

QUEENSCOURT HOSPICE

England & Wales · Charity number 518801

Details

Status	Registered
Legal form	Charitable company
Company number	02102320
Registered	1987-06-04
Register	View on the Charity Commission register

Contact

Address	Queenscourt Hospice Town Lane Southport PR8 6RE
Phone	01704517926
Email	hospice@queenscourt.org.uk
Website	www.queenscourt.org.uk

Activities

Objects: TO PROMOTE THE CARE OF, PROVIDE CARE AND SERVICES TO, GIVE SYMPTOM CONTROL TO AND FOR, AND ORGANISE AND PROVIDE CONTINUING AND TERMINAL CARE SERVICES TO ALL PERSONS WITH CANCER OR ANY OTHER DISEASE, WHERE IT IS FELT THAT A CURE IS NO LONGER POSSIBLE AND FOR WHOM ONLY PALLIATIVE TREATMENT IS AVAILABLE AND PROVIDE SUCH SERVICES TO ALL PERSONS SUFFERING FROM INTRACTABLE PAIN, SO FAR AS THIS CAN BE DONE WITHOUT DETRIMENT TO THOSE SUFFERING FROM TERMINAL ILLNESS AND TO ESTABLISH AND OPERATE A CENTRE FOR SUCH PERSONS. (FOR FURTHER OBJECTS SEE MEMORANDUM)

Activities: Provide specialist palliative care free of charge to adults with a serious and life limiting illness. To promote the practice of palliative care by example and by teaching and training.

Classification

- **How:** Provides Services
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives
- **Who:** People With Disabilities, The General Public/mankind

Geography

- Lancashire
- Sefton

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£5,771,617	£7,531,289	£10,024,259	179
2024-03-31	£6,229,064	£7,028,557	£11,802,752	169
2023-03-31	£5,779,132	£6,532,078	£12,343,389	164
2022-03-31	£5,546,013	£5,573,637	£13,541,228	161
2021-03-31	£5,943,415	£5,598,958	£12,868,852	161

Trustees

Name	Role	Appointed
Bridget Lees		2026-05-19
Carol Bernard		2016-10-18
Christopher Paul Cutner		2015-10-26
David Kemp		2021-10-19
David Paul Robinson		2026-01-20
Dr Sharryn Gardner		2024-06-17
Gemma Causer		2023-10-17
Jacqui Campbell		2021-10-19
Kim Bartrum Wallis		2021-10-19
Louise Hooton		2021-10-19
Mark Jeremy Flannagan		2026-01-22
Rev PETER MARTIN ABRAMS		2018-10-16
Roseanna Ingham		2024-06-17
Terry McGraw		2021-10-19

QUEENSCOURT HOSPICE

England & Wales - Charity number 518801

Accounts

Trustee Annual Report & Accounts

To 31st March 2025

Income
Generation
of over
£1.2 Million

11,819
Hours of care
provided by
Queenscourt
at Home

97,836
Customers
served at
our retail
shops

423
Volunteers
supporting
Queenscourt

2,347
Patients &
loved ones
supported



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Chair's Foreword

The past year has been the first as Co-Chair of the Queenscourt Council and the first in which I am writing opening words to this report. Whilst this report provides a historical account of the period from 1st April 2024 to 31st March 2025, it is also appropriate to highlight the key developments taking place as we prepare for Queenscourt's 37th Annual General Meeting in October 2025.

Queenscourt Council of Trustees operates within the framework of law and practice established by several regulatory authorities, meaning that the Council is held to very high standards in the performance of its duties. The strategic direction and governance of Queenscourt is the responsibility of the Council of Trustees. This responsibility is complex and multi-faceted, requiring dedication, expertise, time and commitment.

Along with individual Trustee training and development, the overarching Council membership is kept under constant review in recognition of the demands of the role and the need for continuous refresh. Since the end of March 2024 we have welcomed 4 new trustees, each bringing new perspectives and skills that will benefit Queenscourt and the communities we serve. We remain ever grateful for the seemingly inexhaustible supply of people willing to give their time to act as our Trustees and a little more detail on our Trustee tenures and new appointments is available within the body of our Trustee report.

I wish to mention the forthcoming retirement of two Trustees who have each served the Queenscourt Council for a period of nine years. That retirement is a necessary step for our Council to demonstrate our commitment to recommended best practice and governance. There is only space here to mention their contributions briefly, and to truly acknowledge the immeasurable and invaluable contribution of Anthony Crewe and Geraldine Boocock would take some considerable time and several pages of print. To each of them we offer our heartfelt thanks and best wishes.

Over the past 18 months we have been embedding our Board Assurance Framework (BAF) to further evidence the assurance and accountability provided by our sub-committee structure. The reports provided by each sub-committee chair to the full council meetings and the new governance structure provided by the Board Assurance Framework allow Trustees to become more involved in every aspect of Queenscourt. It also facilitates engagement with the Directors and senior members of management in real time, ensuring the Trustees can offer in depth contribution to their respective sub-committees and enhancing our development in these particular focus areas.

The Impact Statement included in this report demonstrates the many ways in which we touch the lives of our local communities, whether that be through our clinical service delivery, our family and bereavement support or through other activities like our shops and fundraising events. Our Star Trekk walk broke records for participation again this year. It has certainly caught the imagination of our local communities and the businesses that support us through their participation and sponsorship.

I want to send thanks to all our local communities for supporting us, whether you do so with your time as a volunteer, or through some kind of financial contribution. Everything that you do to support us means that we can continue providing our services. Queenscourt services are varied, complex, specialist and vital and it requires significant expenditure just to maintain the status quo. We are grateful for every bit of the support you are able to give.

I must also highlight the dedication, focus and commitment of our three Directors Ms Debbie Pierce-Lawson, Dr Clare Finnegan and Mrs Louise Charnock and the outstanding contribution that they have made in the last 12 months. We are indeed very fortunate to have them leading from the front in every respect.

Finally, I would like to thank all our staff, both clinical and non-clinical for everything they do. Along with our volunteers, our paid staff work incredibly hard to ensure we can continue offering the services and support that are so essential for people during some of the most difficult times in their lives.

Terry McGraw
Co-Chair of Trustees

Our Impact

A *snapshot* of 2024 - 2025...



948 Patients Supported

by Queenscourt Services



Queenscourt at *Home*

11,819 

Hours of care provided by
Queenscourt at Home



91%

Of patients
supported by
Queenscourt at
Home died in
their own home



3%

Of patients
supported by
Queenscourt at
Home died in
Queenscourt Hospice

1,638
Day Shifts

2,367

Care shifts
provided by
Queenscourt
at Home

729
Night Shifts



Our *Inpatient Unit*

170

Admitted to
Queenscourt's
Inpatient Unit

10.17
DAYS

Average length of stay
of those admitted to
Queenscourt Hospice
Inpatient Unit



Connect



Average
Length of
Service

209.49
Days



Total
Patients
Supported

706

This year, we grew our
Therapy Team!

Keeping in Touch Team
Outpatient
Medical
Therapy

Our Transform Team

31

People were supported
home from hospital on
'rapid end of life
discharge'

771

Gold Standard
Framework patients
died **under care of
service**

Specialist Palliative Care Services

666

Patients seen in hospital

100% of those patients received
first contact within **2 days**

1,296

Patients seen in the community

100% of those patients received
first contact within **3 days**

What Our Patients & Families Said

100%

ORGANISATION
POSITIVE
EXPERIENCE

(On Average)



iWantGreatCare
Transforming Healthcare

“

Queenscourt at Home

Everyone who has helped our family
has been friendly and kind. The
information we have been given has
been extremely helpful, practical and
logical. No one has made us feel as if
they were in a hurry. We could not
have had better support. Each and
every sister has been wonderful.

