been almost constantly occupied. This is amazing especially during the most difficult three year's we have had to endure due to the Covid 19 pandemic and recovery. Bungalows have seen one of the highest levels of movement during any year previously with seven bungalows being fully refurbished. We are also pleased to report again that we continue to have sufficiently healthy waiting lists for all types of accommodation, which may permit us to limit the need for formal advertising in the coming year.

The last visit from the Care Quality Commission on 4<sup>th</sup> July 2019 was an unannounced inspection and we were awarded an overall rating of GOOD. We achieved a GOOD in all five mandatory areas inspected. We received a visit from CQC on 9<sup>th</sup> February 2021 and 13<sup>th</sup> January 2022 to inspect all aspects of Infection Prevention Control. Although not rated we were good in all areas. See website for reports.

# QUEBEC HALL

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2024

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Our reasonably high occupancy, together with increases in private fees and socially funded folk have led to an increased income in charitable activities to budget of which £4,145 was from donations unrestricted. Actual bottom line was a negative of £73,495 before depreciation. We have been able to continue with our programme of repairs and refurbishments to both the Hall and the bungalows when they are vacated, as indicated below with repairs & renewals at it's highest ever £193,111:

During the past year these included:

- New Consumer Units for the Hall 2k
- Painting outside windows of Hall 3k
- Repair of lift 1k
- Guttering to all bungalows cleaned 1.8k
- PAT testing of Hall 2k
- Rooms painted in Hall 3k
- Many small works carried out in bungalows 18k
- Electrical Testing in all bungalows 18k
- New Water softener for Hall 1k
- Pump station repairs with new pump and pipework 7k
- New Chair Lift 6.5k
- New Curtains for dining room 2.6k
- 7 bungalows refurbished, some with new kitchen, bathroom, airing tank and electrics 96k
- New bed for room in Hall 2k
- Redecoration of freezer room and corridors in Hall 2k
- 7 further bungalows having specific works carried out 5k
- New patio door to bungalow 4k
- New heaters and smoke alarms in bungalows 2k

The spend of £193,111 was significantly higher than our budget and over double that of last year. It is noted that of this figure, around £47,000 was spent in and on the Hall itself and around £146,000 in and on the bungalow complex. It remains our objective to maintain and upgrade the facilities, but we recognise that this can only be achieved whilst our income streams are able to support it. It has been noted that we have spent nearly 3 million pounds on repairs and renewals between 2007 and 2024.

The trustees and management continue to control other expense categories. However, we will not allow any savings to have a detrimental effect on the level of care we offer. Residents in the home are becoming increasingly frail. The average age of those in the Hall was again 92. One resident now 106 during the year. Consequently, expenditures in wages and associated costs have risen to meet the more demanding care needs of our residents. Trustees have continued to increase staff wages ahead of the new living wage planned for 2024 and ensure our staff are paid more than that rate.

We also wish to express our appreciation to individuals and organisations for donations received during the year. These have greatly helped to support the continuing work of Quebec Hall.

# QUEBEC HALL

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2024

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Residents in both the home and the bungalows were pleased when we were able to introduce QUEST 23, "Quebec Hall Understands Everyone Sharing Together". We encouraged all to participate ideas they had for the future of events. This now includes many activities that are planned throughout the year, these include quiz nights with fish & chip suppers, afternoon cream teas, barbecues, hog roast, firework display, themed evenings meals, entertainment afternoons, art and craft, invited speaker afternoons, food making club and green fingers club. They also included a monthly art group; weekly exercise class, biweekly singing group, a monthly prayer meeting, bible study and a choir. We continue to hold evening services on Sundays and Thursdays with favourite hymn singing on Saturday mornings for all residents. We encourage visits from various organisations to provide further items of interest to our residents.

During the year, we have continued to update our website. It is informative and has produced compliments and applications from throughout the United Kingdom. Many photos of our events and our Open Days are under the Gallery section of our website.

The trustees believe it is important that our staff receive appropriate training to fulfil their roles in the Home. Training undertaken in the year include: SOVA; Life Support, Infection Control, Manual Handling, Dementia Training, Food Hygiene, Fire Training and medication training.

The trustees wish to recognise the significant contribution made by our committed staff, without which we would not be able to maintain the high standard that we offer.

### **Financial review**

The results for the year show a deficit of £60,928 (2023: surplus of £19,261) from ordinary activities before depreciation.

Freehold property was brought into the accounts at its deemed cost on transition to FRS102, of £4,255,000. It continues to be treated on a historical cost basis.

A new valuation was carried out in January 2022, which put the Hall and bungalows at a market value, based on vacant possession, of £10,200,000. This valuation has not been incorporated into the accounts.

### *Reserves policy*

It is the intention of the trustees that Quebec Hall Ltd should continue to provide accommodation and care for the elderly in a Christian environment for as long as there is considered to be a need for such provision. It is considered prudent to develop sufficient reserves to achieve this without recourse to loans from banks or other institutions.

Unrestricted reserves are held so as to cover unforeseen expenditure arising from:

- Building maintenance. Quebec Hall is a Grade 2 listed building dating from 1759. Maintenance can present many challenges and significant expense, as specialist materials are often required.

- In order to keep our fees to the minimum possible, it is essential that we maintain maximum room occupancy. Should this not be achieved (through refurbishment or short term lack of demand) reserves are required to cover the shortfall in income.

- Should the situation arise whereby Quebec Hall should close as a residential home for the elderly, it is the wish of the trustees that adequate reserves be held to allow the Home to operate for sufficient time for our residents to find suitable alternative accommodation. In view of the frailty of some residents, this could run into a period of months.

# QUEBEC HALL

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2024

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In order to meet the risks outlined above, the trustees consider that unrestricted reserves of 3 months expenditure should be held. The expenditure for the financial year ending 28/02/24 is looked at and the budget for 2024/2025 is taken into account at £1092k. The equivalent unrestricted reserves level was set at £273k.

The unrestricted reserves of Quebec Hall are currently higher than this. Our financial position, including current bank balances, is a fixed agenda topic at monthly meetings of trustees and management. It is understood that we will work to keep the reserves to this level during 2024/2025.

This policy is reviewed annually and amended as circumstances may dictate. Free reserves at the end of the year totalled £312,159 (2023: £383,586).

It is not the intention of the trustees to hold Restricted Reserves other than for any specific project (normally building works), which may be envisaged. Once any such project is authorised, it would be implemented as quickly as possible and the need for Restricted Reserves removed.

### *Investment policy*

In accordance with the current investment policy, any funds held, including all or part of the reserves, which are not required in the immediate future, a proportion may be put into a higher interest bearing bank account.

These funds must:

- be of minimal risk to the capital invested;
- not be invested for extended periods which would either prevent access to the funds should they be required at short notice, or result in substantial loss arising from early closure of the account; and
- be reviewed at least annually.

Current interest rates are extremely low and the loss of interest continues to affect our income in comparison with earlier years. The trustees will continue to endeavour to identify higher interest-bearing accounts where they are available.

### **Plans for future periods**

The Trustees will continue with the principal objective of providing high standard accommodation and care in a Christian environment at affordable cost to all the residents of Quebec Hall. The Trustees plan to continue their programme of refurbishing the bungalows and ongoing maintenance to the hall as and when necessary. We look to repaint windows on the East side of the Hall and repair tarmac with new kerb stones that require repair.

We had an Environmental Health Officer visit in December 2023 and was awarded the highest score of 5, we have decided to ensure that we continue our programme of renewals as and when required.

Due to monies spent as stated above during 2023/24 and what is planned above, we look to continue to consolidate finances during 2024/25, with our usual maintenance programme and not plan, as yet any other significant expenditure. We have decided to put on hold any plans for a proposed 3 new rooms with en-suites as indicated on last year's report. Plans to implement are increasingly difficult to attain at present. Trustees will look at all costings and will decide what to do at a future date. Costs spent to date on working up plans and submitting total over £8,500. The financial viability of Quebec Hall depends largely upon maintaining high levels of income by optimising maximum occupancy levels. In addition, we are always very grateful for any donations and grants that may be received.

We have also received planning approval for replacement of two windows in our loft at the top of the building. This will be done during year 2024.

### **Structure, governance and management**

The company operates as a charitable trust, registered with the Charity Commission on 3 December 1967 under registration number 251535. It's Governing document: Memorandum and Articles of Association incorporated 2nd July 1965 as amended on the 15th September 1967, 19th October 1991, 20 July 2006 and 30 November 2007 as amended by Special Resolution dated 28 January 2020. The Trustees will give consideration to the possibility of Quebec Hall becoming a 'Charitable Incorporated Organisation' when the final details regarding this structure are announced.

# QUEBEC HALL

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2024

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The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr S Read

Mr A Bash

Miss D Ashton

Mr C Lambert

(Appointed 28 April 2023)

Mr N Mitchell

(Appointed 18 September 2023)

### *Recruitment and appointment of trustees*

Additional Trustees are appointed by invitation from those Trustees in office. The Trustees are nominated for election because of the skills, expertise and knowledge that they can bring to guiding the charity to fulfil its objectives, together with having an active interest in the policies and beliefs of all those currently involved in the Hall and maintaining a strong Christian ethos.

Prior to appointment, all prospective Trustees meet to discuss all aspects of the Charity with the other Trustees and senior management. In addition they are given a tour of the Hall and bungalow complex. We believe it is important that they are fully aware of the Charity and its work, prior to taking on the responsibility of a Trustee.

On appointment Trustees are provided with copies of:

- The charity's governing Memorandum and Articles of Association;
- The latest accounts of the charity;
- Charity Commission guidance notes CC3 - 'The Essential Trustee'; and
- The latest Care Quality Commission (CQC) report on the Home.

In addition, Trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

### *Qualifying third party indemnity provisions*

At the annual general meeting, one third of the Trustees in office are required to resign and may offer themselves for re-election if they have served a term of five years. In accordance with the Articles of Association, there being one serving five years or more, Miss D. Ashton was reappointed.

None of the Trustees have any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

### *Organisational structure*

The company's affairs are administered by the Trustees who meet monthly with senior management. On a rota basis all trustees conduct a Regulation 26 inspection each month and make a formal report on their findings. Trustees take Christian services, visit to share fellowship with residents in both home and bungalows, support and assist management and staff, and whenever possible support the activities and events of the home. They also take responsibility for ongoing aintenance/refurbishment as identified by management and with the help of management identify and plan ahead for replacement and renewal of areas around the complex.

The day to day matters and general running of the Hall are delegated to the Trust's senior management being Mark Woodgett, responsible for the finance, office and fabric of the estate, and Karen Vertigan, responsible for managing the care staff and all residential care. They both keep Trustees fully informed of the matters of the charity, although it is the Trustees who make all the major decisions.

The remuneration of both members of staff is discussed and decided by the Trustees and is based on their responsibilities and the market rates prevailing.

# QUEBEC HALL

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2024

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During the year 2024, Karen Vertigan wishes to retire and step down from her role as Registered Care manager and our Deputy, David Woodgett, will take up this position, once registered with CQC. This is planned for July 2024. Karen Vertigan will continue to stay with Quebec Hall as she wishes to do a few caring hours. Lynda Watkinson, who was a Supervisor, will be promoted to Deputy Care Manager.

The Trustees acknowledge the Charity Commission's requirements for them to undertake a review of the major risks to which the charity is exposed. An in-depth analysis of these risks is conducted each year and where necessary, action is taken to minimise them, this was last conducted on 19<sup>th</sup> February 2024. Trustees have regular monthly meetings where all finances are reviewed in detail as well considering the detection of fraud and other irregularities.

This past year has once again presented major challenges for all involved with Quebec Hal even though the pandemic was again receding and all residents and staff having had booster vaccinations; Management, supervisors, carers, indeed all staff, have worked tirelessly to keep residents as safe as possible. Trustees have been limited only a few times with regard to their day-to-day involvement, being unable to visit the Home if there was an outbreak or they themselves having to stay away.

### *Induction and training of trustees*

The following risks continue to remain those which we consider to be the most significant:

#### - Room / Bungalow occupancy

Our objective is to provide accommodation and care for the elderly Christians at rates substantially below those in the commercial sector. This is very dependent upon maintaining high levels of room occupancy. Word of mouth recommendations and selective advertising is currently achieving this. We currently have healthy waiting lists for both the Home and bungalows.

- We are pleased to see that the differential between Quebec Hall Fee rates and those of Norfolk County Council are similar now.

#### - Disaster recovery and planning

Quebec Hall is an old Grade II listed building and is vulnerable to potentially serious structural problems. Problems with the roof; lift and heating systems etc. would have a major impact upon day-to-day activities. To minimise this risk, maintenance contracts are in place to identify and deal with any such problems as quickly as possible. This also involves yearly site inspections. Any works required are recorded onto maintenance sheets for action in priority order. In addition, the buildings are well covered by insurance policies.

### *Remuneration policy*

#### - Health & Safety risks to Residents

Because of their age, many of the residents of both Hall and bungalows are frail and face deteriorating health. The staff make every effort to assist the residents where needed and minimise accidents. The charity also has strong links with local health practitioners, Council inspectors and the Care Quality Commission (CQC).

#### - Loss of key staff

The Trustees recognise the enormous contribution that the staff makes to the operation of the charity. Every effort is made to maintain continuity and motivation of staff, through training and involvement in decision making etc. We have recruited four new staff during the year.

In addition to this annual analysis, the manager of Quebec Hall is constantly reviewing the operational risks faced by the charity and reports any potential problem areas to the Trustees at their monthly meeting. Because of the nature of the Hall's activities, the Charity must comply with various sets of regulations, which are regularly monitored by the responsible organisation. The Care Quality Commission (CQC), Fire Service, District Council Health and Safety, and Environmental Health all carry out routine inspections. Any issues raised are dealt with promptly.

# QUEBEC HALL

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2024

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### Statement of trustees' responsibilities

The trustees, who are also the directors of Quebec Hall for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Auditor

In accordance with the company's articles, a resolution proposing that Caladine Limited be reappointed as auditor of the company will be put at a General Meeting.

### Disclosure of information to auditor

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees.



Mr S Read  
**Trustee**

17 June 2024

# QUEBEC HALL

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF QUEBEC HALL

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### Opinion

We have audited the financial statements of Quebec Hall (the 'charity') for the year ended 28 February 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including 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 charitable company's affairs as at 28 February 2024 and of its incoming resources and application of resources, including its income and expenditure, 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 *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity 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 the provisions available for small entities, in the circumstances set out in note 25 to the financial statements, 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 trustees' 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 charity'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 trustees with respect to going concern are described in the relevant sections of this report.

### Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 our audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

# QUEBEC HALL

## INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF QUEBEC HALL

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### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

### **Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity'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 trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

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

### **The extent to which the audit was considered capable of detecting irregularities including fraud**

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charity through discussions with trustees, and from our commercial knowledge and experience of the charity sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including the Companies Act 2006, Charities Act 2011, employment legislation and health and social care;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

# QUEBEC HALL

## INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF QUEBEC HALL

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### **Audit response to risks identified**

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC and relevant regulators

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.



**Mr Colin James Dadswell FCCA (Senior Statutory Auditor)**  
for and on behalf of Caladine Limited

2 July 2024

**Chartered Certified Accountants**  
**Statutory Auditor**

Chantry House  
22 Upperton Road  
Eastbourne  
East Sussex  
BN21 1BF

# QUEBEC HALL

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 28 FEBRUARY 2024

	Notes	Unrestricted funds general 2024 £	Unrestricted funds designated 2024 £	Total 2024 £	Unrestricted funds general 2023 £	Unrestricted funds designated 2023 £	Total 2023 £
<b>Income and endowments from:</b>							
Donations and legacies	3	5,789	-	5,789	11,890	-	11,890
Charitable activities	4	1,036,595	-	1,036,595	952,247	-	952,247
Investments	5	5,269	-	5,269	1,305	-	1,305
Other income	6	5,000	-	5,000	5,000	-	5,000
<b>Total income</b>		<u>1,052,653</u>	<u>-</u>	<u>1,052,653</u>	<u>970,442</u>	<u>-</u>	<u>970,442</u>
<b>Expenditure on:</b>							
Charitable activities	7	1,113,581	66,506	1,180,087	951,181	65,232	1,016,413
Other expenditure	12	649	-	649	-	-	-
<b>Total expenditure</b>		<u>1,114,230</u>	<u>66,506</u>	<u>1,180,736</u>	<u>951,181</u>	<u>65,232</u>	<u>1,016,413</u>
<b>Net expenditure</b>		(61,577)	(66,506)	(128,083)	19,261	(65,232)	(45,971)
Transfers between funds		(9,850)	9,850	-	(14,709)	14,709	-
<b>Net movement in funds</b>	9	(71,427)	(56,656)	(128,083)	4,552	(50,523)	(45,971)
<b>Reconciliation of funds:</b>							
Fund balances at 1 March 2023		383,586	3,905,912	4,289,498	379,034	3,956,435	4,335,469
<b>Fund balances at 28 February 2024</b>		<u>312,159</u>	<u>3,849,256</u>	<u>4,161,415</u>	<u>383,586</u>	<u>3,905,912</u>	<u>4,289,498</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

# QUEBEC HALL

## BALANCE SHEET

AS AT 28 FEBRUARY 2024

		2024		2023	
	Notes	£	£	£	£
<b>Fixed assets</b>					
Tangible assets	14		3,849,256		3,905,912
Investments	15		51,247		-
			<u>3,900,503</u>		<u>3,905,912</u>
<b>Current assets</b>					
Debtors	16	24,000		23,143	
Cash at bank and in hand		277,216		401,669	
		<u>301,216</u>		<u>424,812</u>	
<b>Creditors: amounts falling due within one year</b>	17	40,304		41,226	
		<u>40,304</u>		<u>41,226</u>	
Net current assets			260,912		383,586
<b>Total assets less current liabilities</b>			<u>4,161,415</u>		<u>4,289,498</u>
<b>The funds of the charity</b>					
Unrestricted funds - general			312,159		383,586
Unrestricted funds - designated	19		3,849,256		3,905,912
			<u>4,161,415</u>		<u>4,289,498</u>

The financial statements were approved by the trustees on 17 June 2024



Mr S Read  
Trustee

Company registration number 00853450 (England and Wales)

# QUEBEC HALL

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 28 FEBRUARY 2024

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	Notes	2024 £	£	2023 £	£
<b>Cash flows from operating activities</b>					
Cash (absorbed by)/generated from operations	23		(67,977)		7,393
<b>Investing activities</b>					
Purchase of tangible fixed assets		(10,498)		(14,709)	
Proceeds from disposal of investments		(51,247)		-	
Investment income received		5,269		1,305	
<b>Net cash used in investing activities</b>			(56,476)		(13,404)
<b>Net decrease in cash and cash equivalents</b>			(124,453)		(6,011)
Cash and cash equivalents at beginning of year			401,669		407,680
<b>Cash and cash equivalents at end of year</b>			277,216		401,669

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# QUEBEC HALL

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 28 FEBRUARY 2024

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### 1 Accounting policies

#### Company information

Quebec Hall is a private company limited by guarantee incorporated in England and Wales. The registered office is Quebec Road, Dereham, Norfolk, NR19 2QY. Quebec Hall, East Dereham, Norfolk, NR19 2QY.

#### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives. Some funds have been ringfenced as designated funds by the trustees.

#### 1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Donated services and facilities are included at the value to the charity where this can be quantified.

Income from charitable activities represents residential fees and bungalow contributions which are recognised when receivable. Where grants are received towards this housing and residential care, the grants, where entitlement is not conditional on the delivery of specific performance by the charity, are recognised when the charity becomes unconditionally entitled to them. Incoming resources from grants, where relating to performance and specific delivery requirements, are accounted for as the charity earns the right to consideration by its performance.

Investment income is wholly bank interest generated and is recognised in the SoFA when receivable.

Turnover is recognised as the fair value of the consideration received or receivable for goods and services provided in the normal course of business, and is shown net of any discounts.

# QUEBEC HALL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2024

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### 1 Accounting policies (Continued)

#### 1.5 Expenditure

All expenditure is incurred in pursuit of the charity's objects as laid down in the Memorandum and Articles of Association and is recognised in the accounts when payable. It includes irrecoverable VAT.

Charitable expenditure comprises that related to providing residential care. It includes both direct costs and support costs relating to such activities. Support costs are those functions that assist the deliverance of the charitable activities and include general office costs, finance and governance costs.

Governance cost include those costs associated with meeting the statutory requirements of the charity and include its audit fees and costs linked to the strategic management of the charity.

Support costs and governance costs have been allocated wholly to the Residential Care activity.

#### 1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

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

Freehold land and buildings	2% Straight line on the buildings only
Plant and machinery	35 years Straight line
Fixtures, fittings and equipment	20% Reducing balance
Motor vehicles	25% Reducing balance

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

Tangible fixed assets are capitalised if they can be used for more than one year and cost at least £500.

#### 1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

#### 1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

#### 1.9 Cash and cash equivalents

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

# QUEBEC HALL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2024

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### 1 Accounting policies (Continued)

#### 1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments. The charity only has basic financial instruments.

Financial instruments are recognised in the charity's Statement of financial position when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

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

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

#### 1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received, if these amounts are considered material to the accounts.

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

#### 1.12 Retirement benefits

Pension contributions are made into a defined contribution retirement benefit schemes and are charged as an expense as the payments fall due.

# QUEBEC HALL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2024

### 2 Critical accounting estimates and judgements

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

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

### 3 Income from donations and legacies

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Donations and gifts	4,145	10,746
Other	1,644	1,144
	<u>5,789</u>	<u>11,890</u>

### 4 Income from charitable activities

	Income from residents 2024 £	Income from residents 2023 £
Residential fees	753,743	682,144
Bungalow contributions	259,887	255,301
Lunch contributions	10,662	6,425
Sundry contributions	12,303	8,377
	<u>1,036,595</u>	<u>952,247</u>
<b>Analysis by fund</b>		
Unrestricted funds - general	<u>1,036,595</u>	<u>952,247</u>

### 5 Income from investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Interest receivable	<u>5,269</u>	<u>1,305</u>

# QUEBEC HALL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2024

### 6 Other income

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Other income	5,000	5,000

### 7 Expenditure on charitable activities

	Residential care 2024 £	Residential care 2023 £
<b>Direct costs</b>		
Staff costs	682,628	624,822
Depreciation and impairment	66,506	65,232
Food and other provisions	51,723	48,174
Rates and water	10,635	11,707
Insurance	19,848	16,875
Light and heat	37,815	33,404
Repairs and renewals	182,614	91,094
Laundry and cleaning	36,520	34,802
Advertising	3,327	2,815
Motor expenses	5,746	3,791
Staff training	4,746	4,134
General expenses	18,723	18,449
Subscriptions	3,557	3,538
Subcontract labour	2,208	3,503
	<u>1,126,596</u>	<u>962,340</u>
<b>Share of support and governance costs (see note 8)</b>		
Support	45,027	44,258
Governance	8,464	9,815
	<u>1,180,087</u>	<u>1,016,413</u>
<b>Analysis by fund</b>		
Unrestricted funds - general	1,113,581	951,181
Unrestricted funds - designated	66,506	65,232
	<u>1,180,087</u>	<u>1,016,413</u>

# QUEBEC HALL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2024

### 8 Support costs allocated to activities

	2024 £	2023 £
Staff costs	35,236	36,549
Office supplies	2,468	956
Bookkeeping	2,580	2,400
Payroll costs	4,558	4,186
Bank charges	185	167
Governance costs	8,464	9,815
	<u>53,491</u>	<u>54,073</u>
<u>Analysed between:</u>		
Residential care	<u>53,491</u>	<u>54,073</u>

<b>Governance costs comprise:</b>	2024 £	2023 £
Audit fees	5,704	5,695
Accountancy	2,760	2,555
Legal and professional	-	1,565
	<u>8,464</u>	<u>9,815</u>

During the year payments were made to the auditors of £5,760 (2023: £5,695) for audit services and £2,760 (2023: £6,741) for non-audit services.

### 9 Net movement in funds

	2024 £	2023 £
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	5,704	5,695
Depreciation of owned tangible fixed assets	66,506	65,232
Loss on disposal of tangible fixed assets	649	-
	<u>72,859</u>	<u>71,527</u>

### 10 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

During the year, and in the previous year, the charity bought Trustee Liability Insurance, the cost of which was included in the main insurance renewal cost.

Mr M Boyce, who was a trustee until 23 September 2022, had a close family member who was employed by the home. Mrs Boyce (wife of Mr M Boyce, trustee) was paid £0 (2023: £8,618) for care services provided at the home during the period of his trusteeship. These wages are paid using the same hourly rate as applied to other employees.

The charity was under the control of the Trustees throughout the year.

# QUEBEC HALL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2024

### 11 Employees

The average monthly number of employees during the year was:

	<b>2024</b>	<b>2023</b>
	<b>Number</b>	<b>Number</b>
Nursing staff	29	32
Management	4	3
	<hr/>	<hr/>
Total	33	35
	<hr/> <hr/>	<hr/> <hr/>

### Employment costs

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Wages and salaries	651,678	604,104
Social security costs	49,339	42,261
Other pension costs	16,847	15,006
	<hr/>	<hr/>
	717,864	661,371
	<hr/> <hr/>	<hr/> <hr/>

Remuneration paid to key management personnel during the year was £93,963 (2023: £94,436).

There were no employees whose annual remuneration was more than £60,000.

### 12 Other expenditure

	<b>Unrestricted</b>	<b>Unrestricted</b>
	<b>funds</b>	<b>funds</b>
	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Net loss on disposal of tangible fixed assets	649	-
	<hr/>	<hr/>

### 13 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

# QUEBEC HALL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2024

### 14 Tangible fixed assets

	Freehold land and buildings	Plant and machinery	Fixtures, fittings and equipment	Motor vehicles	Total
	£	£	£	£	£
<b>Cost</b>					
At 1 March 2023	4,257,529	175,582	175,054	12,500	4,620,665
Additions	-	-	10,498	-	10,498
Disposals	-	-	(145,099)	-	(145,099)
At 28 February 2024	4,257,529	175,582	40,453	12,500	4,486,064
<b>Depreciation and impairment</b>					
At 1 March 2023	510,649	30,100	162,016	11,987	714,752
Depreciation charged in the year	56,784	5,017	4,577	128	66,506
Eliminated in respect of disposals	-	-	(144,450)	-	(144,450)
At 28 February 2024	567,433	35,117	22,143	12,115	636,808
<b>Carrying amount</b>					
At 28 February 2024	3,690,096	140,465	18,310	385	3,849,256
At 28 February 2023	3,746,880	145,482	13,037	513	3,905,912

The freehold property at Quebec Road, Dereham was valued to fair value at the date of 1 March 2014 as part of the transition to FRS102 and this valuation has been incorporated into the accounts as the deemed cost. The valuation was carried out by A G Taylor FRICS Chartered Surveyor on 29 September 2015 which put the Hall and bungalows at a fair value, based on vacant possession, of £4,255,000. The original historical cost of the property was £127,719.

All tangible fixed assets are for charitable use other than a small quantity of office equipment used in administration.

### 15 Fixed asset investments

	Other investments £
<b>Cost or valuation</b>	
At 1 March 2023	-
Additions	51,247
At 28 February 2024	51,247
<b>Carrying amount</b>	
At 28 February 2024	51,247
At 28 February 2023	-

Other Investments includes cash held in fixed term deposits.

# QUEBEC HALL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2024

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<b>16 Debtors</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
<b>Amounts falling due within one year:</b>		
Other debtors	519	1,502
Prepayments and accrued income	23,481	21,641
	<u>24,000</u>	<u>23,143</u>
	<u><u>24,000</u></u>	<u><u>23,143</u></u>
<b>17 Creditors: amounts falling due within one year</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Other taxation and social security	13,076	10,647
Trade creditors	2,445	7,051
Other creditors	15,596	14,988
Accruals and deferred income	9,187	8,540
	<u>40,304</u>	<u>41,226</u>
	<u><u>40,304</u></u>	<u><u>41,226</u></u>
<b>18 Retirement benefit schemes</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
<b>Defined contribution schemes</b>		
Charge to profit or loss in respect of defined contribution schemes	33,694	28,616
	<u>33,694</u>	<u>28,616</u>
	<u><u>33,694</u></u>	<u><u>28,616</u></u>

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

# QUEBEC HALL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2024

### 19 Unrestricted funds - designated

The unrestricted funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	At 1 March 2023 £	Resources expended £	Transfers £	At 28 February 2024 £
Property and Capital fund	273,905	(11,476)	9,850	272,279
Revaluation Reserve	3,632,007	(55,030)	-	3,576,977
	<u>3,905,912</u>	<u>(66,506)</u>	<u>9,850</u>	<u>3,849,256</u>
<b>Previous year:</b>	<b>At 1 March 2022 £</b>	<b>Resources expended £</b>	<b>Transfers £</b>	<b>At 28 February 2023 £</b>
Property and Capital fund	269,397	(10,201)	14,709	273,905
Revaluation Reserve	3,687,038	(55,031)	-	3,632,007
	<u>3,956,435</u>	<u>(65,232)</u>	<u>14,709</u>	<u>3,905,912</u>

The Property and Capital fund represents the value of the fixed assets held by the charity which are needed to carry out its charitable activities and as such cannot be readily realised. The movements in the designated fund are changes within fixed assets which includes depreciation and additions.

### 20 Analysis of net assets between funds

	Unrestricted funds general 2024 £	Unrestricted funds designated 2024 £	Total 2024 £
<b>At 28 February 2024:</b>			
Tangible assets	-	3,849,256	3,849,256
Investments	51,247	-	51,247
Current assets/(liabilities)	260,912	-	260,912
	<u>312,159</u>	<u>3,849,256</u>	<u>4,161,415</u>

# QUEBEC HALL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2024

### 20 Analysis of net assets between funds (Continued)

	Unrestricted funds general 2023 £	Unrestricted funds designated 2023 £	Total 2023 £
<b>At 28 February 2023:</b>			
Tangible assets	-	3,905,912	3,905,912
Current assets/(liabilities)	383,586	-	383,586
	<u>383,586</u>	<u>3,905,912</u>	<u>4,289,498</u>

### 21 Operating lease commitments

#### Lessee

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

	2024 £	2023 £
Within one year	9,286	9,286
Between two and five years	26,344	33,455
In over five years	-	4,326
	<u>35,630</u>	<u>47,067</u>

The lease payments made during the year were £11,482 (2023: £12,261) and this amount is included within the relevant category of expenditure.

### 22 Related party transactions

Mr Mark Woodgett is a member of the senior management and a member of the key management personnel. His son, David Woodgett, was employed by the home during the year and received total remuneration of £40,282 (2023: £14,833). Mark Woodgett was not involved in the recruitment or employment process of David, David was paid at market rate and the job was advertised. David did not receive any benefits.

Mr Mark Woodgett's mother-in-law and one of the trustees are bungalow residents but are being charged at the normal residential rate as applied to other residents.

# QUEBEC HALL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 28 FEBRUARY 2024

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<b>23 Cash generated from operations</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Deficit for the year	(128,083)	(45,971)
Adjustments for:		
Investment income recognised in statement of financial activities	(5,269)	(1,305)
Loss on disposal of tangible fixed assets	649	-
Depreciation and impairment of tangible fixed assets	66,506	65,232
Movements in working capital:		
(Increase) in debtors	(858)	(4,126)
(Decrease) in creditors	(922)	(6,437)
<b>Cash (absorbed by)/generated from operations</b>	<u>(67,977)</u>	<u>7,393</u>

### 24 Analysis of changes in net funds

The charity had no debt during the year.

### 25 Non-audit services provided by auditor

In common with many businesses of our size and nature we use our auditor to assist with the preparation of the financial statements.

**QUEBEC HALL LIMITED**

England & Wales - Charity number 251535

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# Accounts

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Charity registration number 251535

Company registration number 00853450 (England and Wales)

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 28 FEBRUARY 2023**

**Plummer Parsons** 

CHARTERED ACCOUNTANTS & STATUTORY AUDITOR

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**LEGAL AND ADMINISTRATIVE INFORMATION**

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<b>Trustees</b>	Mr S Read Mr A Bash Miss D M G Ashton Mr C Lambert	(Appointed 28 April 2023)
<b>Charity number</b>	251535	
<b>Company number</b>	00853450	
<b>Principal address</b>	Quebec Road Dereham Norfolk NR19 2QY	
<b>Registered office</b>	Quebec Road Dereham Norfolk NR19 2QY	
<b>Auditor</b>	Plummer Parsons 18 Hyde Gardens Eastbourne East Sussex BN21 4PT	
<b>Bankers</b>	Royal Bank of Scotland plc 5 Queen Street Norwich Norfolk NR2 4TL	

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# QUEBEC HALL LIMITED

## QUEBEC HALL

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**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2023**

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The Trustees present their report and accounts for the year ended 28 February 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

**Objectives and activities**

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

The company's principal objectives continued to be the provision of a high standard of individualised care and accommodation for the elderly within a Christian environment. We consequently aim to meet the physical, emotional and spiritual needs of all our residents whether they live in the residential home or the bungalows within the complex.

As a charity and non-profit making, we aim to keep the costs of living at Quebec Hall to the minimum possible and we welcome both private and socially funded residents. The last Care Quality Commission inspection confirms that Quebec Hall offered good public benefit in that we offer a high level of care whilst maintaining relatively low fees.

a) Home Fees

We continue to monitor the fees charged by other local commercially operated Residential Homes and know that we charge some of, if not the lowest fees in the area.

As highlighted in previous annual reports, the fees paid on behalf of Socially Funded residents did not meet the actual costs incurred for their residential care. The differential in our Home fees between private and social funded residents has at last improved and this is mainly due to the aftermath of the Government giving more funds to County Councils. We look forward to this continuing in our favour during 2023/24.

We are able to ensure that if top up fees are necessary, we can accommodate this shortfall.

The Trustees wish to maintain their policy not to impose any restriction of the numbers of residents funded by Social Services.

b) Bungalow Rents

We aim to keep our bungalow rents as low and fair as possible. For 2022/23, the income from bungalow rents was again the same as that of the Local Housing Allowance payable by Breckland District Council.

In addition to our low fair rent, our properties also have the benefit of an alarm and communication system for 24 hour assistance and physical, emotional and spiritual support is provided at no additional charge. Meals can be provided in the Hall or in the bungalow if preferred at a reasonable additional cost.

Nearly all the activities and events of the Hall are open for bungalow residents to attend. Day care is available to bungalow residents, as well as to others living outside the complex, at a nominal charge.

Consequently, in the light of the above, we believe we offer a public benefit to all our residents.

**Achievements and performance**

The Trustees believe that the company has fulfilled its objective in that all rooms have, for another year, been almost constantly occupied. This is amazing especially during the most difficult two and a half years we have had to endure due to the Covid 19 pandemic. Bungalows have also been almost constantly occupied albeit there has been some movement during the year. We are also pleased to report again that we continue to have sufficiently healthy waiting lists for all types of accommodation, which may permit us to limit the need for formal advertising in the coming year.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2023**

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The last visit from the Care Quality Commission on 4<sup>th</sup> July 2019 was an unannounced inspection and we were awarded an overall rating of GOOD. We achieved a GOOD in all five mandatory areas inspected. We received a visit from CQC on 9<sup>th</sup> February 2021 and 13<sup>th</sup> January 2022 to inspect all aspects of Infection Prevention Control. Although not rated we were GOOD in all areas. See our website for reports.

