



**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**  
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**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**  
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**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 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 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 the 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**

		Unrestricted funds general 2021 £	Unrestricted funds designated 2021 £	Total 2021 £	Total 2020 £
	Notes				
<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 £
	Notes				
<b><u>Income and endowments from:</u></b>					
Donations and legacies	3	4,294	-	200	4,494
Income from Charitable Activities	4	875,149	-	-	875,149
Investments	5	478	-	-	478
Other income	6	3,000	-	-	3,000
<b>Total income</b>		<b>882,921</b>	<b>-</b>	<b>200</b>	<b>883,121</b>
<b><u>Expenditure on:</u></b>					
Residential Care	7	806,354	63,764	200	870,318
<b>Net income for the year/ Net movement in funds</b>		<b>76,567</b>	<b>(63,764)</b>	<b>-</b>	<b>12,803</b>
Fund balances at 1 March 2019		239,915	4,146,547	-	4,386,462
<b>Fund balances at 29 February 2020</b>		<b>316,482</b>	<b>4,082,783</b>	<b>-</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 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		<u>3,742,068</u>		<u>3,786,883</u>	
			4,019,442		4,082,783
Unrestricted funds			<u>331,451</u>		<u>316,482</u>
			<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**

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	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	
		<hr/>		<hr/>	
<b>Net cash generated from investing activities</b>			163		478
<b>Net cash used in financing activities</b>			-		-
			<hr/>		<hr/>
<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
			<hr/>		<hr/>
<b>Cash and cash equivalents at end of year</b>			351,346		322,104
			<hr/> <hr/>		<hr/> <hr/>

**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>	<b>Unrestricted funds general 2020 £</b>	<b>Restricted funds 2020 £</b>	<b>Total 2020 £</b>
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>

**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>
	<b>£</b>	<b>£</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>
	<b>£</b>	<b>£</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**

	Support costs	Governance costs	2021	Support costs	Governance costs	2020
	£	£	£	£	£	£
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:

	2021 Number	2020 Number
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>Cost</b>				
At 1 March 2020	4,255,000	175,582	162,874	4,605,956
At 28 February 2021	<u>4,255,000</u>	<u>175,582</u>	<u>162,874</u>	<u>4,605,956</u>
<b>Depreciation and impairment</b>				
At 1 March 2020	340,398	15,050	156,441	523,173
Depreciation charged in the year	56,733	5,017	1,287	63,341
At 28 February 2021	<u>397,131</u>	<u>20,067</u>	<u>157,728</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>4,019,442</u>
At 29 February 2020	<u>3,914,602</u>	<u>160,532</u>	<u>6,433</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>£</b>	<b>£</b>
<b>Amounts falling due within one year:</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)	-	-	-

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**

**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.

**QUEBEC HALL LIMITED**  
**QUEBEC HALL**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 28 FEBRUARY 2021**

**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>

**QUEBEC HALL LIMITED**  
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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>
	<b>£</b>	<b>£</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>

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>
	<b>£</b>	<b>£</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)
<b>Cash generated from operations</b>	<u>29,079</u>	<u>71,662</u>

**21 Analysis of changes in net funds**

The charity had no debt during the year.