”

“

Inpatient Unit

The staff at Queenscourt have
been amazing, nothing too much
trouble. All so pleasant. I was
referred from hospital and from
the moment I was admitted it has
been a wonderful experience. IPU
arranged an afternoon tea with
prosecco for my family, what a
special treat.





423

Volunteers

Supporting
Queenscourt
throughout the year



Level 5 -
Outstanding
achieved for
the 2nd year
running!



Terence Burgess Education Centre



Lunch & Learn
Sessions provided
for Corporate Staff

4 days
per year
Protected time for
Clinical Education

3,297
ATTENDANCES
AT EDUCATION
SESSIONS

CLINICAL PLACEMENTS FOR

47
MEDICAL
STUDENTS

376
INDIVIDUALS
TRAINED IN FUTURE
CARE PLANNING

122
COMPLETED
CARER CHECK-IN
TRAINING

Compassionate Communities



1,747 Opportunities to provide
compassionate support...

611

Family Support
Contacts

Forget-Me-Not
Club

This year,
we further invested into our
**Bereavement, Family
Support & Carers Services**

Continuing our **dedication** to building a
compassionate community...

“It was such a lovely evening,
and nice to be able to come
back into the building for a
positive reason. The children
said that they felt cared for,
and that people just wanted
the best for them. It has
made the family want to do
Star Trek as they want to
give something back to the
hospice and raise money”

698 People received
Bereavement
Support

438 Attended our
Remembering
Evenings

Clinical Innovation



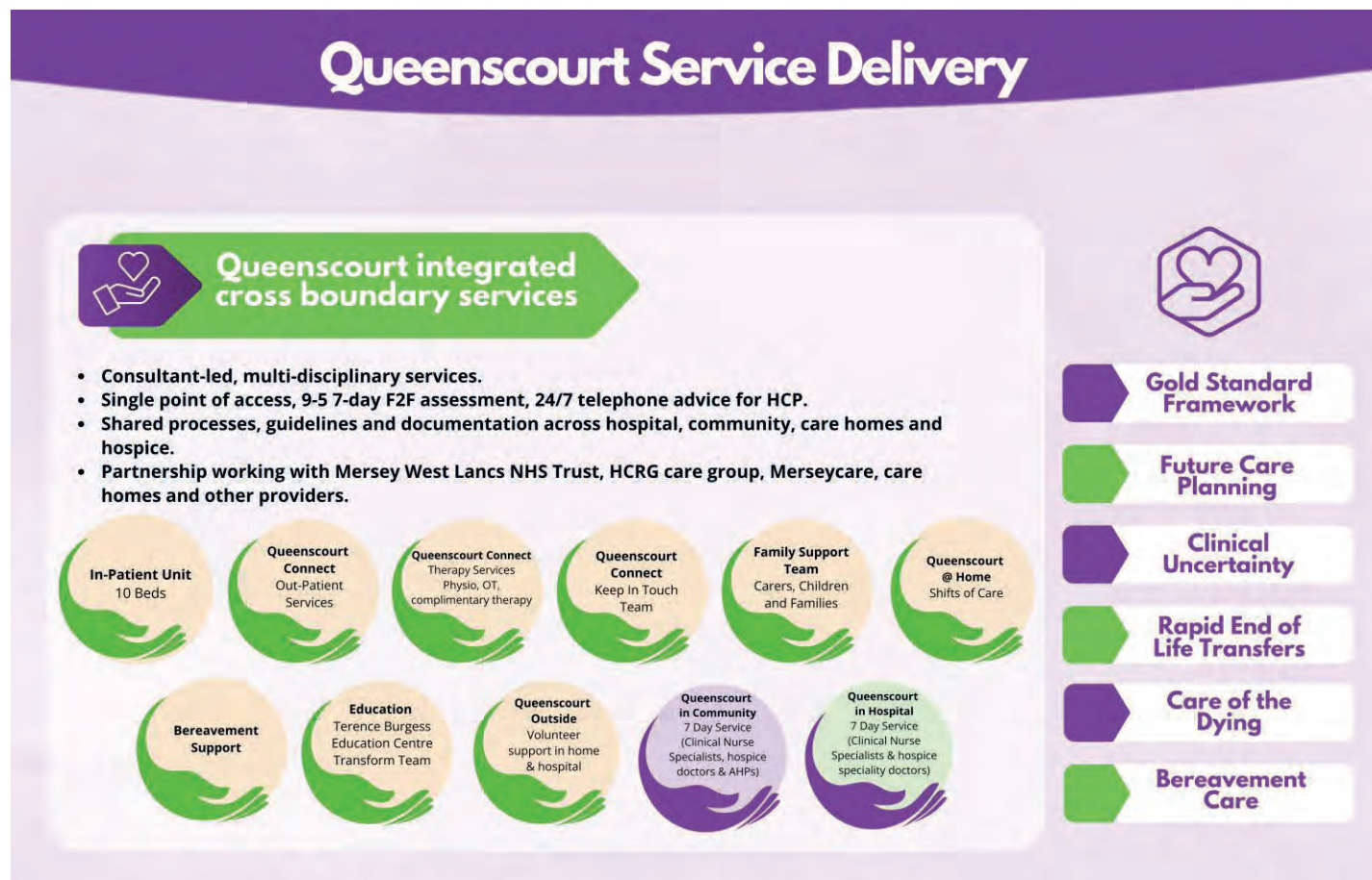
Introduction
of our Patient
Dependency
Tool



Research for
use of Virtual
Reality with
patients

1. What is Queenscourt and what do we do?

Queenscourt Hospice is an independent charitable organisation, and our purpose is to provide and promote the best possible consultant led, specialist palliative care for adults, within West Lancashire, Southport and Formby, who are clinically referred, with the agreement of their doctor and for whose clinical needs our services are appropriate. Our services are free of charge. All our charitable activities are undertaken to further our objectives for the public benefit.



We continually consider the new and innovative approaches that will best meet the needs of our local communities. Along with our clinical and medical colleagues, our service delivery is facilitated by a wide range of support from other vital members of [#teamqueenscourt](#).

Hotel Services

All our catering is provided in-house. The catering team is particularly skilled at providing tiny, tasty, treats for those with poor appetites, liquidised and reformed food for those with swallowing difficulties and fortified food for those who struggle with volume. The catering team also provides subsidised meals for staff and our Terence Burgess Education Centre, TBEC.

We are able to provide a high-quality service responsive to individual patient needs in bright and pleasant surroundings, including beautiful gardens, thanks to our dedicated team of volunteer gardeners. Our housekeeping team keep Queenscourt clean, working with the clinical team to ensure Infection Prevention and Control Guidance is followed.

Corporate Services

All our patient-facing services are enabled and supported by our Corporate Teams, including Administration, Human Resources and Volunteering, I.T., Communications, Information Governance, Data, Finance, Health & Safety, Estates and Income Generation.

2. #teamqueenscourt

Our staff and volunteers are our greatest asset.

Most of our team are professionally qualified and many others are well qualified by the nature of their previous experience and the training that we provide. Our volunteer roles are many and varied. We have 423 active volunteers supporting us across all areas including clinical services, catering, the community, finance, fundraising and retail.