Our reasonably high occupancy, together with increases in private fees, has led to a slightly increased income in charitable activities to budget of which £11,890 was from donations unrestricted. Actual bottom line was a surplus of £19,261 before depreciation. We have been able to continue with our programme of repairs and refurbishments to both the Hall and the bungalows when they are vacated as indicated below with repairs & renewals at £91,094:

During the past year, these included:

- New Consumer Units for the Hall £8k
- New airing water tanks for three bungalows £5k
- New loft insulation for bungalows £7k
- Roof clean for bungalows £4k
- Painting outside windows of the Hall £6k
- Repair of lift with new bearings £2.5k
- Guttering to all bungalows cleaned £1.7k
- New showers in three bungalows £1.7k
- PAT testing of the Hall £2k
- Two bungalow's total refurbishment £17k and two repainted £5k
- Rooms painted in the Hall £5k
- Many small works carried out in bungalows £15k
- New airing tank for Hall £3k

The spend of £91,094 was far higher than our budget and although lower than last year was still very high. It is noted that of this figure, around £30,000 was spent in and on the Hall itself and £61,000 in and on the bungalow complex. It remains our objective to maintain and upgrade the facilities, but we recognise that this can only be achieved whilst our income streams are able to support it. It has been noted that we have spent over £2.8 million on repairs and renewals between 2007 and 2023. We again had a high spend of £34,802 on laundry and cleaning which was due to the continued Covid 19 pandemic through the early part of 2022 and the need to ensure enough PPE and cleaning materials were provided for the use of adhering to Infection Prevention Control.

The Trustees and management continue to control other expense categories. However, we will not allow any savings to have a detrimental effect on the level of care we offer. Residents in the home are becoming increasingly frail. The average age of those in the Hall has increased to 92. One resident turned 105 during the year. Consequently, expenditures in wages and associated costs have risen to meet the more demanding care needs of our residents. Trustees have continued to increase staff wages ahead of the new living wage planned for 2023 and ensure our staff are paid more than that rate.

We also wish to express our appreciation to individuals and organisations for donations received during the year. These have greatly helped to support the continuing work of Quebec Hall.

Residents in both the Hall and the bungalows were pleased when later in the year we were able to introduce QUEST 23, Quebec Hall Understands Everyone Sharing Together. We encouraged all to participate, sharing ideas they had for the future of events. This now includes many activities that are planned throughout the year but having to look to 2023 for them to start. These include quiz nights with fish & chip suppers, afternoon cream teas, barbecues, hog roast, firework display, themed evenings meals, entertainment afternoons, art and craft, invited speaker afternoons, food making club and green fingers club. They also include a monthly art group; weekly exercise class, biweekly singing group etc. and a ladies monthly prayer meeting. We did continue to hold evening services on Sundays and Thursdays with favourite hymn singing on Saturday mornings for Hall residents only and were able to open this up to all once again later during the year. We would normally encourage visits from various organisations to provide further items of interest to our residents.

During the year, we have continued to update our website. It is informative and has produced compliments and applications from throughout the United Kingdom. Many photos of our events and our Open Days are under the Gallery section of our website.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2023**

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The Trustees believe it is important that our staff receive appropriate training to fulfil their roles in the Home. Training undertaken in the year include: SOVA; Life Support, Infection Control, Manual Handling, Dementia Training, Food Hygiene and Fire Training.

The Trustees wish to recognise the significant contribution made by our committed staff, without which we would not be able to maintain the high standard that we offer.

**Financial review**

The results for the year show a surplus of £19,261 (2022: £47,583) from ordinary activities before depreciation.

The freehold property has a historic cost of £127,179. A new valuation was carried out in January 2022, which put the Hall and bungalows at a market value, based on vacant possession, of £10,200,000. This valuation has not been incorporated into the accounts.

**Reserves policy**

It is the intention of the Trustees that Quebec Hall Ltd should continue to provide accommodation and care for the elderly in a Christian environment for as long as there is considered to be a need for such provision. It is considered prudent to develop sufficient reserves to achieve this without recourse to loans from banks or other institutions.

Unrestricted reserves are held so as to cover unforeseen expenditure arising from:

- Building maintenance. Quebec Hall is a Grade 2 listed building dating from 1759. Maintenance can present many challenges and significant expense, as specialist materials are often required.

- In order to keep our fees to the minimum possible, it is essential that we maintain maximum room occupancy. Should this not be achieved (through refurbishment or short term lack of demand) reserves are required to cover the shortfall in income.

- Should the situation arise whereby Quebec Hall should close as a residential home for the elderly, it is the wish of the Trustees that adequate reserves be held to allow the Home to operate for sufficient time for our residents to find suitable alternative accommodation. In view of the frailty of some residents, this could run into a period of months.

In order to meet the risks outlined above, the Trustees consider that unrestricted reserves of 3 months expenditure should be held. The expenditure for the financial year ending 28 February 2023 is looked at and the budget for 2023/2024 is taken into account at £986k. The equivalent unrestricted reserves level was set at £247k.

The unrestricted reserves of Quebec Hall are currently higher than this. Our financial position, including current bank balances, is a fixed agenda topic at monthly meetings of Trustees and management. It is understood that we will work to keep the reserves to this level during 2023/2024. Free reserves at the year end totalled £383,586 (2022: £379,034).

This policy is reviewed annually and amended as circumstances may dictate.

It is not the intention of the Trustees to hold Restricted Reserves other than for any specific project (normally building works), which may be envisaged. Once any such project is authorised, it would be implemented as quickly as possible and the need for Restricted Reserves removed.

Designated funds represent fixed assets such as the property which are used for charitable activities, and so are unavailable as free reserves. They include the revaluation reserve on the introduction of the property at deemed cost under FRS 102 in 2016, as well as the remaining fixed assets.

**Investment policy**

In accordance with the current investment policy, any funds held, including all or part of the reserves, which are not required in the immediate future, a proportion may be put into a higher interest bearing bank account.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2023**

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These funds must:

- be of minimal risk to the capital invested;
- not be invested for extended periods which would either prevent access to the funds should they be required at short notice, or result in substantial loss arising from early closure of the account; and
- be reviewed at least annually.

Current interest rates are extremely low and the loss of interest continues to affect our income in comparison with earlier years. The Trustees will continue to endeavour to identify higher interest-bearing accounts where they are available.

**Asset cover for funds**

The charity's assets are adequate and available to fulfil its obligations (see Note 18).

**Plans for future periods**

The Trustees will continue with the principal objective of providing high standard accommodation and care in a Christian environment at affordable cost to all the residents of Quebec Hall. The Trustees plan to continue their programme of refurbishing the bungalows and ongoing maintenance to the Hall as and when necessary. We have achieved our plan to refurbish the main office with new office furniture and repaint, with all new furniture. We look to refurbish the front entrance area of the Hall.

We had an Environmental Health Officer visit in October 2021 and were awarded the highest score of 5, we have decided to ensure that we continue our programme of renewals as and when required.

Due to monies spent as stated above during 2022/23 and what is planned above, we look to continue to consolidate finances during 2023/24, with our usual maintenance programme and not plan, as yet any other significant expenditure. We are, however, waiting again for planning approval for a proposed 3 new rooms with en-suites as indicated on last year's report. We would have 3 years to implement. Trustees will look at all costings and will decide what to do when we have the planning permission. Costs spent to date on working up plans and submitting total over £8,500. The financial viability of Quebec Hall depends largely upon maintaining high levels of income by optimising maximum occupancy levels. In addition, we are always very grateful for any donations and grants that may be received.

We have also received planning approval for replacement of two windows in our loft at the top of the building. This will be done during year 2023.

**Structure, governance and management**

The charity is constituted as a company limited by guarantee and was registered with the Charity Commission on 3 December 1967 under registration number 251535. The company, which was incorporated on 2 July 1965, is governed by its Memorandum and Articles of Association which were revised on 28 January 2020 by special resolution. The Trustees will give consideration to the possibility of Quebec Hall becoming a 'Charitable Incorporated Organisation' when the final details regarding this structure are announced.

The flysheet to the accounts gives details of the charity's principal address and other relevant information, including charity and company registration numbers.

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

Mr S Read

Mr M G Boyce

(Resigned 24 October 2022)

Mr A Bash

Miss D M G Ashton

Mr C Lambert

(Appointed 28 April 2023)

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2023**

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Additional Trustees are appointed by invitation from those Trustees in office. The Trustees are nominated for election because of the skills, expertise and knowledge that they can bring to guiding the charity to fulfil its objectives, together with having an active interest in the policies and beliefs of all those currently involved in the Hall and maintaining a strong Christian ethos.

Prior to appointment, all prospective Trustees meet to discuss all aspects of the charity with the other Trustees and senior management. In addition they are given a tour of the Hall and bungalow complex. We believe it is important that they are fully aware of the charity and its work, prior to taking on the responsibility of a Trustee.

On appointment Trustees are provided with copies of :

- The charity's governing Memorandum and Articles of Association;
- The latest accounts of the charity;
- Charity Commission guidance notes CC3 - 'The Essential Trustee'; and
- The latest Care Quality Commission (CQC) report on the Home.

In addition Trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

At the annual general meeting, one third of the Trustees in office are required to resign and may offer themselves for re-election if they have served a term of five years. In accordance with the Articles of Association, there being no one serving five years or more, there was no requirement to reappoint.

None of the Trustees have any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

The company's affairs are administered by the Trustees who meet monthly with senior management. On a rota basis all Trustees conduct a Regulation 26 inspection each month and make a formal report on their findings. Trustees take Christian services, visit to share fellowship with residents in both the Hall and bungalows, support and assist management and staff, and whenever possible support the activities and events of the home. They also take responsibility for ongoing maintenance/refurbishment as identified by management and with the help of management identify and plan ahead for replacement and renewal of areas around the complex.

The day to day matters and general running of the Hall are delegated to the Trust's senior management being Mark Woodgett, responsible for the finance and office, and Karen Vertigan, responsible for managing the nursing staff and the residential care. They both keep the Trustees fully informed of the matters of the charity, although it is the Trustees who make all the major decisions.

The remuneration of both members of staff is discussed and decided by the Trustees, and is based on their skills and responsibilities and the market rates prevailing.

**Risk Review**

The Trustees acknowledge the Charity Commission's requirements for them to undertake a review of the major risks to which the charity is exposed. An in-depth analysis of these risks is conducted each year and where necessary, action is taken to minimise them, this was last conducted on 27th February 2023. Trustees have regular monthly meetings where all finances are reviewed in detail as well considering the detection of fraud and other irregularities.

Covid 19 Global Pandemic continues:

This past year has once again presented major challenges for all involved with Quebec Hall even though the pandemic was receding and all residents and staff have had booster vaccinations; Management, supervisors, carers, indeed all staff, have worked tirelessly to keep residents as safe as possible. Trustees have been limited a few times with regard to their day-to-day involvement, being unable to visit the Home if there was an outbreak or they themselves having to stay away. While much has been achieved using the internet it remains but a small fraction of what would naturally have taken place under normal circumstances. Residents have missed, not only the important spiritual input, with some meetings being curtailed this past year, but also time with family and friends and events.

The following risks continue to remain those which we consider to be the most significant:

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2023**

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- Room / Bungalow occupancy

Our objective is to provide accommodation and care for the elderly Christians at rates substantially below those in the commercial sector. This is very dependent upon maintaining high levels of room occupancy. Word of mouth recommendations and selective advertising is currently achieving this. We currently have healthy waiting lists for both the Hall and bungalows.

- We are pleased to see that the differential between Quebec Hall fee rates and those of Norfolk County Council are not too dissimilar now.

- Disaster recovery and planning

Quebec Hall is an old Grade II listed building and is vulnerable to potentially serious structural problems. Problems with the roof; lift and heating systems etc. would have a major impact upon day-to-day activities. To minimise this risk, maintenance contracts are in place to identify and deal with any such problems as quickly as possible. This also involves yearly site inspections. Any works required are recorded onto maintenance sheets for action in priority order. In addition, the buildings are well covered by insurance policies.

- Health & Safety risks to Residents

Because of their age, many of the residents of both the Hall and bungalows are frail and face deteriorating health. The staff make every effort to assist the residents where needed and minimise accidents. The charity also has strong links with local health practitioners, Council inspectors and the Care Quality Commission (CQC).

- Loss of key staff

The Trustees recognise the enormous contribution that the staff makes to the operation of the charity. Every effort is made to maintain continuity and motivation of staff, through training and involvement in decision making etc. We have seen yet again the outcome of the pandemic which has led to several staff retire during the year or resign and have found with many other care homes, the difficulty in recruiting new staff. We have recruited nine new staff during the year. We have also very sadly seen the deaths of two of our carers. This has been extremely difficult for all.

In addition to this annual analysis, the manager of Quebec Hall is constantly reviewing the operational risks faced by the charity and reports any potential problem areas to the Trustees at their monthly meeting. Because of the nature of the Hall's activities, the charity must comply with various sets of regulations, which are regularly monitored by the responsible organisation. The Care Quality Commission (CQC), Fire Service, District Council Health and Safety, and Environmental Health all carry out routine inspections. Any issues raised are dealt with promptly.

**Auditor**

In accordance with the company's articles, a resolution proposing that Plummer Parsons be reappointed as auditor of the company will be put at a General Meeting.

**Disclosure of information to auditor**

Each of the directors has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor are aware of such information.

This report has been prepared in accordance with the small company regime as outlined in Section 419(2) of the Companies Act 2006.

The Trustees' report was approved by the Board of Trustees.

Mr S Read  
**Trustee**

3 July 2023

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
***FOR THE YEAR ENDED 28 FEBRUARY 2023***

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The Trustees, who are also the directors of Quebec Hall Limited for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**INDEPENDENT AUDITOR'S REPORT**  
**TO THE MEMBERS OF QUEBEC HALL LIMITED**

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**Opinion**

We have audited the financial statements of Quebec Hall Limited (the 'charity') for the year ended 28 February 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 charitable company's affairs as at 28 February 2023 and of its incoming resources and application of resources, including its income and expenditure, 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 *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity 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 the provisions available for small entities, in the circumstances set out in note 22 to the financial statements, 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 Trustees' 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 charity'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 Trustees with respect to going concern are described in the relevant sections of this report.

**Other information**

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

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

We have nothing to report in this regard.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**INDEPENDENT AUDITOR'S REPORT (CONTINUED)**  
**TO THE MEMBERS OF QUEBEC HALL LIMITED**

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**Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the Trustees' report has 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 charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

**Responsibilities of Trustees**

As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the charity'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 Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud or error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**INDEPENDENT AUDITOR'S REPORT (CONTINUED)**  
**TO THE MEMBERS OF QUEBEC HALL LIMITED**

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Based on our understanding of the charity and industry, and through discussion with the trustees and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to the Companies Act 2006, Charities Act 2011, CQC Regulations, employment law, Data Protection Act and GDPR.

We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as FRS 102 and the Charities Statement of Recommended Practice (SORP). We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

We evaluated management's incentives and opportunities for fraudulent activities in the financial statements (including the risk of override of controls), and assessed that the principal risks could relate to posting journal entries to artificially increase income or reduce expenditure, incorrect claims through the Coronavirus Job Retention Scheme, related party transactions, management bias in accounting estimates and judgmental areas of the financial statements such as the allocation of support cost expenditure. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud, and review of the reports made by management; and
- A review of relevant correspondence, including correspondence with HM Revenue & Customs, for signs of potential non-compliance with laws and regulations; and
- A review of specific nominal codes within the accounting records that would highlight costs associated with non-compliance of relevant laws and regulations; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation, as well as throughout the year.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**INDEPENDENT AUDITOR'S REPORT (CONTINUED)**  
**TO THE MEMBERS OF QUEBEC HALL LIMITED**

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- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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

This report is made solely to the charitable 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 charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Alastair Towler BFP ACA DChA (Senior Statutory Auditor)**  
**for and on behalf of Plummer Parsons**

5 July 2023

**Chartered Accountants**  
**Statutory Auditor**

18 Hyde Gardens  
Eastbourne  
East Sussex  
BN21 4PT

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**INCLUDING INCOME AND EXPENDITURE ACCOUNT**

**FOR THE YEAR ENDED 28 FEBRUARY 2023**

Current financial year

	Notes	Unrestricted funds general 2023 £	Unrestricted funds designated 2023 £	Total 2023 £	Total 2022 £
<b><u>Income and endowments from:</u></b>					
Donations and legacies	3	11,890	-	11,890	49,048
Income from Charitable Activities	4	952,247	-	952,247	917,143
Investments	5	1,305	-	1,305	34
Other income	6	5,000	-	5,000	4,000
<b>Total income</b>		<u>970,442</u>	<u>-</u>	<u>970,442</u>	<u>970,225</u>
<b><u>Expenditure on:</u></b>					
Residential Care	7	951,181	65,232	1,016,413	985,649
<b>Net incoming/(outgoing) resources before transfers</b>		19,261	(65,232)	(45,971)	(15,424)
Gross transfers between funds		<u>(14,709)</u>	<u>14,709</u>	<u>-</u>	<u>-</u>
<b>Net income/(expenditure) for the year/ Net movement in funds</b>		4,552	(50,523)	(45,971)	(15,424)
Fund balances at 1 March 2022		<u>379,034</u>	<u>3,956,435</u>	<u>4,335,469</u>	<u>4,350,893</u>
<b>Fund balances at 28 February 2023</b>		<u><u>383,586</u></u>	<u><u>3,905,912</u></u>	<u><u>4,289,498</u></u>	<u><u>4,335,469</u></u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)**  
**INCLUDING INCOME AND EXPENDITURE ACCOUNT**

**FOR THE YEAR ENDED 28 FEBRUARY 2023**

Prior financial year

	Notes	Unrestricted funds general 2022 £	Unrestricted funds designated 2022 £	Total 2022 £
<b><u>Income and endowments from:</u></b>				
Donations and legacies	3	49,048	-	49,048
Income from Charitable Activities	4	917,143	-	917,143
Investments	5	34	-	34
Other income	6	4,000	-	4,000
<b>Total income</b>		<b>970,225</b>	<b>-</b>	<b>970,225</b>
<b><u>Expenditure on:</u></b>				
Residential Care	7	922,642	63,007	985,649
<b>Net incoming/(outgoing) resources before transfers</b>		<b>47,583</b>	<b>(63,007)</b>	<b>(15,424)</b>
<b>Net income/(expenditure) for the year/ Net movement in funds</b>		<b>47,583</b>	<b>(63,007)</b>	<b>(15,424)</b>
Fund balances at 1 March 2021		331,451	4,019,442	4,350,893
<b>Fund balances at 28 February 2022</b>		<b>379,034</b>	<b>3,956,435</b>	<b>4,335,469</b>

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**BALANCE SHEET**  
**AS AT 28 FEBRUARY 2023**

	Notes	2023		2022	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	12		3,905,912		3,956,435
<b>Current assets</b>					
Debtors	13	23,143		19,017	
Cash at bank and in hand		401,669		407,680	
		<u>424,812</u>		<u>426,697</u>	
<b>Creditors: amounts falling due within one year</b>	14	<u>(41,226)</u>		<u>(47,663)</u>	
Net current assets			383,586		379,034
<b>Total assets less current liabilities</b>			<u>4,289,498</u>		<u>4,335,469</u>
<b>Income funds</b>					
<u>Unrestricted funds - designated</u>	16				
General designated funds		273,905		269,397	
Revaluation reserve		<u>3,632,007</u>		<u>3,687,038</u>	
			3,905,912		3,956,435
Unrestricted funds			<u>383,586</u>		<u>379,034</u>
			<u>4,289,498</u>		<u>4,335,469</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The accounts were approved by the Trustees on 3 July 2023

Mr S Read  
**Trustee**

**Company Registration No. 00853450**

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 28 FEBRUARY 2023**

	Notes	2023 £	£	2022 £	£
<b>Cash flows from operating activities</b>					
Cash generated from operations	20		7,393		56,300
<b>Investing activities</b>					
Purchase of tangible fixed assets		(14,709)		-	
Investment income received		1,305		34	
<b>Net cash (used in)/generated from investing activities</b>					
			(13,404)		34
<b>Net cash used in financing activities</b>					
			-		-
<b>Net (decrease)/increase in cash and cash equivalents</b>					
			(6,011)		56,334
Cash and cash equivalents at beginning of year			407,680		351,346
<b>Cash and cash equivalents at end of year</b>			<u>401,669</u>		<u>407,680</u>

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 28 FEBRUARY 2023**

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**1 Accounting policies**

**Charity information**

Quebec Hall Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is Quebec Road, Dereham, Norfolk, NR19 2QY.

**1.1 Accounting convention**

The accounts have been prepared in accordance with the charitable company's Memorandum and Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

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

The accounts have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

**1.2 Going concern**

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

**1.3 Charitable funds**

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Designated funds comprise funds which have been set aside at the discretion of the Trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

**1.4 Income**

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received. The charity's income consists of donations and legacies, income from charitable activities, grants and investment income.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Donated services and facilities are included at the value to the charity where this can be quantified.

Income from charitable activities represents residential fees and bungalow contributions which are recognised when receivable. Where grants are received towards this housing and residential care, the grants, where entitlement is not conditional on the delivery of specific performance by the charity, are recognised when the charity becomes unconditionally entitled to them. Incoming resources from grants, where relating to performance and specific delivery requirements, are accounted for as the charity earns the right to consideration by its performance.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2023**

---

**1 Accounting policies**

**(Continued)**

Investment income is wholly bank interest generated and is recognised in the SoFA when receivable.

Turnover is recognised as the fair value of the consideration received or receivable for goods and services provided in the normal course of business, and is shown net of VAT, other sales taxes and trade discounts.

**1.5 Expenditure**

All expenditure is incurred in pursuit of the charity's objects as laid down in the Memorandum and Articles of Association and is recognised in the accounts when payable. It includes irrecoverable VAT.

Charitable expenditure comprises that related to providing residential care. It includes both direct costs and support costs relating to such activities. Support costs are those functions that assist the deliverance of the charitable activities and include general office costs, finance and governance costs.

Governance costs include those costs associated with meeting the statutory requirements of the charity and include its audit fees and costs linked to the strategic management of the charity.

Support costs and governance costs have been allocated wholly to the Residential Care activity.

Grants for which there is a legal obligation, or a valid expectation of receipt by the beneficiary at the year end, and for which conditions attaching to their payment have been fulfilled, are accounted for within the Statement of Financial Activities. Grants approved subject to conditions that have not been met at the year end are noted as financial commitments in the notes to the accounts.

**1.6 Tangible fixed assets**

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

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

Freehold Land and buildings	2% Straight line on the buildings only
Plant and machinery	35 years Straight line
Fixtures, fittings & equipment	20% Reducing balance
Motor vehicles	25% Reducing balance

The freehold land is not depreciated.

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

Tangible fixed assets are capitalised if they can be used for more than one year and cost at least £500.

**1.7 Impairment of fixed assets**

At each reporting end date, the charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2023**

---

**1 Accounting policies**

**(Continued)**

**1.8 Cash and cash equivalents**

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

**1.9 Financial instruments**

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. The charity only has basic financial instruments.

Financial instruments are recognised in the charity's statement of financial position when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

***Basic financial assets***

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

***Basic financial liabilities***

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

***Derecognition of financial liabilities***

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

**1.10 Employee benefits**

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received, if these amounts are considered material to the accounts.

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

**1.11 Retirement benefits**

Pension contributions are made into a defined contribution retirement benefit scheme and are charged as an expense as the payments fall due.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2023**

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**2 Critical accounting estimates and judgements**

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

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

**3 Donations and legacies**

	<b>Unrestricted funds general 2023</b>	<b>Unrestricted funds general 2022</b>
	£	£
Donations and gifts	10,746	9,740
Government Grants - coronavirus support	-	38,183
Other	1,144	1,125
	<u>11,890</u>	<u>49,048</u>

**4 Income from Charitable Activities**

	<b>2023</b>	<b>2022</b>
	£	£
Residential fees	682,144	651,520
Bungalow contributions	255,301	252,132
Lunch contributions	6,425	1,085
Sundry contributions	8,377	12,406
	<u>952,247</u>	<u>917,143</u>

All of the transactions included within Income from Charitable Activities were unrestricted for both the current and comparative years.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2023**

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**5 Investments**

	<b>Unrestricted funds general 2023 £</b>	<b>Unrestricted funds general 2022 £</b>
Interest receivable	1,305	34
	<u>          </u>	<u>          </u>

**6 Other income**

	<b>2023 £</b>	<b>2022 £</b>
Employment allowance	5,000	4,000
	<u>          </u>	<u>          </u>

All of the transactions included within Other income were unrestricted for both the current and comparative years.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2023**

**7 Residential Care**

	<b>Residential care 2023 £</b>	<b>Residential care 2022 £</b>
Staff costs	624,822	564,623
Depreciation and impairment	65,232	63,007
Food and other provisions	48,174	44,087
Rent and rates	11,707	10,538
Insurance	16,875	15,751
Light and heat	33,404	28,310
Repairs and renewals	91,094	141,128
Laundry and cleaning	34,802	37,653
Advertising	2,815	1,665
Motor expenses	3,791	3,005
Staff training	4,134	3,508
Sundry	18,449	16,960
Subscriptions	3,538	4,585
Subcontract labour	3,503	-
	<u>962,340</u>	<u>934,820</u>
Share of support costs (see note 8)	44,258	42,189
Share of governance costs (see note 8)	9,815	8,640
	<u>1,016,413</u>	<u>985,649</u>
<b>Analysis by fund</b>		
Unrestricted funds - general	951,181	922,642
Unrestricted funds - designated	65,232	63,007
	<u>1,016,413</u>	<u>985,649</u>

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2023**

**8 Support costs**

	Support costs	Governance costs	2023	Support costs	Governance costs	2022
	£	£	£	£	£	£
Staff costs	36,549	-	36,549	34,770	-	34,770
Office supplies	956	-	956	1,205	-	1,205
Bookkeeping	2,400	-	2,400	2,220	-	2,220
Payroll costs	4,186	-	4,186	3,827	-	3,827
Bank charges	167	-	167	167	-	167
Audit fees	-	5,695	5,695	-	5,023	5,023
Accountancy	-	2,555	2,555	-	2,417	2,417
Legal and professional	-	1,565	1,565	-	1,200	1,200
	<u>44,258</u>	<u>9,815</u>	<u>54,073</u>	<u>42,189</u>	<u>8,640</u>	<u>50,829</u>
Analysed between						
Charitable activities	<u>44,258</u>	<u>9,815</u>	<u>54,073</u>	<u>42,189</u>	<u>8,640</u>	<u>50,829</u>

During the year payments were made to the auditors of £5,695 (2022: £5,023) for audit services and £6,741 (2022: £6,244) for non-audit services.

**9 Trustees**

None of the Trustees received any remuneration during the year. None of the Trustees were reimbursed any expenses during the year (2022: none).

During the year, and in the previous year, the charity bought Trustee Liability Insurance, the cost of which was included in the main insurance renewal cost.

One of the current Trustees has a close family member who was employed by the home. Mrs Boyce (wife of Mr M Boyce, trustee) was paid £8,618. (2022: £18,341) for care services provided at the home. These wages are paid using the same hourly rate as applied to other employees.

The charity was under the control of the Trustees throughout the year.

**10 Employees**

The average monthly number of employees during the year was:

	2023	2022
	Number	Number
Nursing staff	32	30
Management	3	3
Total	<u>35</u>	<u>33</u>

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2023**

**10 Employees** **(Continued)**

<b>Employment costs</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Wages and salaries	604,104	551,605
Social security costs	42,261	35,221
Other pension costs	15,006	12,567
	<u>661,371</u>	<u>599,393</u>

Remuneration paid to key management personnel during the year was £94,436 (2022: £88,093).

There were no employees whose annual remuneration was more than £60,000.

**11 Taxation**

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

**12 Tangible fixed assets**

	<b>Freehold Land and buildings</b>	<b>Plant and machinery</b>	<b>Fixtures, Motor vehicles fittings &amp; equipment</b>		<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost</b>					
At 1 March 2022	4,255,000	175,582	162,874	12,500	4,605,956
Additions	2,529	-	12,180	-	14,709
	<u>4,257,529</u>	<u>175,582</u>	<u>175,054</u>	<u>12,500</u>	<u>4,620,665</u>
<b>Depreciation and impairment</b>					
At 1 March 2022	453,864	25,084	158,757	11,816	649,521
Depreciation charged in the year	56,784	5,017	3,260	171	65,232
	<u>510,648</u>	<u>30,101</u>	<u>162,017</u>	<u>11,987</u>	<u>714,753</u>
<b>Carrying amount</b>					
At 28 February 2023	<u>3,746,881</u>	<u>145,481</u>	<u>13,037</u>	<u>513</u>	<u>3,905,912</u>
At 28 February 2022	<u>3,801,136</u>	<u>150,498</u>	<u>4,117</u>	<u>684</u>	<u>3,956,435</u>

The freehold property at Quebec Road, Dereham was valued to fair value at the transition date of 1 March 2014 as part of the transition to FRS102 and this valuation has been incorporated into the accounts as the deemed cost. The valuation was carried out by A G Taylor FRICS Chartered Surveyor on 29 September 2015 which put the Hall and bungalows at a fair value, based on vacant possession, of £4,255,000. The original historical cost of the property was £127,719.

All tangible fixed assets are for charitable use other than a small quantity of office equipment used in administration.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2023**

**13 Debtors**

	<b>2023</b>	<b>2022</b>
	£	£
<b>Amounts falling due within one year:</b>		
Other debtors	1,502	-
Prepayments and accrued income	21,641	19,017
	<u>23,143</u>	<u>19,017</u>

**14 Creditors: amounts falling due within one year**

	<b>2023</b>	<b>2022</b>
	£	£
Other taxation and social security	10,647	10,092
Trade creditors	7,051	11,997
Other creditors	14,988	16,274
Accruals and deferred income	8,540	9,300
	<u>41,226</u>	<u>47,663</u>

**15 Retirement benefit schemes**

**Defined contribution schemes**

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

The charge to the income and expenditure account in respect of defined contribution schemes was £15,006 (2022 - £12,567), which has all been allocated to the Residential Care activity.

**16 Designated funds**

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 March 2021	Resources expended	Balance at 1 March 2022	Resources expended	Transfers	Balance at 28 February 2023
	£	£	£	£	£	£
Property and Capital fund	277,374	(7,977)	269,397	(10,201)	14,709	273,905
Revaluation Reserve	3,742,068	(55,030)	3,687,038	(55,031)	-	3,632,007
	<u>4,019,442</u>	<u>(63,007)</u>	<u>3,956,435</u>	<u>(65,232)</u>	<u>14,709</u>	<u>3,905,912</u>

The Property and Capital fund represents the value of the fixed assets held by the charity which are needed to carry out its charitable activities and as such cannot be readily realised. The movements in the designated fund are changes within fixed assets which includes depreciation and additions.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2023**

**17 Analysis of net assets between funds**

	Unrestricted funds 2023 £	Designated funds 2023 £	Total Unrestricted funds 2023 £	Designated funds 2022 £	Total 2022 £
Fund balances at 28 February 2023 are represented by:					
Tangible assets	14,708	3,891,204	3,905,912	-	3,956,435
Current assets/(liabilities)	383,586	-	383,586	379,034	-
	<u>398,294</u>	<u>3,891,204</u>	<u>4,289,498</u>	<u>379,034</u>	<u>3,956,435</u>
	<u><u>398,294</u></u>	<u><u>3,891,204</u></u>	<u><u>4,289,498</u></u>	<u><u>379,034</u></u>	<u><u>3,956,435</u></u>

**18 Operating lease commitments**

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

	2023 £	2022 £
Within one year	9,286	6,187
Between two and five years	33,455	9,341
In over five years	4,326	-
	<u>47,067</u>	<u>15,528</u>
	<u><u>47,067</u></u>	<u><u>15,528</u></u>

The lease payments made during the year were £12,261 (2022: £11,142) and this amount is included within the relevant category of expenditure.

**19 Related parties**

Mr Mark Woodgett is a member of the senior management and a member of the key management personnel. His son, David Woodgett, was employed by the home during the year and received total remuneration of £14,833 (2022: £Nil). Mark Woodgett was not involved in the recruitment or employment process of David, David was paid at market rate and the job was advertised. David did not receive any benefits.

Mr Mark Woodgett's mother-in-law is a bungalow resident but is being charged at the normal residential rate as applied to the other residents.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2023**

<b>20 Cash generated from operations</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Deficit for the year	(45,971)	(15,424)
Adjustments for:		
Investment income recognised in statement of financial activities	(1,305)	(34)
Depreciation and impairment of tangible fixed assets	65,232	63,007
Movements in working capital:		
(Increase)/decrease in debtors	(4,126)	4,423
(Decrease)/increase in creditors	(6,437)	4,328
	<u>7,393</u>	<u>56,300</u>
<b>Cash generated from operations</b>	<u><u>7,393</u></u>	<u><u>56,300</u></u>

**21 Analysis of changes in net funds**  
The charity had no debt during the year.

**22 Non-audit services provided by auditor**

The relevant circumstances requiring disclosure in accordance with the requirements of APB Ethical Standard - Provisions Available for Small Entities are that, in common with many charities of our size and nature we use our auditor to assist with the preparation of the accounts and payroll.

**QUEBEC HALL LIMITED**

England & Wales - Charity number 251535

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# Accounts

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**Plummer Parsons**  
Chartered Accountants

Charity registration number 251535

Company registration number 00853450 (England and Wales)

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 28 FEBRUARY 2022**

Chartered Accountants  
& Statutory Auditor

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**LEGAL AND ADMINISTRATIVE INFORMATION**

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<b>Trustees</b>	Mr S Read Mr M G Boyce Mr A Bash Miss D M G Ashton
<b>Secretary</b>	Mr M G Boyce
<b>Senior management</b>	Mr M Woodgett Ms K Vertigan
<b>Charity number</b>	251535
<b>Company number</b>	00853450
<b>Principal address</b>	Quebec Road Dereham Norfolk NR19 2QY
<b>Registered office</b>	Quebec Road Dereham Norfolk NR19 2QY
<b>Auditor</b>	Plummer Parsons 18 Hyde Gardens Eastbourne East Sussex BN21 4PT
<b>Bankers</b>	Royal Bank of Scotland plc 5 Queen Street Norwich Norfolk NR2 4TL

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# QUEBEC HALL LIMITED

## QUEBEC HALL

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**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2022**

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The Trustees present their report and accounts for the year ended 28 February 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

**Objectives and activities**

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

The company's principal objectives continued to be the provision of a high standard of individualised care and accommodation for the elderly within a Christian environment. We consequently aim to meet the physical, emotional and spiritual needs of all our residents whether they live in the residential home or the bungalows within the complex.

As a charity and non-profit making, we aim to keep the costs of living at Quebec Hall to the minimum possible and we welcome both private and socially funded residents. The latest Care Quality Commission inspection confirms that Quebec Hall offers good public benefit in that we offer a high level of care whilst maintaining relatively low fees.

a) Home Fees

We continue to monitor the fees charged by other local commercially operated Residential Homes and know that we charge some of the lowest fees in the area.

As highlighted in previous annual reports, the fees paid on behalf of Socially Funded residents do not meet the actual costs incurred for their residential care. The differential in our Home fees between private and social funded residents continues to show a deficit but not as high as it was, now only £249 per month. We look forward to this changing in our favour during 2022.

It continues to be a matter of concern as it is not always possible to arrange top up fees.

The Trustees wish to maintain their policy not to impose any restriction of the numbers of residents funded by Social Services, but we will need to keep this decision under review.

b) Bungalow Rents

We aim to keep our bungalow rents as low and fair as possible. For 2021/22, the income from bungalow rents was again the same as that of the Local Housing Allowance payable by Breckland District Council.