A large proportion of the patients we support have physically complex challenges and are psychologically distressed. Working as part of **#teamqueenscourt**, although immensely rewarding, can offer challenges. We offer a range of support to help with individual health and wellbeing, and a key strategic objective is to ensure that we are a compassionate employer. Specific initiatives during 2024/25 have included:

- Freedom to Speak Up Guardian awareness events and further recruitment to our network of Champions, embedded in teams to support the staff further to 'speak up' or raise any concerns.
- Carers group for staff and volunteers to discuss helpful information, advice and support to other carers.
- Promotion of free Employee Assistance Programme (EAP) services and Wisdom App for access and support 365 days per annum, including counselling and physio services.
- Wellbeing initiatives with awareness and information events including Menopause Week, Mental Health Awareness Week, Neurodiversity Week, relaxation sessions, yoga, Nutrition and Hydration awareness and Men's health awareness. We have held both staff and volunteers' appreciation events, along with summer and Christmas celebrations. In addition, we aim to support **#teamqueenscourt** with subsidised meals and provision of drinks and snacks. We encourage staff take breaks from their roles in the breakaway areas provided, particularly in the beautiful surroundings of the hospice gardens.

3. The future and Queenscourt Strategy¹

As Trustees we oversee the ongoing development of our Strategic Direction. What we do now, and how we do it, will continue to be driven largely by factors that we can only hope to influence, rather than control. It is vital that we continue to engage in the regional and local landscapes of Integrated Commissioning Boards (ICB), Place Based Partnerships (PBP) and clinical networks.

Following the amendment to the Health and Care Act 2022 and the development of the PEOLC Commissioning Investment Framework that defines core/ specialist palliative care as the responsibility of the ICBs and / or Local Authority, there has been increased media awareness. There is also an increasing commitment from our 2 ICBs across Lancashire and South Cumbria and Cheshire and Merseyside to work with Hospice partners and identify a road map to a more sustainable funding settlement. So far, this commitment has been translated into the establishment of a commissioning review and a place-based needs assessment, both of which we are pleased to have full engagement. As a result of the commissioning review, we have also seen an increase in our recurrent funding contribution from Lancashire and South Cumbria ICB, which is indicative of the value placed on our services, particularly as the ICBs are experiencing significant financial challenges that mirror our own. A key objective for Queenscourt is to continue full engagement with the Hospice Collaboratives and ICBs to work toward a statutory funding contribution that at least matches the national average of 35%.

As a Council we continue to balance the need for investment in service development and the needs of our local communities with the responsibility to move toward a sustainable budget. We retain a significant level of reserves and are able to use these to achieve this balance in the short term. However, this position requires proper stewardship and an ability to accurately forecast our future financial health, allowing us to adjust our budget plans accordingly. Increasingly, we need assurance from statutory partners that the use of charitable reserves to balance our finances will reduce in line with a planned increase in their funding contributions. However, as yet there is no guarantee of further increases, and we continue to access charitable reserves to fund service delivery. As such, we have mechanisms in place that allow us to accurately forecast the impact of expected or sudden fluctuations in expenditure and income over the coming 3 years. Our Finance Committee uses this approach to support us in managing the significant financial risk we face, whilst still maintaining services and ensuring that we provide significant monetary contribution to the wider local health economy.

¹ Queenscourt Strategic Direction 2021-2026 (refreshed 2025)

Our Vision, Mission, Values & Objectives



Our Values	Our Themes	Our Objectives	Queenscourt Hospice where life is for living
 COMPASSION	Compassionate Communities and Employment	- Cultivation of compassionate communities, sensitive to the needs of those who are dying and their families, who support one another in times of need and development of family support services sensitive to the needs of those approaching the end of life and those recognised as likely to be dying and their families. - Contributing to the development of a community that is better prepared to support one another in times of need. - This will be alongside the development of QCH family support services which encompasses intervention and support for the bereaved, carers, and children facing loss and grief. - Work to ensure Queenscourt has a supported and engaged, healthy and resilient workforce. - Promote our Health and Wellbeing strategy to #teamqueenscourt, as well as pension salary sacrifice schemes.	
 LEARNING	Interactive Transformational Education	- Develop both the paid and volunteer workforce and keep under review the skills, training and recruitment required to best support the roles required by Queenscourt. - Undertake a costing review of education delivery to ensure a fair cost to delegates versus financial sustainability in education. - Development of an annual quality account evidencing education delivery which also captures its impact in the clinical workforce. - Maintain a clear branded identity for Queenscourt to raise awareness and maintain or enhance our reputation.	
 EXCELLENCE	High Quality Supportive and Specialist Palliative Care	- People will receive the highest possible standard of free supportive and specialist palliative care for those with far advanced and progressive, incurable illness. - Collaborative work with local services and providers in the wider health care system to enable people to be cared for, and to stay, in their own homes as far as possible, including work toward Getting to Outstanding (GTO). - Further development and implementation of the QCH PSIRF policy to ensure patient safety through extensive sharing of lessons learnt and wider staff engagement to ensure high quality care across all clinical services.	
 ACCOUNTABILITY	Transparent & Robust Governance	- Ongoing evaluation of Queenscourt services and determination of our long-term direction. - Keep under review the size, skills, training and recruitment of the Council, and comply with best governance practice generally. - Refine information sharing, performance management and reporting systems. Monitor performance KPI's and strategic risks within the appropriate subcommittee.	
 RESOURCES	Financial Stability, Integrity and Sustainability	- Make full use of available Marketing & Comms resource to create compelling case for support, using collateral and impact information to assist with influencing key stakeholders such as Hospice UK, NHSE, ICBs and other commissioners such as the local NHS trusts. - Monitor and consolidate our income generation approach and continue to creatively develop our approaches to our retail business, lottery and fundraising - change and adapt fundraising approaches to ensure best ROI (Return on Investment). - Reduce the use of our reserves through service review and principles of best value. - Plan for succession and sustainability of the workforce, both paid and voluntary. - Embed a reduction in our carbon footprint by working to the principles of our sustainability statement and considering environmental impact in working practices and procurement evaluations.	

4. Where does our money come from?

We depend heavily upon the public within our community to provide the financial and practical support that we need to deliver the many services offered at Queenscourt. The main part of our income, whether in the form of donations or legacies, or by support for our shops, lottery and our other fundraising ventures, comes from members of the public, and we are eternally grateful to each and every one of them.

We continue to receive vital support, both financial and practical, from the NHS (funding 24% of our core costs) and we are most grateful to Mersey and West Lancashire Teaching Hospitals NHS Trust and to the two Integrated Care Boards (NHS Lancashire & South Cumbria and NHS Cheshire & Merseyside) that cover the areas we serve. We are particularly grateful for the significantly increased financial support received from NHS Lancashire and South Cumbria ICB. We continue to work closely with both ICBs in order to foster strong working relationships and ensure good communication. We will continue to provide support to our NHS colleagues during challenging financial times.

Furthermore, the Government has recognised that hospices nationally are under-funded and to this end they made some additional capital funding available to the hospice sector for the financial years 2024/25 and 2025/26. Queenscourt received £137,157 this year which was used to fund building improvements and new IT equipment that would otherwise have fallen to be met from revenue streams. A further £410,000 approximately will assist in our capital programme for 2025/26, but additional funding beyond that is as yet unknown.

Our lottery, shops, support groups and other trading activity generated £629,682 (£542,284 in 2023/24) whilst other donations and gifts (including gift aid) raised £1,394,499 (£1,298,691 in 2023/24). Net income from our lottery was substantially greater than last year (£248,271 compared to £174,314), after successfully outsourcing the operation of the lottery during the year. Our Retail portfolio has not performed so well this year but was still able to contribute £93,498 (compared to last year's figure of £138,494).

Legacy income was only £196,724 in 2024/25 compared to £1,123,924 the previous year. This source of income is completely unpredictable but has usually provided a substantial contribution towards our costs. Without significant income from legacies, we may have difficulty sustaining services at existing levels.

5. How we carry out our fundraising

Queenscourt Hospice is a member of the Fundraising Regulator and as such, we adhere to the framework that we have created to ensure respectful, open, honest and accountable fundraising. All organisations listed on the register have shown commitment to good fundraising practice, and to following the Fundraising Regulator's "Code of Fundraising Practice" and the "Fundraising Promise". This information is clearly available on the Queenscourt website in the "Our Supporter Promise" section: <https://www.queenscourt.org.uk/index.php/fundraising/our-supporter-promise.html>

The Head of Income Generation and Communications is a member of The Chartered Institute of Fundraising and upholds the high standards of fundraising good practice and donor engagement that are inherent to Institute membership. Where Queenscourt works with third party organisations to fundraise for the charity, a "Commercial Participator's Agreement" is put in place. The template used is the one recommended by the Institute of Fundraising and is a standard tripartite form of agreement between a charity, its trading company and a commercial participator.

In terms of working with a third-party marketing or fundraising company, Queenscourt ensures that all contracts state that the company complies with appropriate legislation and prevailing codes of practice, e.g. those issued by the Fundraiser Regulator for face-to-face, private site and street fundraising. Queenscourt also ensures that the companies adhere to regulations of relevant governing bodies

Queenscourt Hospice (Registered number 02102320)
Report of the Trustees for the year ended 31st March 2025 (continued)

including the Gambling Commission, Institute of Fundraising and the Fundraising Regulator, for example, around Problem Gamblers and Vulnerable People.

Income generation has been carried out by Queenscourt Hospice Retail Limited (our shops) and Queenscourt Hospice Enterprises Limited (our lottery, up to 19 July 2024 only), the financial details of which are shown in Note 4 to our accounts. This note includes £7,425 (2023/24 £6,103) raised by our official Supporter Groups, and Enterprises incurred £4,117 (2023/24 £46,083) on the use of an external telemarketing company who contact lapsed Lottery players about their membership.

The operation of our lottery was outsourced to a third-party lottery company for all draws after 19 July 2024. The transfer went smoothly with most of our lottery players choosing to continue supporting us this way. Queenscourt is one of a number of hospices throughout Great Britain supported by this company and between 60% and 80% of profits from individuals playing is donated Queenscourt Hospice.

The transition to a third-party Lottery Company has reduced overhead costs, and as a result of increasing the Lottery Membership to £5 per line to enter the Weekly Draw (from £4.34 per line under Queenscourt Lottery), this income area is now forecasting a significantly higher net return to Queenscourt moving forward.

The Lottery Company also commits to providing the same level of income that Queenscourt Lottery had at the point of transition, i.e. by maintaining the same amount of Lottery Entries that were in place at the point of transition. This will provide Queenscourt with a secure predictable income moving forward.

All working partnerships with third party agencies are monitored throughout the duration of the partnership, and are subject to change, or indeed termination, where deemed necessary, e.g. where there is a risk of actual harm to an individual working for or supporting the charity, or a risk of reputational damage to an individual or the charity.

Partnerships with third-party agencies are included on Queenscourt's Asset Register, which is monitored and updated by the IT Manager who is also the Information Governance Officer. The Asset Register states who the main 'Asset Owner' is, i.e. who is primarily responsible for that partnership, what the purpose of it is, for example, Donor transactions, and what measures are in place to safeguard any information that is handled as a result of that activity, e.g. Donor data.

Queenscourt is fully committed to upholding the principles stated within the following directives:

DPA - Compliant with Data Protection Act 2018

GDPR – General Data Protection Regulation (Regulation (EU) 2016/679)

To that effect, Queenscourt's policy on handling data can be found on the website under the "Contact Preferences" section of "Our Supporter Promise". The downloadable GDPR document also contains the relevant information on making a query about data processing, withdrawing consent, or initiating a complaint.

Queenscourt complies with the prevailing codes of practice issued by the Fundraising Regulator, including the Fundraising Preference Service (FPS): www.fundraisingregulator.org.uk/fundraising-preference-service The FPS is a free service, run by the Fundraising Regulator, that helps individuals to end contacts with charities they no longer want to hear from. It is the UK's only official service that helps you manage the direct marketing contact that you receive from all registered charities in England, Wales and Northern Ireland. Queenscourt's fundraising team receives a "Weekly Report" from the FPS to notify of anyone wishing to end contact with our charity.

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Report of the Trustees for the year ended 31st March 2025 (continued)

There were no complaints received in respect of fundraising during the past year, but a procedure is in place to ensure the timely investigation and resolution of complaints should they arise.

Queenscourt's fundraising is PCI (Payment Card Industry) compliant, and the necessary attestation process is carried out on an annual basis. Queenscourt is registered with the Phone-paid Services Authority (PSA): www.psauthority.org.uk for any "Text To Donate" facility we use. This UK regulatory body is for individuals to check a phone number that they are unsure of on their phone bill.

We also adhere to appropriate internal policies to ensure that all income generation activity is conducted in a compliant fashion. Queenscourt policies relevant to fundraising include: Cash Handling Support Groups; Donors Charter; Corporate Partnerships, Cash & Banking, Money Laundering & Suspicious Transactions, Social Responsibility for Gambling, Security, Data, Problem Gamblers, Vulnerable People and Complaints Policy.

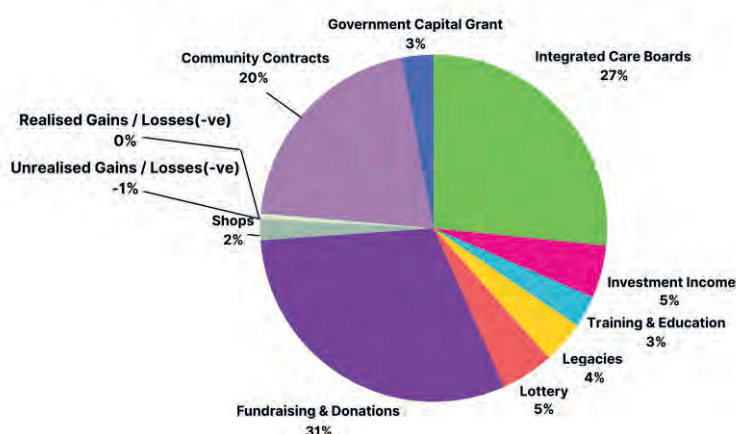
6. Financial Review

The Charity is showing net expenditure in 2024/25 of £1,764,327 which compares to net expenditure of £541,048 the previous year, an increase of £1,223,279. The most significant factor contributing to this was legacy income which was down by £927,200, followed by staffing costs (which relate directly to the services we provide) increasing by £563,588, and a loss in value of investments of £277,677. Our financial position would have been somewhat worse had we not received an increase in funding from ICBs and NHS capital grant (a total of £434,418), and other increases in donations and fund-raising income (£110,768).

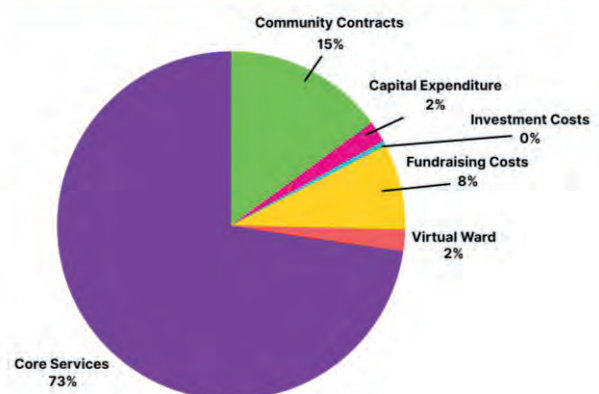
Expenditure on the services the Hospice provides cost £14,903 per day compared to £13,630 the year before.