In addition to our low fair rent, our properties also have the benefit of an alarm and communication system for 24 hour assistance and physical, emotional and spiritual support is provided at no additional charge. Meals can be provided in the Hall or in the bungalow if preferred at a reasonable additional cost.

All the activities and events of the Hall are open for bungalow residents to attend.

Day care is available to bungalow residents, as well as to others living outside the complex, at a nominal charge.

Consequently, in the light of the above, we believe we offer a public benefit to all our residents.

**Achievements and performance**

The Trustees believe that the company has fulfilled its objective in that all rooms have, for another year, been almost constantly occupied. This is amazing especially during the most difficult two years we have had to endure due to the Covid 19 pandemic. Bungalows have also been almost constantly occupied albeit there has been some movement during the year. We are also pleased to report again that we continue to have sufficiently healthy waiting lists for all types of accommodation, which may permit us to limit the need for formal advertising in the coming year.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2022**

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We received a visit from the Care Quality Commission on 4th July 2019. The unannounced inspection awarded us an overall rating of GOOD. We achieved a GOOD in all five mandatory areas inspected. We received a visit from CQC on 9th February 2021 and 13th January 2022 to inspect all aspects of Infection Prevention Control. Although not rated we were good in all areas. See website for reports.

Our reasonably high occupancy, together with increases in private fees, has led to a slightly increased income in charitable activities to budget of which £9,740 was from donations unrestricted. Actual bottom line was a surplus of £47,583 before depreciation. We have been able to continue with our programme of repairs and refurbishments to both the Hall and the bungalows when they are vacated as indicated below with repairs & renewals at £141,128:

During the past year these included:

- New smoke detectors in the Hall 7k
- Two new mattresses for beds in the Hall
- 4 bungalows refurbished, some with new kitchens and bathrooms and painting throughout 30k
- 3 rooms inside Hall repainted 4k
- 21 new medical cabinets for rooms in the Hall 2k
- New heater in a bungalow
- New patio door in a bungalow
- New pump for pump station 2k
- New curtains for Hall 1k
- All bungalow gutters cleaned and emptied of moss 1.5k
- All bungalow roofs cleaned and cleared of moss and chemical sprayed on 21k
- All bungalow lofts checked for loft insulation and renewal/top up 8k
- Marquee hire Open Day 1.6k, this was a belated celebration of 60 years & was very well attended

Consequently, the total expenditure on repairs and renewals was as indicated above £141,128. This was nearly twice our budget and although lower than last year was still very high. It remains our objective to maintain and upgrade the facilities, but we recognise that this can only be achieved whilst our income streams are able to support it. It has been noted that we have spent over 2.6 million pounds on repairs and renewals between 2007 and 2022. We have also spent £37,653 on Laundry and cleaning which is higher than normal due to the continued Covid 19 pandemic and the need to ensure enough PPE and cleaning materials were provided for the use of adhering to Infection Prevention Control.

The Trustees and management continue to control other expense categories. However, we will not allow any savings to have a detrimental effect on the level of care we offer. Residents in the home are becoming increasingly frail. The average age of those in the Hall was again 91.

Consequently, expenditures in wages and associated costs have risen to meet the more demanding care needs of our residents. Trustees have continued to increase staff wages ahead of the new living wage planned for 2022 and ensure our staff are paid more than that rate.

We also wish to express our appreciation to individuals and organisations for donations received during the year. These have greatly helped to support the continuing work of Quebec Hall.

Due to Covid 19 the following events had to be put on hold for a further year: Residents in both the home and the bungalows are encouraged to participate in the many activities that are planned throughout the year. These include quiz nights; fish & chip suppers, afternoon cream teas, barbecues, firework display, themed evenings meals, entertainment evenings, art and craft exhibition, music evenings etc. They also include a monthly Art group; weekly exercise class, biweekly singing group etc. A well-attended ladies monthly prayer meeting. We did continue to hold evening services on Sundays and Thursdays with favourite hymn singing on Saturday mornings for Hall residents only. We would normally encourage visits from various organisations to provide further items of interest to our residents. Sadly, they had to all be cancelled. We did however hold a Carol Service for our residents only taken by our chairman of Trustees Martin Boyce.

During the year, we have continued to update our website. It is informative and has produced compliments and applications from throughout the United Kingdom. Many photos of our events and our Open Days are under the Gallery section of our website.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2022**

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The Trustees believe it is important that our staff receive appropriate training to fulfil their roles in the Home. Training undertaken in the year include: SOVA, Life Support, Infection Control, Manual Handling and Fire Training.

The Trustees wish to recognise the significant contribution made by our committed staff, without which we would not be able to maintain the high standard that we offer.

**Financial review**

The results for the year show a deficit of £15,424 from ordinary activities after depreciation (2021: Deficit: £48,372).

The freehold property included in the balance sheet has a historic cost of £127,179. However, on transition to FRS 102 in 2016, the Trustees decided to include it at a fair value as deemed cost. A formal valuation was carried out on 29 September 2015, which put the Hall and bungalows at a fair value at the transition date, based on vacant possession, of £4,255,000. This valuation has been incorporated into the accounts and the property, but not the land, is being depreciated over a useful economic life of 50 years.

A new valuation was carried out in January 2022, which put the Hall and bungalows at a market value, based on vacant possession, of £10,200,000. This valuation has not been incorporated into the accounts.

**Reserves policy**

It is the intention of the Trustees that Quebec Hall Ltd should continue to provide accommodation and care for the elderly in a Christian environment for as long as there is considered to be a need for such provision. It is considered prudent to develop sufficient reserves to achieve this without recourse to loans from banks or other institutions.

Unrestricted reserves are held so as to cover unforeseen expenditure arising from:

- Building maintenance. Quebec Hall is a Grade 2 listed building dating from 1759. Maintenance can present many challenges and significant expense, as specialist materials are often required.

- In order to keep our fees to the minimum possible, it is essential that we maintain maximum room occupancy. Should this not be achieved (through refurbishment or short term lack of demand) reserves are required to cover the shortfall in income.

- Should the situation arise whereby Quebec Hall should close as a residential home for the elderly, it is the wish of the Trustees that adequate reserves be held to allow the Home to operate for sufficient time for our residents to find suitable alternative accommodation. In view of the frailty of some residents, this could run into a period of months.

In order to meet the risks outlined above, the Trustees consider that unrestricted reserves of 3 months expenditure should be held. The expenditure for the financial year ending 28 February 2022 is looked at and the budget for 2022/2023 is taken into account at £882k. The equivalent unrestricted free reserves level was set at £221k.

The unrestricted free reserves of Quebec Hall are currently higher than this, being £379,034 (2021: £331,451). Our financial position, including current bank balances, is a fixed agenda topic at monthly meetings of trustees and management. It is understood that we will work to keep the reserves to this level during 2022/2023.

This policy is reviewed annually and amended as circumstances may dictate.

It is not the intention of the trustees to hold Restricted Reserves other than for any specific project (normally building works), which may be envisaged. Once any such project is authorised, it would be implemented as quickly as possible and the need for Restricted Reserves removed.

Designated funds represent fixed assets such as the property which are used for charitable activities, and so are unavailable as free reserves. They include the revaluation reserve on the introduction of the property at deemed cost under FRS 102 in 2016, as well as the remaining fixed assets.

**Investment policy**

In accordance with the current investment policy, any funds held, including all or part of the reserves, which are not required in the immediate future, are invested in a higher interest bearing bank account.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2022**

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These funds must :

- be of minimal risk to the capital invested;
- not be invested for extended periods which would either prevent access to the funds should they be required at short notice, or result in substantial loss arising from early closure of the account; and
- be reviewed at least annually.

Current interest rates are extremely low and the loss of interest continues to affect our income in comparison with earlier years. The Trustees will continue to endeavour to identify higher interest bearing accounts where they are available.

**Asset cover for funds**

The charity's assets are adequate and available to fulfil its obligations (see Note 17).

**Plans for future periods**

The Trustees will continue with the principal objective of providing high standard accommodation and care in a Christian environment at affordable cost to all the residents of Quebec Hall. The Trustees plan to continue their programme of refurbishing the bungalows and ongoing maintenance to the hall as and when necessary. We plan to refurbish the main office with new office furniture and repaint, with all new furniture, the front entrance area of the Hall.

We had an Environmental Health Officer visit in October 2021 and was awarded the highest score of 5, we have decided to ensure that we continue our programme of renewals as and when required.

Due to monies spent as stated above during 2021/22 and what is planned above, we look to continue to consolidate finances during 2022/23, with our usual maintenance programme and not plan, as yet any other significant expenditure. We have however been given planning approval again for a proposed 3 new rooms with en-suites as indicated on last year's report. We have 3 years to implement. Trustees are in the process of looking at all costings and will give the go ahead during 2024 planning into the budget for year 2024/25 if costs are not deemed too high. Costs spent to date on working up plans and submitting total over £7,000. The financial viability of Quebec Hall depends largely upon maintaining high levels of income by optimising maximum occupancy levels. In addition, we are always very grateful for any donations and grants that may be received.

**Structure, governance and management**

The charity is constituted as a company limited by guarantee and was registered with the Charity Commission on 3 December 1967 under registration number 251535. The company, which was incorporated on 2 July 1965, is governed by its Memorandum and Articles of Association which were revised on 28 January 2020 by special resolution. The Trustees will give consideration to the possibility of Quebec Hall becoming a 'Charitable Incorporated Organisation' when the final details regarding this structure are announced.

The flysheet to the accounts gives details of the charity's principal address and other relevant information, including charity and company registration numbers.

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

Mr S Read

Mr M G Boyce

Mr A Bash

Miss D M G Ashton

Additional Trustees are appointed by invitation from those Trustees in office. The Trustees are nominated for election because of the skills, expertise and knowledge that they can bring to guiding the charity to fulfil its objectives, together with having an active interest in the policies and beliefs of all those currently involved in the Hall and maintaining a strong Christian ethos.

Prior to appointment, all prospective Trustees meet to discuss all aspects of the Charity with the other Trustees and senior management. In addition they are given a tour of the Hall and bungalow complex. We believe it is important that they are fully aware of the Charity and its work, prior to taking on the responsibility of a Trustee.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2022**

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On appointment Trustees are provided with copies of :

- The charity's governing Memorandum and Articles of Association;
- The latest accounts of the charity;
- Charity Commission guidance notes CC3 - 'The Essential Trustee'; and
- The latest Care Quality Commission (CQC) report on the Home.

In addition Trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

At the Annual General Meeting, one third of the trustees in office are required to resign and may offer themselves for re-election.

None of the Trustees have any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

The company's affairs are administered by the Trustees who meet monthly with senior management. Mr M Boyce visits regularly. On a rota basis all trustees conduct a Regulation 26 inspection each month and mark a formal report on their findings. Trustees take Christian services, visit to share fellowship with residents in both home and bungalows, support and assist management staff, and whenever possible support the activities and events of the Home. They also take responsibility for ongoing maintenance/refurbishment as identified by management and, with the help of management, identify and plan ahead for replacement and renewal of areas around the complex.

The day to day matters and general running of the Hall are delegated to the Trust's senior management being Mark Woodgett, responsible for the finance and office, and Karen Vertigan, responsible for managing the nursing staff and the residential care. They both keep the Trustees fully informed of the matters of the charity, although it is the Trustees who make all the major decisions.

The remuneration of both members of staff is discussed and decided by the Trustees, and is based on their skills and responsibilities and the market rates prevailing.

**Risk Review**

The Trustees acknowledge the Charity Commission's requirements for them to undertake a review of the major risks to which the charity is exposed. An in depth analysis of these risks is conducted each year and where necessary, action is taken to minimise them. This was last conducted on 9 March 2021. The Trustees have regular monthly meetings where all finances are reviewed in detail as well as considering the detection of fraud and other irregularities.

**Covid 19 Global Pandemic**

This past year has presented major challenges for all involved with Quebec Hall; Management, supervisors, carers, indeed all staff, have worked tirelessly to keep residents as safe as possible. Trustees have been limited with regard to their day-to-day involvement, being unable to visit the Home. While much has been achieved using the internet it remains but a small fraction of what would naturally have taken place under normal circumstances. Residents have missed, not only the important spiritual input with meetings all curtailed this past year, but also time with family and friends.

The following risks continue to remain those which we consider to be the most significant:

- Room / Bungalow occupancy  
Our objective is to provide accommodation and care for the elderly Christians at rates substantially below those in the commercial sector. This is very dependent upon maintaining high levels of room occupancy. Word of mouth recommendations and selective advertising is currently achieving this. We currently have healthy waiting lists for both the Home and bungalows.
- The widening differential between our low private rates and the even lower rates paid by Social Services.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2022**

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- Disaster recovery and planning

Quebec Hall is an old Grade II listed building and is vulnerable to potentially serious structural problems. Problems with the roof, lift and heating systems etc would have a major impact upon day to day activities. To minimise this risk, maintenance contracts are in place to identify and deal with any such problems as quickly as possible. This also involves yearly site inspections. Any works required are recorded onto maintenance sheets for action in priority order. In addition the buildings are well covered by insurance policies.

- Health & Safety risks to Residents

Because of their age, many of the residents of both Hall and bungalows are frail and face deteriorating health. The staff make every effort to assist the residents where needed and minimise accidents. The charity also has strong links with local health practitioners, Council inspectors and the Care Quality Commission (CQC).

- Loss of key staff

The Trustees recognise the enormous contribution that the staff make to the operation of the charity. Every effort is made to maintain continuity and motivation of staff, through training and involvement in decision making etc. We have insurance policies for management staff that provide Critical Illness cover. This would ensure continuity should we need to 'buy in' key management skills.

In addition to this annual analysis, the manager of Quebec Hall is constantly reviewing the operational risks faced by the charity and reports any potential problem areas to the Trustees at their monthly meeting. Because of the nature of the Hall's activities, the Charity must comply with various sets of regulations, which are regularly monitored by the responsible organisations. The Care Quality Commission (CQC), Fire Service, District Council Health and Safety, and Environmental Health all carry out routine inspections. Any issues raised are dealt with promptly.

**Auditor**

In accordance with the company's articles, a resolution proposing that Plummer Parsons be reappointed as auditor of the company will be put at a General Meeting.

**Going concern**

At the date of this report, there exists considerable uncertainty regarding the potential impact of the Coronavirus and the economic consequences, both within the U.K. and overseas, which may result from government policies to contain the spread. The duration and geographical extent of any possible lockdown or future government policies are unknown. Whilst we are unable to predict what the economic consequences may be and the impact on the charity's future ability to continue trading, we have continued to use to going concern basis as appropriate in the preparation of these accounts.

**Disclosure of information to auditor**

Each of the directors has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor are aware of such information.

This report has been prepared in accordance with the small company regime as outlined in Section 419(2) of the Companies Act 2006.

The Trustees' report was approved by the Board of Trustees.

Mr A Bash  
**Trustee**

13 September 2022

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
***FOR THE YEAR ENDED 28 FEBRUARY 2022***

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The Trustees, who are also the directors of Quebec Hall Limited for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**INDEPENDENT AUDITOR'S REPORT**  
**TO THE MEMBERS OF QUEBEC HALL LIMITED**

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**Opinion**

We have audited the financial statements of Quebec Hall Limited (the 'charity') for the year ended 28 February 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 charitable company's affairs as at 28 February 2022 and of its incoming resources and application of resources, including its income and expenditure, 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 *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity 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 the provisions available for small entities, in the circumstances set out in note 21 to the financial statements, 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 Trustees' 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 charity'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 Trustees with respect to going concern are described in the relevant sections of this report.

**Other information**

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

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

We have nothing to report in this regard.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**INDEPENDENT AUDITOR'S REPORT (CONTINUED)**  
**TO THE MEMBERS OF QUEBEC HALL LIMITED**

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**Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the Trustees' report has 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 charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

**Responsibilities of Trustees**

As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the charity'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 Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud or error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**INDEPENDENT AUDITOR'S REPORT (CONTINUED)**  
**TO THE MEMBERS OF QUEBEC HALL LIMITED**

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Based on our understanding of the charity and industry, and through discussion with the trustees and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to the Companies Act 2006, Charities Act 2011, CQC Regulations, employment law, Data Protection Act and GDPR.