The charts below summarise our income sources and spending.

Total Charitable Income 2024/25



Breakdown of Total Expenditure 2024/25



7. Reserves and Investments

We have predicted further budget deficits for 2026/27 and future years. We work on three-year financial plans which seek to scale back our dependence on reserves and generate more income or savings on expenditure.

We have a number of designated funds which set aside money for specific purposes; these continuing to be a tangible fixed assets fund required for future depreciation charges, a budget deficit fund

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Report of the Trustees for the year ended 31st March 2025 (continued)

allocated to support a potential shortfall in the forthcoming year, a capital investment fund to support committed and planned enhancement of our assets, a contingency fund set aside in the event of non-recurring expenditure requirements, the Dr Karen Groves legacy development fund specifically aimed at seeking donations to “Keep Queenscourt in Service” and Specialist Palliative Care Contracts fund to ensure that any surplus income arising on these contracts is re-invested in this part of the service. Our general (unrestricted) fund of £3,843,792 represents our free reserves, of which up to £1,535,000 may be attributed to being held as investment property rather than cash or other listed investments.

Our policy on reserves is to have a strong cash position to deal with unexpected costs and the occasional shortfall of income or difficulty with cash flow, so we aim to retain about £1.1m on short term deposit. To ensure the continuity of our services we also need a reserve to be sufficient to cover an extended operating deficit on core services for up to 2 years (i.e. current year and 12 months beyond) in order to allow time, if necessary, for us to re-organise our funding and operational strategies. At the time of setting our budget in March 2025 our forecast was for reserves to be adequate for more than 12 months beyond the 2025/26 financial year, assuming all income streams will be maintained.

We recognise that with inflation and modest interest rates, cash will lose its value. Nevertheless, we believe that it is sound policy to keep some short-term cash in CCLA's Charities Deposit Fund. This paid an average of 4.78% during the year. However, we will consider other reputable deposit takers if better rates are available.

The Trustees have wide investment powers, and our other investments are principally in two areas: CCLA's COIF Charities Investment Fund and the BlackRock Catholic Charities Growth and Income Fund. Both funds are invested mainly in equities and aim to at least maintain their real value and to yield a regular annual income. Income from our investments has yielded around £142,000 and whilst we continue to seek ways of improving our levels of income, we will not change our conservative view of risk in order to achieve this. We do not prescribe any requirements for socially responsible investments other than to avoid tobacco shares.

We also have investments in a property portfolio of 7 houses which are rented, two flats and a shop, which between them generated a net income of £73,000.

8. Our Constitution and Administrative Details

Queenscourt's full name is Queenscourt Hospice. It is a Registered Charity, no. 518801, and a company limited by guarantee, registered in England No. 02102320 and incorporated in 1987. Its registered office is at Town Lane, Southport, PR8 6RE. It is not normally liable to taxation.

Queenscourt Hospice has two wholly owned subsidiaries:

- Queenscourt Hospice Enterprises Limited set up in 1993. It operates lotteries. Currently there are 3 directors of Queenscourt Enterprises, but many of the operations of the company were outsourced to Local Hospice Lottery in July 2025. The Hospice Council is giving appropriate considerations to next steps regarding dormancy of the company.
- Queenscourt Hospice Retail Limited took over the running of our shops on 1st July 2006. Currently the chair of the board and 1 of its five directors are members of the Hospice Council.

Both companies exist to pay over all their available surpluses to Queenscourt Hospice.

Queenscourt Hospice (Registered number 02102320)
Report of the Trustees for the year ended 31st March 2025 (continued)

The Council

The members of the Council are the trustees of the charity and directors of the company. The following are trustees at the date of this report. They all served throughout the year, unless highlighted with commentary.

Rev. M Abrams	Dr S Gardner (from 17 th of June 2024)
Ms C Bernard (Co-Chair)	Ms L Hooton
Dr G Boocock	Mrs R Ingham (from 17 th June 2024)
Ms Valaina Bowker (from 11 th Dec 2024)	Mr D Kemp
Ms J Campbell	Ms Hilary McLaren (from 17 th of June 2024)
Ms G Causer	Mr T McGraw (Co-Chair)
Mr A Crewe (Co-Chair)	Mr K B Wallis
Ms Y Burns (resigned 16 th April 2024)	Ms M Tarpey (resigned 17 th July 2024)
Mr P Cutner (Treasurer)	Mr A Appleton (resigned 3 rd May 2024)

Executive Directors

Medical Director: Dr Clare Finnegan, MBChB, FRCP, Dip Ethics, PGCert Teaching and Learning in Clinical Practice. She is a Consultant in Palliative Medicine for Merseycare NHS Foundation Trust and Southport and Formby NHS Foundation Trust, and Honorary Clinical Lecturer University of Liverpool and Edge Hill University.

Director of Clinical Services: Mrs Louise Charnock, RGN, MSc Advanced Clinical Practice, PG Certificate in Teaching and Learning in Clinical Practice, BSc (Hons) Specialist Practitioner (District Nursing), BSc (Hons) Nursing and Health Studies, DipHE Nursing

Director of Corporate Services and Company Secretary: Miss Debra Jane Lawson Dip SW, Dip HE, PG Certificate in Human Resource Development.

Other details:

Auditors: MHA, Exchange Station, Tithebarn Street, Liverpool, L2 2QP

Bankers: National Westminster Bank Plc, 130 Lord Street, Southport, PR9 0AB

Solicitors: Hodge Halsall LLP, 2 Liverpool Road, Ainsdale, PR8 3LX
Brabners Chaffe Street LLP, Horton House, Exchange Flags, Liverpool L2 3YL

Investment CCLA Investment Management Limited. 80 Cheapside, London EC2V 6DZ

Managers: BlackRock Investment Management (UK) Limited. 12 Throgmorton Avenue, London, EC2N 2DL

9. Our Governance and Administration

We are regulated by the Care Quality Commission whose reports are published and appear on our website. We were rated 'Good' in all areas when last inspected. We are measured against quality indicators for each of our contracts.

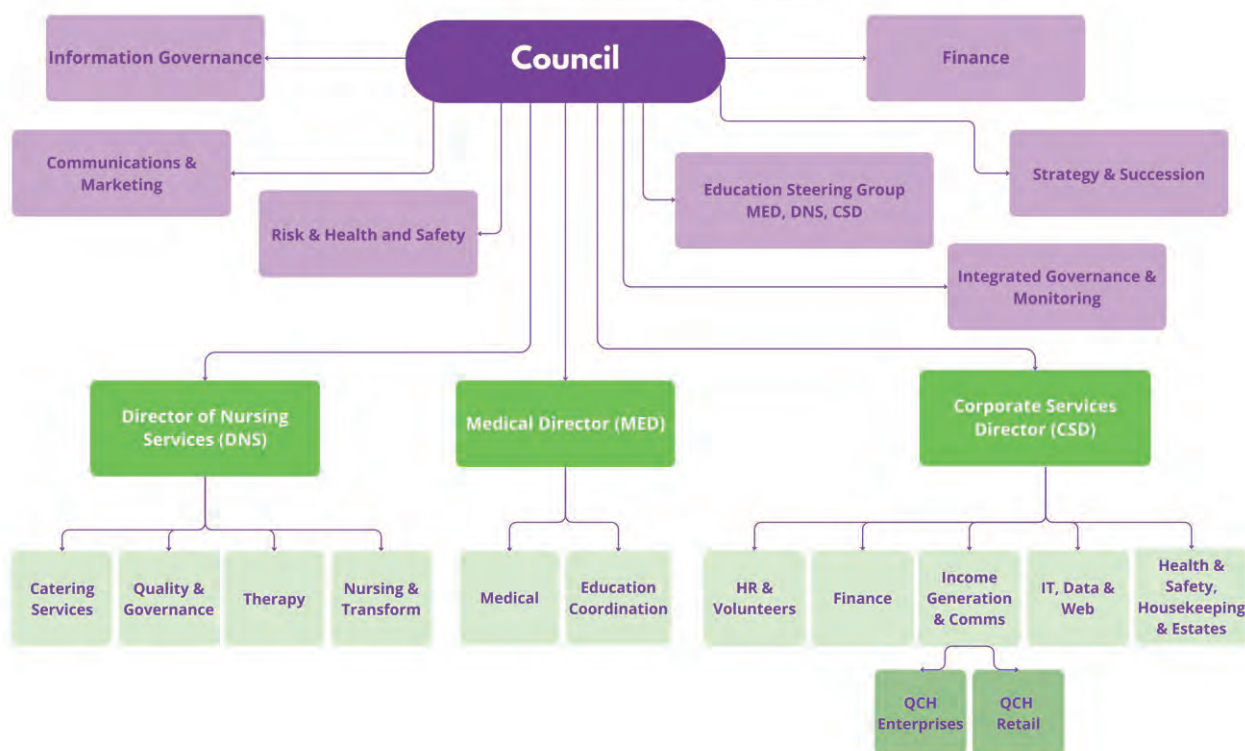
'I want great care', our survey tool and focussed discussions with patients, families help us to identify what is necessary to meet their needs. We monitor reviews and comments from our social media for more informal feedback. We also monitor evaluation materials from our Education Centre.

For staff and volunteers our anonymous feedback tool, 'Thymometrics' allows all staff to rate how it feels to be employed by Queenscourt and to give feedback anonymously to the senior team. We also have Freedom to Speak Up processes embedded and a Freedom to Speak Up Guardian in place.

Our governing documents are the Memorandum and Articles of Association which the Council keeps under regular review. As members of the Council, we are Trustees of the Charity and Directors of the Company. Responsibility for the management of Queenscourt is vested in the Council which meets six times a year. We have set up governance and administrative arrangements whereby the day to day running of the hospice is delegated as appropriate to the Executive Directors who in turn attend Council meetings and participate in the Council subcommittees to support assurance mechanisms.

The Board Assurance Framework (BAF) and subcommittee structure facilitates a clear process of monitoring and assurance for the Council of Trustees, focussed on our strategic risks and measured against key performance indicators within our strategic matrix.

Board Assurance Framework



Our quality dashboard assists us in monitoring progress and internal scrutiny is the remit of Integrated Governance subcommittee, which includes outside professionals and two Trustees. The Visiting Group are part of our Integrated Governance subcommittee and make quarterly visits where they talk to patients, staff, volunteers, carers and families about all aspects of their experience and present an update report to the Integrated Governance subcommittee to aid triangulation of data.

A Finance subcommittee oversees the financial aspects of the charity, reviews investments and reserves and makes recommendations to the Council. Our Strategy and Succession subcommittee details our vision for at least 3 years at a time and our Business Plan is reviewed each year to ensure we have tangible goals to monitor. This subcommittee also considers future proofing and succession.

Our Information Governance subcommittee provides the Council of Trustees with assurance that adequate and appropriate information governance structures, processes and controls are in place which ensure that the organisation delivers quality care and services and provides a safe environment for patients, families and visitors to the Hospice.

The purpose of the Communications and Marketing subcommittee is to provide effective communications oversight for the Hospice. The Communications and Marketing Committee will regularly monitor, review and report to the Council on the communications plans and communications performance of the hospice.

Our Education subcommittee exists to provide effective oversight of education strategy and delivery and the development of compassionate communities. The Education Committee monitors, reviews and reports to the Council on the education strategy and performance of TBEC, our delivery partnerships and our internal education programmes.

10. How we manage risk

The Risk & Health and Safety subcommittee oversees risk management, and we maintain a Risk Register and policies with defined review dates, to ensure that we keep all Queenscourt's activities under review.

We review our Risk Management Strategy annually. The Risk & Health and Safety subcommittee oversees the strategic risk register, and each subcommittee has ownership of the specific strategic risks that Queenscourt faces. The subcommittees meet quarterly.

11. Members and the Election and Appraisal of Trustees

There are some 127 members of the Company who are former or current subscribers to Queenscourt's funds. An important function of the members is to elect or re-elect Trustees, one third of whom retire each year at the Annual General Meeting. The Council can and does recommend candidates for election.

The Council's policy is to appraise its performance as a Council, using a learning needs analysis and the production of the Council Development Plan. At least once every 3 years the effectiveness of the Council is also reviewed against benchmarks, including the Charity Governance Code.

The Co-Chairs and Trustees undertake peer reviews which inform the training and development activity that is programmed each year. We aim to maintain a good mix of skills on the Council and to give new members appropriate induction and instruction. Council subcommittees have delegated responsibility to oversee our financial performance and monitor our performance.

At the date of this report, we have 15 Trustees. The maximum tenure for Trustees under recommended practice is 9 years and we follow this recommended practice, only authorising longer periods of tenure under exceptional circumstances or to support succession as overseen by our Strategy and Succession committee.

At the 2025 AGM one of our Co-Chairs, Mr Anthony Crewe and Dr Geraldine Boocock will be retiring as members of the Council as they have reached the maximum tenure of 9 years. We would like to record our grateful thanks for the many years that they each gave in support of Queenscourt and for all their support, hard work and guidance during their time with us.

12. Statement of Trustees' Responsibilities

The Trustees (who are also the Directors of Queenscourt Hospice for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations. Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable Company and the income and expenditure of the charitable Company for that period.

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 (FRS 102);
- make judgements and accounting 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable Company will continue in operation.

Queenscourt Hospice (Registered number 02102320)
Report of the Trustees for the year ended 31st March 2025 (continued)

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable Company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable Company 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 charitable Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable Company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

13. Auditors

The auditor, MHA, previously traded through the legal entity MacIntyre Hudson LLP. In response to regulatory changes, MacIntyre Hudson LLP ceased to hold an audit registration with the engagement transitioning to MHA Audit Services LLP.

Following a competitive tender process in advance of the next year ended 31 March 2026, MHA will not be proposed for reappointment in accordance with section 485 of the Companies Act 2026.

By order of the Council



Terry McGraw
Co-Chair

Date: September 16, 2025

Queenscourt Hospice (Registered number 02102320)
Independent Auditors' Report

Opinion

We have audited the financial statements of Queenscourt Hospice (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the Statement of Financial Activities (of both the group and the parent charitable company), the Balance Sheets (of both the group and the parent charitable company), the Group Cash Flow Statement and 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group and charitable company's affairs as at 31 March 2025 and of the 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 *Auditors' responsibilities for the audit of the financial statements* section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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 group'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 Report of the Trustees, other than the financial statements and our Report of the Independent Auditors thereon. The Trustees are responsible for the other information contained within the Report of the Trustees. 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and,
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

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

Matters on which we are required to report by exception

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company 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.

Responsibilities of the trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the 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:

- Enquiries of management and those charged with governance, as well as reviewing legal and professional expenditure, to identify any evidence of actual and potential litigation and claims;
- Enquiries with management and those charged with governance about any known or suspected instances of fraud;
- Reviewing minutes of meetings of those charged with governance;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias; and,

Queenscourt Hospice (Registered number 02102320)
Independent Auditors' Report

- Auditing the risk of fraud in revenue, including through testing of donations, legacies, grants and other contractual income streams via sampling of transactions and also the use of proof in total testing. Underlying contracts have been reviewed in order to establish both that income is complete and that these are genuine income streams in which the charity has a contractual right to income, and that they have been accounted for in the correct financial period.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our 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.