We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as FRS 102 and the Charities Statement of Recommended Practice (SORP). We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

We evaluated management's incentives and opportunities for fraudulent activities in the financial statements (including the risk of override of controls), and assessed that the principal risks could relate to posting journal entries to artificially increase income or reduce expenditure, incorrect claims through the Coronavirus Job Retention Scheme, related party transactions, management bias in accounting estimates and judgmental areas of the financial statements such as the allocation of support cost expenditure. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud, and review of the reports made by management; and
- A review of relevant correspondence, including correspondence with HM Revenue & Customs, for signs of potential non-compliance with laws and regulations; and
- A review of specific nominal codes within the accounting records that would highlight costs associated with non-compliance of relevant laws and regulations; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation, as well as throughout the year.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**INDEPENDENT AUDITOR'S REPORT (CONTINUED)**  
**TO THE MEMBERS OF QUEBEC HALL LIMITED**

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- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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

This report is made solely to the charitable 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 charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Alastair Towler BFP ACA DChA (Senior Statutory Auditor)**  
**for and on behalf of Plummer Parsons**

4 October 2022

**Chartered Accountants**  
**Statutory Auditor**

18 Hyde Gardens  
Eastbourne  
East Sussex  
BN21 4PT

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**INCLUDING INCOME AND EXPENDITURE ACCOUNT**  
**FOR THE YEAR ENDED 28 FEBRUARY 2022**

Current financial year

	Notes	Unrestricted funds general 2022 £	Unrestricted funds designated 2022 £	Total 2022 £	Total 2021 £
<b><u>Income and endowments from:</u></b>					
Donations and legacies	3	49,048	-	49,048	43,237
Income from Charitable Activities	4	917,143	-	917,143	896,297
Investments	5	34	-	34	163
Other income	6	4,000	-	4,000	4,000
<b>Total income</b>		<b>970,225</b>	<b>-</b>	<b>970,225</b>	<b>943,697</b>
<b><u>Expenditure on:</u></b>					
Residential Care	7	922,642	63,007	985,649	992,069
<b>Net income/(expenditure) for the year/ Net movement in funds</b>		<b>47,583</b>	<b>(63,007)</b>	<b>(15,424)</b>	<b>(48,372)</b>
Fund balances at 1 March 2021		331,451	4,019,442	4,350,893	4,399,265
<b>Fund balances at 28 February 2022</b>		<b>379,034</b>	<b>3,956,435</b>	<b>4,335,469</b>	<b>4,350,893</b>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)**  
**INCLUDING INCOME AND EXPENDITURE ACCOUNT**  
**FOR THE YEAR ENDED 28 FEBRUARY 2022**

Prior financial year

	Notes	Unrestricted funds general 2021 £	Unrestricted funds designated 2021 £	Total 2021 £
<b><u>Income and endowments from:</u></b>				
Donations and legacies	3	43,237	-	43,237
Income from Charitable Activities	4	896,297	-	896,297
Investments	5	163	-	163
Other income	6	4,000	-	4,000
<b>Total income</b>		943,697	-	943,697
<b><u>Expenditure on:</u></b>				
Residential Care	7	928,728	63,341	992,069
<b>Net income/(expenditure) for the year/ Net movement in funds</b>		14,969	(63,341)	(48,372)
Fund balances at 1 March 2020		316,482	4,082,783	4,399,265
<b>Fund balances at 28 February 2021</b>		331,451	4,019,442	4,350,893

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**BALANCE SHEET**  
**AS AT 28 FEBRUARY 2022**

	Notes	2022		2021	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	11		3,956,435		4,019,442
<b>Current assets</b>					
Debtors	12	19,017		23,440	
Cash at bank and in hand		407,680		351,346	
		<u>426,697</u>		<u>374,786</u>	
<b>Creditors: amounts falling due within one year</b>	13	<u>(47,663)</u>		<u>(43,335)</u>	
Net current assets			379,034		331,451
<b>Total assets less current liabilities</b>			<u>4,335,469</u>		<u>4,350,893</u>
<b>Income funds</b>					
<u>Unrestricted funds - designated</u>	15				
General designated funds		269,397		277,374	
Revaluation reserve		<u>3,687,038</u>		<u>3,742,068</u>	
			3,956,435		4,019,442
Unrestricted funds			<u>379,034</u>		<u>331,451</u>
			<u>4,335,469</u>		<u>4,350,893</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The accounts were approved by the Trustees on 13 September 2022

Mr A Bash  
**Trustee**

**Company Registration No. 00853450**

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**STATEMENT OF CASH FLOWS**

**FOR THE YEAR ENDED 28 FEBRUARY 2022**

	Notes	2022 £	£	2021 £	£
<b>Cash flows from operating activities</b>					
Cash generated from operations	19		56,300		29,079
<b>Investing activities</b>					
Investment income received		34		163	
<b>Net cash generated from investing activities</b>			34		163
<b>Net cash used in financing activities</b>			-		-
<b>Net increase in cash and cash equivalents</b>			56,334		29,242
Cash and cash equivalents at beginning of year			351,346		322,104
<b>Cash and cash equivalents at end of year</b>			407,680		351,346

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 28 FEBRUARY 2022**

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**1 Accounting policies**

**Charity information**

Quebec Hall Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is Quebec Road, Dereham, Norfolk, NR19 2QY.

**1.1 Accounting convention**

The accounts have been prepared in accordance with the charitable company's Memorandum and Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

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

The accounts have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

**1.2 Going concern**

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

**1.3 Charitable funds**

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Designated funds comprise funds which have been set aside at the discretion of the Trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

**1.4 Income**

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received. The charity's income consists of donations and legacies, income from charitable activities, grants and investment income.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Donated services and facilities are included at the value to the charity where this can be quantified.

Income from charitable activities represents residential fees and bungalow contributions which are recognised when receivable. Where grants are received towards this housing and residential care, the grants, where entitlement is not conditional on the delivery of specific performance by the charity, are recognised when the charity becomes unconditionally entitled to them. Incoming resources from grants, where relating to performance and specific delivery requirements, are accounted for as the charity earns the right to consideration by its performance.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2022**

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**1 Accounting policies**

**(Continued)**

Investment income is wholly bank interest generated and is recognised in the SoFA when receivable.

Turnover is recognised as the fair value of the consideration received or receivable for goods and services provided in the normal course of business, and is shown net of VAT, other sales taxes and trade discounts.

**1.5 Expenditure**

All expenditure is incurred in pursuit of the charity's objects as laid down in the Memorandum and Articles of Association and is recognised in the accounts when payable. It includes irrecoverable VAT.

Charitable expenditure comprises that related to providing residential care. It includes both direct costs and support costs relating to such activities. Support costs are those functions that assist the deliverance of the charitable activities and include general office costs, finance and governance costs.

Governance costs include those costs associated with meeting the statutory requirements of the charity and include its audit fees and costs linked to the strategic management of the charity.

Support costs and governance costs have been allocated wholly to the Residential Care activity.

Grants for which there is a legal obligation, or a valid expectation of receipt by the beneficiary at the year end, and for which conditions attaching to their payment have been fulfilled, are accounted for within the Statement of Financial Activities. Grants approved subject to conditions that have not been met at the year end are noted as financial commitments in the notes to the accounts.

**1.6 Tangible fixed assets**

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

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

Freehold Land and buildings	2% Straight line on the buildings only
Plant and machinery	35 years Straight line
Fixtures, fittings & equipment	20% Reducing balance
Motor vehicles	25% Reducing balance

The freehold land is not depreciated.

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

Tangible fixed assets are capitalised if they can be used for more than one year and cost at least £500.

**1.7 Impairment of fixed assets**

At each reporting end date, the charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2022**

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**1 Accounting policies** **(Continued)**

**1.8 Cash and cash equivalents**

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

**1.9 Financial instruments**

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. The charity only has basic financial instruments.

Financial instruments are recognised in the charity's statement of financial position when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

***Basic financial assets***

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

***Basic financial liabilities***

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

***Derecognition of financial liabilities***

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

**1.10 Employee benefits**

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received, if these amounts are considered material to the accounts.

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

**1.11 Retirement benefits**

Pension contributions are made into a defined contribution retirement benefit scheme and are charged as an expense as the payments fall due.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2022**

**2 Critical accounting estimates and judgements**

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

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

**3 Donations and legacies**

	<b>Unrestricted funds general 2022 £</b>	Unrestricted funds general 2021 £
Donations and gifts	9,740	6,197
Government Grants - coronavirus support	38,183	37,040
Other	1,125	-
	<u>49,048</u>	<u>43,237</u>

**4 Income from Charitable Activities**

	<b>2022 £</b>	2021 £
Residential fees	651,520	628,851
Bungalow contributions	252,132	245,211
Lunch contributions	1,085	3,343
Sundry contributions	12,406	18,892
	<u>917,143</u>	<u>896,297</u>

All of the transactions included within Income from Charitable Activities were unrestricted for both the current and comparative years.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2022**

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**5 Investments**

	<b>Unrestricted funds general 2022 £</b>	Unrestricted funds general 2021 £
Interest receivable	34	163
	<u>          </u>	<u>          </u>

All of the transactions included within Interest receivable were unrestricted for both the current and comparative years.

**6 Other income**

	<b>2022 £</b>	<b>2021 £</b>
Employment allowance	4,000	4,000
	<u>          </u>	<u>          </u>

All of the transactions included within Other income were unrestricted for both the current and comparative years.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2022**

**7 Residential Care**

	<b>Residential care 2022 £</b>	<b>Residential care 2021 £</b>
Staff costs	564,623	531,432
Depreciation and impairment	63,007	63,341
Food and other provisions	44,087	38,159
Rent and rates	10,538	3,424
Insurance	15,751	15,118
Light and heat	28,310	25,476
Repairs and renewals	141,128	174,219
Laundry and cleaning	37,653	51,935
Advertising	1,665	3,618
Motor expenses	3,005	2,231
Staff training	3,508	2,663
Sundry	16,960	15,276
Subscriptions	4,585	4,895
	<u>934,820</u>	<u>931,787</u>
Share of support costs (see note 8)	42,189	53,296
Share of governance costs (see note 8)	8,640	6,986
	<u>985,649</u>	<u>992,069</u>
<b>Analysis by fund</b>		
Unrestricted funds - general	922,642	928,728
Unrestricted funds - designated	63,007	63,341
	<u>985,649</u>	<u>992,069</u>

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2022**

**8 Support costs**

	Support costs	Governance costs	2022	Support costs	Governance costs	2021
	£	£	£	£	£	£
Staff costs	34,770	-	34,770	43,811	-	43,811
Office supplies	1,205	-	1,205	3,203	-	3,203
Bookkeeping	2,220	-	2,220	2,160	-	2,160
Payroll costs	3,827	-	3,827	3,929	-	3,929
Bank charges	167	-	167	193	-	193
Audit fees	-	5,023	5,023	-	4,692	4,692
Accountancy	-	2,417	2,417	-	2,294	2,294
Legal and professional	-	1,200	1,200	-	-	-
	<u>42,189</u>	<u>8,640</u>	<u>50,829</u>	<u>53,296</u>	<u>6,986</u>	<u>60,282</u>
Analysed between						
Charitable activities	<u>42,189</u>	<u>8,640</u>	<u>50,829</u>	<u>53,296</u>	<u>6,986</u>	<u>60,282</u>

During the year payments were made to the auditors of £5,023 (2021: £4,692) for audit services and £6,244 (2021: £6,223) for non-audit services.

**9 Trustees**

None of the Trustees received any remuneration during the year. None of the trustees were reimbursed any expenses during the year (2021: none).

During the year, and in the previous year, the charity bought Trustee Liability Insurance, the cost of which was included in the main insurance renewal cost.

Two of the current trustees have close family members who are employed by the home. Mrs Boyce (wife of Mr M Boyce, trustee) and Ms Parfitt (daughter of Rev. P Parfitt, trustee until August 2020) were paid £18,341 and £Nil respectively (2021: £18,105 and £2,246) for care services provided at the home. These wages are paid using the same hourly rate as applied to other employees.

The charity was under the control of the trustees throughout the year.

**10 Employees**

The average monthly number of employees during the year was:

	2022	2021
	Number	Number
Nursing staff	30	32
Management	3	3
Total	<u>33</u>	<u>35</u>

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2022**

<b>10 Employees</b>	<b>(Continued)</b>	
<b>Employment costs</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Wages and salaries	551,605	530,887
Social security costs	35,221	31,647
Other pension costs	12,567	12,709
	<u>599,393</u>	<u>575,243</u>

Remuneration paid to key management personnel during the year was £88,093 (2021: £87,622).

There were no employees whose annual remuneration was more than £60,000.

<b>11 Tangible fixed assets</b>	<b>Freehold Land and buildings</b>	<b>Plant and machinery</b>	<b>Fixtures, Motor vehicles fittings &amp; equipment</b>	<b>Motor vehicles</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost</b>					
At 1 March 2021	4,255,000	175,582	162,874	12,500	4,605,956
At 28 February 2022	<u>4,255,000</u>	<u>175,582</u>	<u>162,874</u>	<u>12,500</u>	<u>4,605,956</u>
<b>Depreciation and impairment</b>					
At 1 March 2021	397,131	20,067	157,728	11,588	586,514
Depreciation charged in the year	56,733	5,017	1,029	228	63,007
At 28 February 2022	<u>453,864</u>	<u>25,084</u>	<u>158,757</u>	<u>11,816</u>	<u>649,521</u>
<b>Carrying amount</b>					
At 28 February 2022	<u>3,801,136</u>	<u>150,498</u>	<u>4,117</u>	<u>684</u>	<u>3,956,435</u>
At 28 February 2021	<u>3,857,869</u>	<u>155,515</u>	<u>5,146</u>	<u>912</u>	<u>4,019,442</u>

The freehold property at Quebec Road, Dereham was valued to fair value at the transition date of 1 March 2014 as part of the transition to FRS102 and this valuation has been incorporated into the accounts as the deemed cost. The valuation was carried out by A G Taylor FRICS Chartered Surveyor on 29 September 2015 which put the Hall and bungalows at a fair value, based on vacant possession, of £4,255,000. The original historical cost of the property was £127,719.

All tangible fixed assets are for charitable use other than a small quantity of office equipment used in administration.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2022**

**12 Debtors**

	<b>2022</b>	<b>2021</b>
<b>Amounts falling due within one year:</b>	<b>£</b>	<b>£</b>
Other debtors	-	30
Prepayments and accrued income	19,017	23,410
	<u>19,017</u>	<u>23,440</u>

**13 Creditors: amounts falling due within one year**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Other taxation and social security	10,092	9,562
Trade creditors	11,997	3,030
Other creditors	16,274	22,064
Accruals and deferred income	9,300	8,679
	<u>47,663</u>	<u>43,335</u>

**14 Retirement benefit schemes**

**Defined contribution schemes**

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

The charge to the income and expenditure account in respect of defined contribution schemes was £12,567 (2021 - £12,709), which has all been allocated to the Residential Care activity.

**15 Designated funds**

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	<b>Balance at 1 March 2020</b>	<b>Resources expended</b>	<b>Transfers</b>	<b>Balance at 1 March 2021</b>	<b>Resources expended</b>	<b>Balance at 28 February 2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Property and Capital fund	295,900	(8,311)	(10,215)	277,374	(7,977)	269,397
Revaluation Reserve	3,786,883	(55,030)	10,215	3,742,068	(55,030)	3,687,038
	<u>4,082,783</u>	<u>(63,341)</u>	<u>-</u>	<u>4,019,442</u>	<u>(63,007)</u>	<u>3,956,435</u>

The Property and Capital fund represents the value of the fixed assets held by the charity which are needed to carry out its charitable activities and as such cannot be readily realised. The movements in the designated fund are changes within fixed assets which includes depreciation and additions.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2022**

**16 Analysis of net assets between funds**

	Unrestricted funds 2022 £	Designated funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Designated funds 2021 £	Total 2021 £
Fund balances at 28 February 2022 are represented by:						
Tangible assets	-	3,956,435	3,956,435	-	4,019,442	4,019,442
Current assets/(liabilities)	379,034	-	379,034	331,451	-	331,451
	<u>379,034</u>	<u>3,956,435</u>	<u>4,335,469</u>	<u>331,451</u>	<u>4,019,442</u>	<u>4,350,893</u>

**17 Operating lease commitments**

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

	2022 £	2021 £
Within one year	6,187	8,380
Between two and five years	9,341	14,800
	<u>15,528</u>	<u>23,180</u>

The lease payments made during the year were £11,142 (2021: £8,467) and this amount is included within the relevant category of expenditure.

**18 Related parties**

Ms Karen Vertigan is a member of the senior management and a member of the key management personnel. Her sister-in-law is a resident in the home but is being charged at the normal residential rates, as applied to the other residents.

**19 Cash generated from operations**

	2022 £	2021 £
Deficit for the year	(15,424)	(48,372)
Adjustments for:		
Investment income recognised in statement of financial activities	(34)	(163)
Depreciation and impairment of tangible fixed assets	63,007	63,341
Movements in working capital:		
Decrease/(increase) in debtors	4,423	(3,582)
Increase in creditors	4,328	17,855
<b>Cash generated from operations</b>	<u>56,300</u>	<u>29,079</u>

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
***FOR THE YEAR ENDED 28 FEBRUARY 2022***

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**20 Analysis of changes in net funds**

The charity had no debt during the year.

**21 Non-audit services provided by auditor**

The relevant circumstances requiring disclosure in accordance with the requirements of APB Ethical Standard - Provisions Available for Small Entities are that, in common with many charities of our size and nature we use our auditor to assist with the preparation of the accounts and payroll.

**QUEBEC HALL LIMITED**

England & Wales - Charity number 251535

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# Accounts

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**Plummer Parsons**  
Chartered Accountants

Charity Registration No. 251535

Company Registration No. 00853450 (England and Wales)

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 28 FEBRUARY 2021**

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**LEGAL AND ADMINISTRATIVE INFORMATION**

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<b>Trustees</b>	Mr S Read Mr M G Boyce Mr A Bash Miss D M G Ashton
<b>Secretary</b>	Mr M G Boyce
<b>Senior management</b>	Mr M Woodgett Ms K Vertigan
<b>Charity number</b>	251535
<b>Company number</b>	00853450
<b>Principal address</b>	Quebec Road Dereham Norfolk NR19 2QY
<b>Registered office</b>	Quebec Road Dereham Norfolk NR19 2QY
<b>Auditor</b>	Plummer Parsons 18 Hyde Gardens Eastbourne East Sussex BN21 4PT
<b>Bankers</b>	Royal Bank of Scotland plc 5 Queen Street Norwich Norfolk NR2 4TL

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# QUEBEC HALL LIMITED

## QUEBEC HALL

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**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2021**

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The Trustees present their report and accounts for the year ended 28 February 2021.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

**Objectives and activities**

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

The company's principal objectives continued to be the provision of a high standard of individualised care and accommodation for the elderly within a Christian environment. We consequently aim to meet the physical, emotional and spiritual needs of all our residents whether they live in the residential home or the bungalows within the complex.

As a charity and non-profit making, we aim to keep the costs of living at Quebec Hall to the minimum possible and we welcome both private and socially funded residents. The latest Care Quality Commission inspection confirms that Quebec Hall offers good public benefit in that we offer a high level of care whilst maintaining relatively low fees. We are on the list of the local Primary Care Trust which seeks to find residential care for patients ready to leave hospital.

a) Home Fees

We continue to monitor the fees charged by other local commercially operated Residential Homes and know that we charge some of the lowest fees in the area.

As highlighted in previous annual reports, the fees paid on behalf of Socially Funded residents do not meet the actual costs incurred for their residential care. The differential in our Home fees between private and social funded residents continues to show a deficit but not as high as it was, now only £239 per month.

It continues to be a matter of concern as it is not always possible to arrange top up fees.

The Trustees wish to maintain their policy not to impose any restriction of the numbers of residents funded by Social Services, but we will need to keep this decision under review.

b) Bungalow Rents

We aim to keep our bungalow rents as low and fair as possible. For 2020/21, the income from bungalow rents was for the first time the same as that of the Local Housing Allowance payable by Breckland District Council.

In addition to our low fair rent, our properties also have the benefit of an alarm and communication system for 24 hour assistance and physical, emotional and spiritual support is provided at no additional charge. Meals can be provided in the Hall or in the bungalow if preferred at a reasonable additional cost.

All the activities and events of the Hall are open for bungalow residents to attend.

Day care is available to bungalow residents, as well as to others living outside the complex, at a nominal charge.

Consequently, in the light of the above, we believe we offer a public benefit to all our residents.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2021**

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**Achievements and performance**

The Trustees believe that the company has fulfilled its objective in that all rooms have, for another year, been almost constantly occupied. This is amazing especially during the most difficult year we have had to endure due to the Covid 19 pandemic. Bungalows have also been almost constantly occupied albeit there has been some movement during the year. We are also pleased to report again that we continue to have sufficiently healthy waiting lists for all types of accommodation, which may permit us to limit the need for formal advertising in the coming year.

We received a visit from the Care Quality Commission on 4 July 2019. The unannounced inspection awarded us an overall rating of GOOD. We achieved a GOOD in all five mandatory areas inspected. We also received a visit from CQC on 9th February 2021 to inspect all aspects of Infection Prevention Control. Although not rated we were good in all areas. See website for reports.

Our reasonably high occupancy, together with increases in private fees, has led to a slightly increased income in charitable activities to budget of which £6,197.00 was from donations unrestricted. Actual bottom line was a negative of £48,372.00. We have been able to continue with our programme of repairs and refurbishments to both the Hall and the bungalows when they are vacated as indicated below with repairs & renewals at an extremely high £174,219:

During the past year these included:

- Roofing repairs to main hall 13k
- 12 new windows custom made for Hall including fitting and painting 40k
- 4 bungalows refurbished with new kitchens and bathrooms and painting throughout 40k
- 3 rooms inside Hall repainted
- New plumbing work required in Hall 4k
- New patio door for bungalow 13
- 2 new cookers for kitchen 4k
- 2 new showers in bungalows
- 3 new heaters in bungalows
- New bath and flooring in Hall 10k
- New defibrillator for hall 1.9k
- New chair lift for hall 3k

Consequently, the total expenditure on repairs and renewals was as indicated above £174,219. This was nearly twice our budget and over twice that of last year. It remains our objective to maintain and upgrade the facilities, but we recognise that this can only be achieved whilst our income streams are able to support it. It has been noted that we have spent over 2.5 million pounds on repairs and renewals between 2007 and 2021. We have also spent £51,935 on Laundry and cleaning which is also very high due to the Covid 19 pandemic and the need to ensure enough PPE and cleaning materials were provided for the use of adhering to Infection Prevention Control.

The trustees and management continue to control other expense categories. However, we will not allow any savings to have a detrimental effect on the level of care we offer. Residents in the home are becoming increasingly frail. The average age of those in the Hall was again 91.

Consequently, expenditures in wages and associated costs have risen to meet the more demanding care needs of our residents. Trustees have continued to increase staff wages ahead of the new living wage planned for 2021 and ensure our staff are paid more than that rate.

We also wish to express our appreciation to individuals and organisations for donations received during the year. These have greatly helped to support the continuing work of Quebec Hall.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2021**

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Due to Covid 19 the following events had to be put on hold for the year: Residents in both the home and the bungalows are encouraged to participate in the many activities that are planned throughout the year. These include quiz nights; fish & chip suppers, afternoon cream teas, barbecues, firework display, themed evenings meals, entertainment evenings, art and craft exhibition, music evenings etc. They also include a monthly Art group; weekly exercise class, biweekly singing group etc. A well-attended ladies monthly prayer meeting. We did continue to hold evening services on Sundays and Thursdays with favourite hymn singing on Saturday mornings. We would normally encourage visits from various organisations to provide further items of interest to our residents. Sadly, they had to all be cancelled. We did however hold a Carol Service for our residents only taken by our chairman of Trustees Martin Boyce.

During the year, we have continued to update our website. It is informative and has produced compliments and applications from throughout the United Kingdom. Many photos of our events and our Open Days are under the Gallery section of our website.

The trustees believe it is important that our staff receive appropriate training to fulfil their roles in the Home. Training undertaken in the year include: SOVA; Life Support, Infection Control, Manual Handling and Fire Training.

The trustees wish to recognise the significant contribution made by our committed staff, without which we would not be able to maintain the high standard that we offer.

**Financial review**

The results for the year show a deficit of £48,372 from ordinary activities after depreciation (2020: Surplus: £12,803).

The freehold property included in the balance sheet has a historic cost of £127,179. However, on transition to FRS 102 in 2016, the Trustees decided to include it at a fair value as deemed cost. A formal valuation was carried out on 29 September 2015, which put the Hall and bungalows at a fair value at the transition date, based on vacant possession, of £4,255,000. This valuation has been incorporated into the accounts and the property, but not the land, is being depreciated over a useful economic life of 50 years.

**Reserves policy**

It is the intention of the Trustees that Quebec Hall Limited should continue to provide accommodation and care for the elderly in a Christian environment for as long as there is considered to be a need for such provision. It is considered prudent to develop sufficient reserves to achieve this without recourse to loans from banks or other institutions.

Unrestricted reserves are held so as to cover unforeseen expenditure arising from :

- Building maintenance. Quebec Hall is a Grade 2 listed building dating from 1759. Maintenance can present many challenges and significant expense, as specialist materials are often required.
- In order to keep our fees to the minimum possible, it is essential that we maintain maximum room occupancy. Should this not be achieved (through refurbishment or short term lack of demand) reserves are required to cover the shortfall in income.
- Should the situation arise whereby Quebec Hall should close as a residential home for the elderly, it is the wish of the Trustees that adequate reserves be held to allow the Home to operate for sufficient time for our residents to find suitable alternative accommodation. In view of the frailty of some residents, this could run into a period of months.

In order to meet the risks outlined above, the trustees consider that unrestricted reserves of 3 months expenditure should be held. The expenditure for the financial year ending 28 February 2021 is looked at and the budget for 2021/2022 is taken into account at £848k. The equivalent unrestricted reserves level was set at £212k.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2021**

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The unrestricted reserves of Quebec Hall are currently higher than this at £331,451. Our financial position, including current bank balances, is a fixed agenda topic at monthly meetings of trustees and management. It is understood that we will work to keep the reserves to this level during 2020/2021.

This policy is reviewed annually and amended as circumstances may dictate.

It is not the intention of the trustees to hold Restricted Reserves other than for any specific project (normally building works), which may be envisaged. Once any such project is authorised, it would be implemented as quickly as possible and the need for Restricted Reserves removed.

Designated funds represent fixed assets such as the property which are used for charitable activities, and so are unavailable as free reserves. They include the revaluation reserve on the introduction of the property at deemed cost under FRS 102 in 2016, as well as the remaining fixed assets.

**Investment policy**

In accordance with the current investment policy, any funds held, including all or part of the reserves, which are not required in the immediate future, are invested in a higher interest bearing bank account.

These funds must :

- be of minimal risk to the capital invested;
- not be invested for extended periods which would either prevent access to the funds should they be required at short notice, or result in substantial loss arising from early closure of the account; and
- be reviewed at least annually.

Current interest rates are extremely low and the loss of interest continues to affect our income in comparison with earlier years. The Trustees will continue to endeavour to identify higher interest bearing accounts where they are available.

**Asset cover for funds**

The charity's assets are adequate and available to fulfil its obligations (see Note 17).

**Plans for the future**

The Trustees will continue with the principal objective of providing high standard accommodation and care in a Christian environment at affordable cost to all the residents of Quebec Hall.

The Trustees plan to continue their programme of refurbishing the bungalows with the upgrading of kitchens and bathrooms. The programme of the ongoing maintenance to the hall will also continue.

We had an Environmental Health Officer Visit in January 2021 and although again being given the highest score of 5, we have decided to ensure that we continue our programme of renewals as and when required.

Due to monies spent as stated above during 2020/21 and what is planned above, we look to consolidate finances during 2021/22, with our usual maintenance programme and not plan, as yet, any other significant expenditure. We have however been given planning approval for a proposed 3 new rooms with ensuites as indicated on last year's report. We have 3 years to implement. Trustees are in the process of looking at all costings and will give the go ahead during 2022 planning into the budget for year 2022/23. Costs spent to date on working up plans and submitting total over £7,000.

The financial viability of Quebec Hall depends largely upon maintaining high levels of income by optimising maximum occupancy levels. In addition we are always very grateful for any donations and grants that may be received.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2021**

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**Structure, governance and management**

The charity is constituted as a company limited by guarantee and was registered with the Charity Commission on 3 December 1967 under registration number 251535. The company, which was incorporated on 2 July 1965, is governed by its Memorandum and Articles of Association which were revised on 28 January 2020 by special resolution. The Trustees will give consideration to the possibility of Quebec Hall becoming a 'Charitable Incorporated Organisation' when the final details regarding this structure are announced.

The flysheet to the accounts gives details of the charity's principal address and other relevant information, including charity and company registration numbers.

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

Mr S Read

Mr M G Boyce

Mr A Bash

Rev. P Parfitt (Resigned 18 August 2020)

Mr S Leinster (Resigned 5 October 2020)

Miss D M G Ashton

Additional Trustees are appointed by invitation from those Trustees in office. The Trustees are nominated for election because of the skills, expertise and knowledge that they can bring to guiding the charity to fulfil its objectives, together with having an active interest in the policies and beliefs of all those currently involved in the Hall and maintaining a strong Christian ethos.

Prior to appointment, all prospective Trustees meet to discuss all aspects of the Charity with the other Trustees and senior management. In addition they are given a tour of the Hall and bungalow complex. We believe it is important that they are fully aware of the Charity and its work, prior to taking on the responsibility of a Trustee.

On appointment Trustees are provided with copies of :

- The charity's governing Memorandum and Articles of Association;
- The latest accounts of the charity;
- Charity Commission guidance notes CC3 - 'The Essential Trustee'; and
- The latest Care Quality Commission (CQC) report on the Home.

In addition Trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

At the Annual General Meeting, one third of the trustees in office are required to resign and may offer themselves for re-election. In accordance with the Articles of Association, M. Boyce retired at the 2019 annual general meeting, and, being eligible, was reappointed.

None of the Trustees have any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

The company's affairs are administered by the Trustees who meet monthly with senior management. Mr M Boyce visits regularly. On a rota basis all trustees conduct a Regulation 26 inspection each month and mark a formal report on their findings. Trustees take Christian services, visit to share fellowship with residents in both home and bungalows, support and assist management staff, and whenever possible support the activities and events of the Home. They also take responsibility for ongoing maintenance/refurbishment as identified by management and, with the help of management, identify and plan ahead for replacement and renewal of areas around the complex.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2021**

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The day to day matters and general running of the Hall are delegated to the Trust's senior management being Mark Woodgett, responsible for the finance and office, and Karen Vertigan, responsible for managing the nursing staff and the residential care. They both keep the Trustees fully informed of the matters of the charity, although it is the Trustees who make all the major decisions.

The remuneration of both members of staff is discussed and decided by the Trustees, and is based on their skills and responsibilities and the market rates prevailing.

**Risk Review**

The Trustees acknowledge the Charity Commission's requirements for them to undertake a review of the major risks to which the charity is exposed. An in depth analysis of these risks is conducted each year and where necessary, action is taken to minimise them. This was last conducted on 9 March 2021. The Trustees have regular monthly meetings where all finances are reviewed in detail as well as considering the detection of fraud and other irregularities.

**Covid 19 Global Pandemic**

This past year has presented major challenges for all involved with Quebec Hall; Management, supervisors, carers, indeed all staff, have worked tirelessly to keep residents as safe as possible. Trustees have been limited with regard to their day-to-day involvement, being unable to visit the Home. While much has been achieved using the internet it remains but a small fraction of what would naturally have taken place under normal circumstances. Residents have missed, not only the important spiritual input with meetings all curtailed this past year, but also time with family and friends.

The following risks continue to remain those which we consider to be the most significant:

- Room / Bungalow occupancy

Our objective is to provide accommodation and care for the elderly Christians at rates substantially below those in the commercial sector. This is very dependent upon maintaining high levels of room occupancy. Word of mouth recommendations and selective advertising is currently achieving this. We currently have healthy waiting lists for both the Home and bungalows.

- The widening differential between our low private rates and the even lower rates paid by Social Services.

- Disaster recovery and planning

Quebec Hall is an old Grade II listed building and is vulnerable to potentially serious structural problems. Problems with the roof, lift and heating systems etc would have a major impact upon day to day activities. To minimise this risk, maintenance contracts are in place to identify and deal with any such problems as quickly as possible. This also involves yearly site inspections. Any works required are recorded onto maintenance sheets for action in priority order. In addition the buildings are well covered by insurance policies.

- Health & Safety risks to Residents

Because of their age, many of the residents of both Hall and bungalows are frail and face deteriorating health. The staff make every effort to assist the residents where needed and minimise accidents. The charity also has strong links with local health practitioners, Council inspectors and the Care Quality Commission (CQC).

- Loss of key staff

The Trustees recognise the enormous contribution that the staff make to the operation of the charity. Every effort is made to maintain continuity and motivation of staff, through training and involvement in decision making etc. We have insurance policies for management staff that provide Critical Illness cover. This would ensure continuity should we need to 'buy in' key management skills.

In addition to this annual analysis, the manager of Quebec Hall is constantly reviewing the operational risks faced by the charity and reports any potential problem areas to the Trustees at their monthly meeting. Because of the nature of the Hall's activities, the Charity must comply with various sets of regulations, which are regularly monitored by the responsible organisations. The Care Quality Commission (CQC), Fire Service, District Council Health and Safety, and Environmental Health all carry out routine inspections. Any issues raised are dealt with promptly.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**  
***FOR THE YEAR ENDED 28 FEBRUARY 2021***

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**Auditor**

The auditors, Plummer Parsons, are deemed to be reappointed under section 487(2) of the Companies Act 2006.

**Going concern**

At the date of this report, there exists considerable uncertainty regarding the potential impact of the Coronavirus and the economic consequences, both within the U.K. and overseas, which may result from government policies to contain the spread. The duration and geographical extent of any possible lockdown or future government policies are unknown. Whilst we are unable to predict what the economic consequences may be and the impact on the charity's future ability to continue trading, we have continued to use to going concern basis as appropriate in the preparation of these accounts.

**Disclosure of information to auditor**

Each of the directors has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor are aware of such information.

This report has been prepared in accordance with the small company regime as outlined in Section 419(2) of the Companies Act 2006.

The Trustees' report was approved by the Board of Trustees.

**Mr M G Boyce**

Trustee

Dated: 27 August 2021

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
***FOR THE YEAR ENDED 28 FEBRUARY 2021***

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The Trustees, who are also the directors of Quebec Hall Limited for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**INDEPENDENT AUDITOR'S REPORT**  
**TO THE TRUSTEES OF QUEBEC HALL LIMITED**

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**Opinion**

We have audited the financial statements of Quebec Hall Limited (the 'charity') for the year ended 28 February 2021 which comprise the statement of financial activities, the statement of financial position, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 charitable company's affairs as at 28 February 2021 and of its incoming resources and application of resources, 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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity 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 Trustees' 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 charity'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 Trustees with respect to going concern are described in the relevant sections of this report.

**Other information**

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

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

We have nothing to report in this regard.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**INDEPENDENT AUDITOR'S REPORT (CONTINUED)**  
**TO THE TRUSTEES OF QUEBEC HALL LIMITED**

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**Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Trustees' report has 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 charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

**Responsibilities of Trustees**

As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the charity'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 Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

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

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.