Andrew Matthews BFP ACA FCCA
(Senior Statutory Auditor)
For and on behalf of MHA, Statutory Auditor

Exchange Station
Tithebarn Street
Liverpool
L2 2QP

Date: September 16, 2025

MHA is the trading name of MHA Audit Services LLP, a limited liability partnership in England and Wales (registered number OC455542)

Consolidated Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
For the year ended 31 March 2025

GROUP	Note	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
Income and Endowments from					
Donations and legacies	2	1,449,714	141,509	1,591,223	2,422,615
Charitable activities	3	2,721,986	-	2,721,986	2,430,856
Other trading activities	4	1,059,216	-	1,059,216	1,093,430
Investment income	5	257,090	-	257,090	280,368
Other Income – including Capital grants and Insurance claims	6	4,945	137,157	142,102	1,795
Total income		5,492,951	278,666	5,771,617	6,229,064
Expenditure on					
Raising funds	4	982,096	-	982,096	1,026,746
Charitable activities	7	6,438,469	93,600	6,532,069	5,972,650
Investment property management costs		17,124	-	17,124	29,161
Total expenditure		7,437,689	93,600	7,531,289	7,028,557
Net incoming / (outgoing) resources before other gains and losses		(1,944,738)	185,066	(1,759,672)	(799,493)
Net gains/(losses) on investments		(18,821)	-	(18,821)	258,856
Net Income	8	(1,963,559)	185,066	(1,778,493)	(540,637)
Transfers between funds	18	137,157	(137,157)	-	-
Other recognised gains/(losses)		-	-	-	-
Net gains/(losses) on disposal of assets					
Net movement in funds		(1,826,402)	47,909	(1,778,493)	(540,637)
Reconciliation of Funds					
Total funds brought forward		11,411,854	390,898	11,802,752	12,343,389
Total Funds Carried Forward		9,585,452	438,807	10,024,259	11,802,752

Continuing operations

All income and expenditure has arisen from continuing activities.

A separate statement of financial activities for the Charity alone is shown with comparative figures for the previous year.

The notes form part of these financial statements.

Queenscourt Hospice (Registered company number 02102320)

**Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
For the year ended 31 March 2025**

CHARITY	Note	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
Income and Endowments from					
Donations and legacies	2	1,449,714	141,509	1,591,223	2,422,615
Charitable activities	3	2,721,986	-	2,721,986	2,430,856
Other trading activities	4	629,682	-	629,682	542,284
Investment income	5	255,195	-	255,195	277,908
Other Income – Capital grants	6	-	137,157	137,157	-
Total income		5,056,577	278,666	5,335,243	5,673,663
Expenditure on					
Raising funds	4	531,556	-	531,556	471,756
Charitable activities	7	6,438,469	93,600	6,532,069	5,972,650
Investment property management costs		17,124	-	17,124	29,161
Total expenditure		6,987,149	93,600	7,080,749	6,473,567
Net incoming / (outgoing) resources before other gains and losses		(1,930,572)	185,066	(1,745,506)	(799,904)
Net gains/(losses) on investments		(18,821)	-	(18,821)	258,856
Net Income	8	(1,949,393)	185,066	(1,764,327)	(541,048)
Transfers between funds	18	137,157	(137,157)		-
Other recognised gains/(losses)					
Net gains/(losses) on disposal of assets		-	-	-	-
Net movement in funds		(1,812,236)	47,909	(1,764,327)	(541,048)
Reconciliation of Funds					
Total funds brought forward		11,396,248	390,898	11,787,146	12,328,194
Total Funds Carried Forward		9,584,012	438,807	10,022,819	11,787,146

Continuing operations

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements.

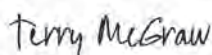
Queenscourt Hospice (Registered company number 2102320)

Consolidated Balance Sheet
As at 31 March 2025

GROUP	Notes	Total 2025 £	Total 2024 £
Fixed Assets			
Tangible assets	11	3,130,889	3,112,958
Investments			
Investments	12	4,053,921	5,242,742
Investment property	13	1,535,000	1,465,000
		8,719,810	9,820,700
Current Assets			
Stock		2,540	823
Debtors	14	1,029,098	1,321,461
Cash at bank and in hand		886,502	1,369,464
		1,918,140	2,691,748
Creditors			
Amounts falling due within one year	15	(613,691)	(709,696)
Net Current Assets		1,304,449	1,982,052
Total assets less current liabilities		10,024,259	11,802,752
Net Assets		10,024,259	11,802,752
Funds	18		
Unrestricted funds (Unallocated)		3,845,232	5,233,517
Designated funds		5,740,220	6,178,337
Restricted funds		438,807	390,898
Total Funds		10,024,259	11,802,752

The notes form part of these financial statements.

The financial statements were approved and authorised for issue by the Board of Trustees and signed on its behalf by:


T McGraw – Co-Chair


C P Cutner - Treasurer

Date: September 12, 2025

Balance Sheet
As at 31 March 2025

CHARITY	Notes	Total 2025 £	Total 2024 £
Fixed Assets			
Tangible assets	11	3,130,889	3,112,958
Investments			
Investments	12	4,145,923	5,334,744
Investment property	13	1,535,000	1,465,000
		8,811,812	9,912,702
Current Assets			
Stock		1,465	-
Debtors	14	1,053,421	1,435,862
Cash at bank and in hand		744,398	1,049,915
		1,799,284	2,485,777
Creditors			
Amounts falling due within one year	15	(588,277)	(611,333)
Net Current Assets		1,211,007	1,874,444
Total assets less current liabilities		10,022,819	11,787,146
Net Assets		10,022,819	11,787,146
Funds	18		
Unrestricted funds (Unallocated)		3,843,792	5,217,911
Designated funds		5,740,220	6,178,337
Restricted funds		438,807	390,898
Total Funds		10,022,819	11,787,146

The notes form part of these financial statements.

The financial statements were approved and authorised for issue by the Board of Trustees and were signed on its behalf by:

Terry McGraw
T McGraw – Co-Chair

P Cutner
C P Cutner - Treasurer

Date: September 12, 2025

Queenscourt Hospice (Registered number 02102320)
Consolidated Cash Flow Statement
For the year ended 31 March 2025

GROUP	Notes	Total 2025	Total 2024
		£	£
Cash flows from operating activities:			
Cash generated from operations		<u>(1,417,901)</u>	<u>(1,188,858)</u>
Net cash provided by (used in) operating activities		(1,417,901)	(1,188,858)
Cash flows from investing activities:			
Purchase of tangible fixed assets		(165,061)	-
Receipts from sale of tangible fixed assets		-	-
Purchase of fixed asset investments		-	(500,000)
Sale of fixed asset investments		<u>1,100,000</u>	<u>1,600,000</u>
Increase / (Decrease) in cash and cash equivalents in the year		<u>(482,962)</u>	<u>(88,858)</u>

1. Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2025	2024
	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(1,759,672)	(799,493)
Adjustments for:		
Depreciation charges	147,129	137,901
(Increase)/Decrease in debtors	292,364	(90,446)
(Increase)/ Decrease in stock	(1,717)	504
Increase / (Decrease) in creditors	(96,005)	(437,324)
Net cash provided by (used in) operating activities	(1,417,901)	(1,188,858)

2. Reconciliation of net cash flow to movement in net funds

	2025	2024
	£	£
Cash outflow / (inflow)	(482,962)	(88,858)
Movement in net funds	(482,962)	(88,858)
Net funds at 1 April 2024	1,369,464	1,458,322
Net funds at 31 March 2025	886,502	1,369,464

3. Analysis of net funds

	At 1 April 2024	Cashflow	At 31 March 2025
	£	£	£
Cash at bank and in hand	1,369,464	(482,962)	886,502
	1,369,464	(482,962)	886,502

Notes to the Financial Statements
For the year ended 31 March 2025

1 Accounting policies

Basis of preparing the financial statements

The financial statements of the group and parent charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 October 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value. The financial statements are presented in sterling which is the functional currency of the charity.