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud or error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**INDEPENDENT AUDITOR'S REPORT (CONTINUED)**  
**TO THE TRUSTEES OF QUEBEC HALL LIMITED**

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Based on our understanding of the charity and industry, and through discussion with the trustees and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to the Companies Act 2006, Charities Act 2011, CQC Regulations, employment law, Coronavirus Jobs Retention Scheme (CJRS), Data Protection Act and GDPR. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as FRS 102 and the Charities Statement of Recommended Practice (SORP). We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

We evaluated management's incentives and opportunities for fraudulent activities in the financial statements (including the risk of override of controls), and assessed that the principal risks could relate to posting journal entries to artificially increase income or reduce expenditure, incorrect claims through the Coronavirus Job Retention Scheme, related party transactions, management bias in accounting estimates and judgmental areas of the financial statements such as the allocation of support cost expenditure. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud, and review of the reports made by management; and
- A review of relevant correspondence, including correspondence with HM Revenue & Customs, for signs of potential non-compliance with laws and regulations; and
- A review of specific nominal codes within the accounting records that would highlight costs associated with non-compliance of relevant laws and regulations; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation, as well as throughout the year.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**INDEPENDENT AUDITOR'S REPORT (CONTINUED)**  
**TO THE TRUSTEES OF QUEBEC HALL LIMITED**

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- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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

This report is made solely to the charitable 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 charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**(Senior Statutory Auditor)**  
**for and on behalf of Plummer Parsons**

8 September 2021

**Chartered Accountants**  
**Statutory Auditor**

18 Hyde Gardens  
Eastbourne  
East Sussex  
BN21 4PT

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**INCLUDING INCOME AND EXPENDITURE ACCOUNT**  
**FOR THE YEAR ENDED 28 FEBRUARY 2021**

Current financial year

	Notes	Unrestricted funds general 2021 £	Unrestricted funds designated 2021 £	Total 2021 £	Total 2020 £
<b><u>Income and endowments from:</u></b>					
Donations and legacies	3	43,237	-	43,237	4,494
Income from Charitable Activities	4	896,297	-	896,297	875,149
Investments	5	163	-	163	478
Other income	6	4,000	-	4,000	3,000
<b>Total income</b>		<b>943,697</b>	<b>-</b>	<b>943,697</b>	<b>883,121</b>
<b><u>Expenditure on:</u></b>					
Residential Care	7	928,728	63,341	992,069	870,318
<b>Net income for the year/ Net movement in funds</b>		<b>14,969</b>	<b>(63,341)</b>	<b>(48,372)</b>	<b>12,803</b>
<b>Net income for the year/ Net movement in funds</b>		<b>14,969</b>	<b>(63,341)</b>	<b>(48,372)</b>	<b>12,803</b>
Fund balances at 1 March 2020		316,482	4,082,783	4,399,265	4,386,462
<b>Fund balances at 28 February 2021</b>		<b>331,451</b>	<b>4,019,442</b>	<b>4,350,893</b>	<b>4,399,265</b>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)**  
**INCLUDING INCOME AND EXPENDITURE ACCOUNT**  
**FOR THE YEAR ENDED 28 FEBRUARY 2021**

Prior financial year

		Unrestricted funds general 2020 £	Unrestricted funds designated 2020 £	Restricted funds 2020 £	Total 2020 £
	<b>Notes</b>				
<b><u>Income and endowments from:</u></b>					
Donations and legacies	<b>3</b>	4,294	-	200	4,494
Income from Charitable Activities	<b>4</b>	875,149	-	-	875,149
Investments	<b>5</b>	478	-	-	478
Other income	<b>6</b>	3,000	-	-	3,000
<b>Total income</b>		882,921	-	200	883,121
<b><u>Expenditure on:</u></b>					
Residential Care	<b>7</b>	806,354	63,764	200	870,318
<b>Net income for the year/ Net movement in funds</b>		76,567	(63,764)	-	12,803
Fund balances at 1 March 2019		239,915	4,146,547	-	4,386,462
<b>Fund balances at 29 February 2020</b>		316,482	4,082,783	-	4,399,265

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT 28 FEBRUARY 2021**

	Notes	2021		2020	
		£	£	£	£
<b>Fixed assets</b>					
Property, plant and equipment	11		4,019,442		4,082,783
<b>Current assets</b>					
Trade and other receivables	12	23,440		19,858	
Cash at bank and in hand		351,346		322,104	
		<u>374,786</u>		<u>341,962</u>	
<b>Current liabilities</b>	13	(43,335)		(25,480)	
Net current assets			331,451		316,482
<b>Total assets less current liabilities</b>			<u>4,350,893</u>		<u>4,399,265</u>
<b>Income funds</b>					
<u>Unrestricted funds - designated</u>	16				
General designated funds		277,374		295,900	
Revaluation reserve		3,742,068		3,786,883	
		<u>4,019,442</u>		<u>4,082,783</u>	
Unrestricted funds			331,451		316,482
			<u>4,350,893</u>		<u>4,399,265</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The accounts were approved by the Trustees on 27 August 2021

Mr M G Boyce  
**Trustee**

**Company Registration No. 00853450**

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 28 FEBRUARY 2021**

	Notes	2021 £	£	2020 £	£
<b>Cash flows from operating activities</b>					
Cash generated from operations	20		29,079		71,662
<b>Investing activities</b>					
Investment income received		163		478	
<b>Net cash generated from investing activities</b>			163		478
<b>Net cash used in financing activities</b>			-		-
<b>Net increase in cash and cash equivalents</b>			29,242		72,140
Cash and cash equivalents at beginning of year			322,104		249,964
<b>Cash and cash equivalents at end of year</b>			<u>351,346</u>		<u>322,104</u>

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 28 FEBRUARY 2021**

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**1 Accounting policies**

**Charity information**

Quebec Hall Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is Quebec Road, Dereham, Norfolk, NR19 2QY.

**1.1 Accounting convention**

The accounts have been prepared in accordance with the charitable company's Memorandum and Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016). The charity is a Public Benefit Entity as defined by FRS 102.

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

The accounts have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

**1.2 Going concern**

At the date of this report, there exists considerable uncertainty regarding the potential impact of the Coronavirus and the economic consequences, both within the U.K. and overseas, which may result from government policies to contain the spread. The duration and geographical extent of any possible lockdown or future government policies are unknown. Whilst we are unable to predict what the economic consequences may be and the impact on the charity's future ability to continue trading, we have continued to use the going concern basis as appropriate in the preparation of these accounts.

**1.3 Charitable funds**

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Designated funds comprise funds which have been set aside at the discretion of the Trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

**1.4 Income**

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received. The charity's income consists of donations and legacies, income from charitable activities, grants and investment income.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Donated services and facilities are included at the value to the charity where this can be quantified.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2021**

---

**1 Accounting policies**

**(Continued)**

Income from charitable activities represents residential fees and bungalow contributions which are recognised when receivable. Where grants are received towards this housing and residential care, the grants, where entitlement is not conditional on the delivery of specific performance by the charity, are recognised when the charity becomes unconditionally entitled to them. Incoming resources from grants, where relating to performance and specific delivery requirements, are accounted for as the charity earns the right to consideration by its performance.

Investment income is wholly bank interest generated and is recognised in the SoFA when receivable.

Turnover is recognised as the fair value of the consideration received or receivable for goods and services provided in the normal course of business, and is shown net of VAT, other sales taxes and trade discounts.

**1.5 Expenditure**

All expenditure is incurred in pursuit of the charity's objects as laid down in the Memorandum and Articles of Association and is recognised in the accounts when payable. It includes irrecoverable VAT.

Charitable expenditure comprises that related to providing residential care. It includes both direct costs and support costs relating to such activities. Support costs are those functions that assist the deliverance of the charitable activities and include general office costs, finance and governance costs.

Governance costs include those costs associated with meeting the statutory requirements of the charity and include its audit fees and costs linked to the strategic management of the charity.

Support costs and governance costs have been allocated wholly to the Residential Care activity.

Grants for which there is a legal obligation, or a valid expectation of receipt by the beneficiary at the year end, and for which conditions attaching to their payment have been fulfilled, are accounted for within the Statement of Financial Activities. Grants approved subject to conditions that have not been met at the year end are noted as financial commitments in the notes to the accounts.

**1.6 Property, plant and equipment**

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

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

Freehold Land and buildings	2% Straight line on the buildings only
Plant and machinery	35 years Straight line
Fixtures, fittings & equipment	20% Reducing balance
Motor vehicles	25% Reducing balance

The freehold land is not depreciated.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

Tangible fixed assets are capitalised if they can be used for more than 1 year and cost at least £500.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2021**

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**1 Accounting policies** **(Continued)**

**1.7 Impairment of non-current assets**

At each reporting end date, the charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

**1.8 Cash and cash equivalents**

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

**1.9 Financial instruments**

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. The charity only has basic financial instruments.

Financial instruments are recognised in the charity's statement of financial position when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

***Basic financial assets***

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

***Basic financial liabilities***

Basic financial liabilities, including trade and other payables and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

***Derecognition of financial liabilities***

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2021**

**1 Accounting policies** **(Continued)**

**1.10 Employee benefits**

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received, if these amounts are considered material to the accounts.

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

**1.11 Retirement benefits**

Pension contributions are made into a defined contribution retirement benefit scheme and are charged as an expense as the payments fall due.

**2 Critical accounting estimates and judgements**

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

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

**3 Donations and legacies**

	<b>Unrestricted funds general 2021 £</b>	Unrestricted funds general 2020 £	Restricted funds 2020 £	Total 2020 £
Donations and gifts	6,197	4,294	200	4,494
Government Grants - coronavirus support	37,040	-	-	-
	<u>43,237</u>	<u>4,294</u>	<u>200</u>	<u>4,494</u>
	<u><u>43,237</u></u>	<u><u>4,294</u></u>	<u><u>200</u></u>	<u><u>4,494</u></u>

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2021**

**4 Income from Charitable Activities**

	<b>2021</b>	<b>2020</b>
	£	£
Residential fees	628,851	615,531
Bungalow contributions	245,211	242,764
Lunch contributions	3,343	8,213
Sundry contributions	18,892	8,641
	<u>896,297</u>	<u>875,149</u>

All of the transactions included within Income from Charitable Activities were unrestricted for both the current and comparative years.

**5 Investments**

	<b>Unrestricted funds general 2021 £</b>	<b>Unrestricted funds general 2020 £</b>
Interest receivable	<u>163</u>	<u>478</u>

All of the transactions included within Interest receivable were unrestricted for both the current and comparative years.

**6 Other income**

	<b>2021</b>	<b>2020</b>
	£	£
Employment allowance	<u>4,000</u>	<u>3,000</u>

All of the transactions included within Other income were unrestricted for both the current and comparative years.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2021**

**7 Residential Care**

	<b>Residential care 2021 £</b>	<b>Residential care 2020 £</b>
Staff costs	531,432	506,071
Depreciation and impairment	63,341	63,764
Food and other provisions	38,159	40,304
Rent and rates	3,424	11,269
Insurance	15,118	17,120
Light and heat	25,476	28,232
Repairs and renewals	174,219	87,532
Laundry and cleaning	51,935	31,563
Advertising	3,618	2,420
Motor expenses	2,231	2,507
Staff training	2,663	4,498
Sundry	15,276	12,666
Subscriptions	4,895	3,886
	<u>931,787</u>	<u>811,832</u>
Share of support costs (see note 8)	53,296	50,136
Share of governance costs (see note 8)	6,986	8,350
	<u>992,069</u>	<u>870,318</u>
<b>Analysis by fund</b>		
Unrestricted funds - general	928,728	806,354
Unrestricted funds - designated	63,341	63,764
Restricted funds	-	200
	<u>992,069</u>	<u>870,318</u>

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2021**

**8 Support costs**

	<b>Support costs</b>	<b>Governance costs</b>	<b>2021</b>	<b>Support costs</b>	<b>Governance costs</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Staff costs	43,811	-	43,811	42,580	-	42,580
Office supplies	3,203	-	3,203	1,810	-	1,810
Bookkeeping	2,160	-	2,160	2,160	-	2,160
Payroll costs	3,929	-	3,929	3,424	-	3,424
Bank charges	193	-	193	162	-	162
Audit fees	-	4,692	4,692	-	4,640	4,640
Accountancy	-	2,294	2,294	-	2,220	2,220
Legal and professional	-	-	-	-	1,490	1,490
	<u>53,296</u>	<u>6,986</u>	<u>60,282</u>	<u>50,136</u>	<u>8,350</u>	<u>58,486</u>
Analysed between						
Charitable activities	<u>53,296</u>	<u>6,986</u>	<u>60,282</u>	<u>50,136</u>	<u>8,350</u>	<u>58,486</u>

During the year payments were made to the auditors of £4,692 (2020: £4,640) for audit services and £6,223 (2020: £5,644) for non-audit services.

**9 Trustees**

None of the Trustees received any remuneration during the year. None of the trustees were reimbursed any expenses during the year (2020: none).

During the year, and in the previous year, the charity bought Trustee Liability Insurance, the cost of which was included in the main insurance renewal cost.

Two of the current trustees have close family members who are employed by the home. Mrs Boyce (wife of Mr M Boyce, trustee) and Ms Parfitt (daughter of Rev. P Parfitt, trustee until August 2020) were paid £18,105 and £2,246 respectively (2020: £17,389 and £7,982) for care services provided at the home. These wages are paid using the same hourly rate as applied to other employees.

The charity was under the control of the trustees throughout the year.

**10 Employees**

The average monthly number of employees during the year was:

	<b>2021</b>	<b>2020</b>
	<b>Number</b>	<b>Number</b>
Nursing staff	32	29
Management	3	3
Total	<u>35</u>	<u>32</u>

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2021**

**10 Employees** **(Continued)**

<b>Employment costs</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Wages and salaries	530,887	507,044
Social security costs	31,647	29,799
Other pension costs	12,709	11,808
	<u>575,243</u>	<u>548,651</u>

Remuneration paid to key management personnel during the year was £87,622 (2020: £85,160).

There were no employees whose annual remuneration was £60,000 or more.

**11 Property, plant and equipment**

	<b>Freehold Land and buildings</b>	<b>Plant and machinery</b>	<b>Fixtures, Motor vehicles fittings &amp; equipment</b>		<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost</b>					
At 1 March 2020	4,255,000	175,582	162,874	12,500	4,605,956
At 28 February 2021	<u>4,255,000</u>	<u>175,582</u>	<u>162,874</u>	<u>12,500</u>	<u>4,605,956</u>
<b>Depreciation and impairment</b>					
At 1 March 2020	340,398	15,050	156,441	11,284	523,173
Depreciation charged in the year	56,733	5,017	1,287	304	63,341
At 28 February 2021	<u>397,131</u>	<u>20,067</u>	<u>157,728</u>	<u>11,588</u>	<u>586,514</u>
<b>Carrying amount</b>					
At 28 February 2021	<u>3,857,869</u>	<u>155,515</u>	<u>5,146</u>	<u>912</u>	<u>4,019,442</u>
At 29 February 2020	<u>3,914,602</u>	<u>160,532</u>	<u>6,433</u>	<u>1,216</u>	<u>4,082,783</u>

The freehold property at Quebec Road, Dereham was valued to fair value at the transition date of 1 March 2014 as part of the transition to FRS102 and this valuation has been incorporated into the accounts as the deemed cost. The valuation was carried out by A G Taylor FRICS Chartered Surveyor on 29 September 2015 which put the Hall and bungalows at a fair value, based on vacant possession, of £4,255,000. The original historical cost of the property was £127,719.

All tangible fixed assets are for charitable use other than a small quantity of office equipment used in administration.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2021**

**12 Trade and other receivables**

	<b>2021</b>	<b>2020</b>
<b>Amounts falling due within one year:</b>	<b>£</b>	<b>£</b>
Trade receivables	-	2,115
Other receivables	30	-
Prepayments and accrued income	23,410	17,743
	<u>23,440</u>	<u>19,858</u>

**13 Current liabilities**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Other taxation and social security	9,562	7,869
Trade payables	3,030	3,030
Other payables	22,064	4,795
Accruals and deferred income	8,679	9,786
	<u>43,335</u>	<u>25,480</u>

**14 Retirement schemes**

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

The charge to the income and expenditure account in respect of defined contribution schemes was £12,709 (2020 - £11,808), which has all been allocated to the Residential Care activity.

**15 Restricted funds**

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	<b>Movement in funds</b>			<b>Movement in funds</b>	
	<b>Incoming resources</b>	<b>Resources expended</b>	<b>Balance at 1 March 2020</b>	<b>Incoming resources</b>	<b>Balance at 28 February 2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Heater	200	(200)	-	-	-
	<u>200</u>	<u>(200)</u>	<u>-</u>	<u>-</u>	<u>-</u>

Each of these funds have arisen as a result of donations and legacies received which were specified for use for the following purposes.

Heater fund: This represents a donation received to purchase a heater for the home. The heater was purchased in the year.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2021**

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**16 Designated funds**

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 March 2019	Resources expended	Balance at 1 March 2020	Resources expended	Transfers	Balance at 28 February 2021
	£	£	£	£	£	£
Property and Capital fund	302,931	(7,031)	295,900	(8,311)	(10,215)	277,374
Revaluation Reserve	3,843,616	(56,733)	3,786,883	(55,030)	10,215	3,742,068
	<u>4,146,547</u>	<u>(63,764)</u>	<u>4,082,783</u>	<u>(63,341)</u>	<u>-</u>	<u>4,019,442</u>

The Property and Capital fund represents the value of the fixed assets held by the charity which are needed to carry out its charitable activities and as such cannot be readily realised. The movements in the designated fund are changes within fixed assets which includes depreciation and additions.

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**17 Analysis of net assets between funds**

	<b>Unrestricted funds 2021 £</b>	<b>Designated funds 2021 £</b>	<b>Total 2021 £</b>	<b>Unrestricted funds 2020 £</b>	<b>Designated funds 2020 £</b>	<b>Restricted funds 2020 £</b>	<b>Total 2020 £</b>
Fund balances at 28 February 2021 are represented by:							
Property, plant and equipment	-	4,019,442	4,019,442	-	4,082,783	-	4,082,783
Current assets/(liabilities)	331,451	-	331,451	316,482	-	-	316,482
	<u>331,451</u>	<u>4,019,442</u>	<u>4,350,893</u>	<u>316,482</u>	<u>4,082,783</u>	<u>-</u>	<u>4,399,265</u>

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**18 Operating lease commitments**

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

	<b>2021</b>	<b>2020</b>
	£	£
Within one year	8,380	5,386
Between two and five years	14,800	8,328
	<u>23,180</u>	<u>13,714</u>
	<u><u>23,180</u></u>	<u><u>13,714</u></u>

The lease payments made during the year were £8,467 (2020: £8,114) and this amount is included within the relevant category of expenditure.

**19 Related parties**

Ms Karen Vertigan is a member of the senior management and a member of the key management personnel. Her sister-in-law is a resident in the home but is being charged at the normal residential rates, as applied to the other residents.

**20 Cash generated from operations**

	<b>2021</b>	<b>2020</b>
	£	£
(Deficit)/surplus for the year	(48,372)	12,803
Adjustments for:		
Investment income recognised in statement of financial activities	(163)	(478)
Depreciation and impairment of property, plant and equipment	63,341	63,764
Movements in working capital:		
(Increase) in trade and other receivables	(3,582)	(2,388)
Increase/(decrease) in trade and other payables	17,855	(2,039)
	<u>29,079</u>	<u>71,662</u>
<b>Cash generated from operations</b>	<u><u>29,079</u></u>	<u><u>71,662</u></u>

**21 Analysis of changes in net funds**

The charity had no debt during the year.