The statement of financial activities (SOFA) and balance sheet consolidate the financial statements of the Charity and its subsidiary undertakings. The results of the subsidiary undertakings are consolidated on a line by line basis.

The Charity is a company limited by guarantee. The members of the company include the trustees named in the report of the trustees. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

The parent charitable company is a qualifying entity for the purposes of FRS 102, being a member of a group where the parent of that group prepares publicly available consolidated financial statements, including this company, which are intended to give a true and fair view of the assets, liabilities and financial position and profit or loss of the group. The parent charitable company has therefore taken advantage of exemptions from the following disclosure requirements for parent company information presented within the consolidated financial statements.

- Section 7: 'Statement of Cash Flows' – Presentation of a statement of cash flow and related notes and disclosures.
- Section 11: 'Basic Financial Instruments' and Section 12: 'Other Financial Instrument Issues' – Carrying amounts, interest income/expense and net gains/losses for each category of financial instrument; basis of determining fair values; details of collateral, loan defaults or breaches, details of hedges, hedging fair value changes recognised in profit or loss and in other comprehensive income.

Basis of consolidation

The consolidated group financial statements consist of the financial statements of the parent charitable company Queenscourt Hospice together with entities controlled by the parent (its subsidiaries).

All financial statements are made up to 31 March 2025. Where necessary adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by other members of the group.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless then transactions provide evidence of an impairment to the asset transferred.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably. Legacies and grants are recognised in the Statement of Financial Activities when they become receivable and it is reasonably certain that they will be received and can be measured

Notes to the Financial Statements
For the year ended 31 March 2025

1 Accounting policies (continued)

with sufficient reliability. Income tax is recoverable monthly on completion of the documentation. Income is deferred only when the Charity has to fulfil conditions before becoming entitled to it. Gifts in kind are included at valuation, with the exception of food where the total involved is not material. Goods donated for resale are included as income when sold. No amounts are included in the financial statements for services donated by volunteers.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

The expenses of operating the Charity shops including depreciation of fixed assets employed in the shops relate entirely to fundraising. Also included in fundraising are separately identifiable expenses incurred at the main hospice building and in local support groups in connection with specific fundraising activities.

Tangible fixed assets

All assets costing more than £5,000 are capitalised. In addition, assets which qualify for capital grants but which cost less than £5,000 are also capitalised.

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

Freehold Land:	NIL
Freehold Buildings:	Between 2% and 4% per annum of cost
Leasehold Improvements:	10% per annum of cost
Equipment:	Between 5% and 50% per annum of cost
Fixtures and Fittings:	Between 4% and 20% per annum of cost
Motor Vehicles:	Between 17% and 20% per annum of cost

Investments

Fixed asset investments and shares are included at market value at the balance sheet date.

Investment property is shown at most recent valuation.

The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

Notes to the Financial Statements
For the year ended 31 March 2025

1 Accounting policies (continued)

Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The Group contributed to the personal pension plans of 154 (2024: 142) of its employees. The pension cost charge represents contributions for the period payable to by the Group. Superannuation employers' contributions are paid for employees remaining in the NHS pension scheme.

Operating leases

Rentals applicable to operating leases are charged to the SOFA on a straight line basis over the term of the lease.

Taxation

The Company is a registered charity and consequently there is no liability to taxation. The subsidiary companies are subject to UK Corporation Tax on profits not covenanted to the parent charity.

Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received. A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

Judgements and key sources of estimation uncertainty

In the application of the Group'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. The trustees believe that the following

Notes to the Financial Statements
For the year ended 31 March 2025

1 Accounting policies (continued)

estimates and assumptions are significant in respect of the carrying amount of assets and liabilities:

Valuation of investment properties

Investment properties held by the group are reviewed annually by the trustees, utilising the advice from a local estate agent, but not a professional valuer. The trustees consider local market factors and rental yields when reviewing the fair value of investment properties, as well as the opinion of local estate agents. Given the uniqueness of the organisational property portfolio, the trustees appreciate the inherent difficulties and uncertainties around applying a fair value to the investment property portfolio, however, feel experienced enough to do this annually.

Recognition of legacy income

Throughout the year the trustees maintain a register of notifications of legacy income to be received, bequeathed by our valued donors. At each year end date, the trustees must provide for a figure of legacy income receivable, when its value and receipt is both measurable and probable. Whilst constrained by both the legal process and other market factors, such as property values, the trustees feel confident that their experience allows them to make accurate estimations and judgements around this future right to income in respect of legacies.

Going concern

The trustees assess whether the use of going concern is appropriate for the preparation of these accounts, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Group to continue as a going concern. The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements.

The trustees prepared a 3 year budget in April and also carried out an impact assessment in the event of budget plans falling short of expectations. These 3 year forecasts are also updated at each quarterly budget monitoring review by the finance committee.

As a consequence, the trustees have concluded that the Group has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Group's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

2 Donations and Legacies

	2025	2024
	£	£
GROUP AND CHARITY		
Donations	305,840	345,650
Legacies	196,724	1,123,924
Remembrance gifts	166,545	173,903
Gift Aid	109,650	114,160
Regular and other donations including GAYE	812,464	664,978
	<u>1,591,223</u>	<u>2,422,615</u>

Legacy income includes 2025 £nil restricted (2024: £1,107 restricted to funding Queenscourt at Home).

Notes to the Financial Statements
For the year ended 31 March 2025

3 Income from charitable activities

	2025	2024
GROUP AND CHARITY	£	£
NHS Cheshire & Merseyside and Lancashire & South Cumbria ICBs	1,434,962	1,137,701
Other External Funding	1,099,923	1,086,838
Medical Income and Course Fees	<u>187,101</u>	<u>206,317</u>
Total	<u>2,721,986</u>	<u>2,430,856</u>

Income from the Integrated Care Boards includes £155,506 (2024: £124,371) Virtual Ward pilot (Lancs & S Cumbria). The balance of £1,279,456 (2024: £1,013,330) represents a contribution of around 24% (2024: 21%) to the core costs of the Hospice including Queenscourt at Home.

4 Other Trading Activities

Queenscourt Hospice Retail Limited, a wholly owned subsidiary company, manages the charity shops. The Charity owns the issued share capital of 92,000 fully paid shares of £1 each. (2024: 92,000 shares).

Queenscourt Hospice Enterprises Limited, a wholly owned subsidiary company, operated the lotteries until 19th July 2024. The company has now ceased trading but the Charity still owns the issued share capital of 2 fully paid shares of £1 each (2024: 2 shares)

An analysis of Group fundraising income and expenditure is shown below:

Notes to the Financial Statements
For the year ended 31 March 2025

4 Other Trading Activities (continued)

	Retail 2025	Lottery 2025 (in- house)	Lottery 2025 (external)	Support Groups and other trading 2025	Group Total 2025	Group Total 2024
	£	£	£	£	£	£
Income	488,184	130,041	203,557	237,434	1,059,216	1,093,430
Covenant Income	-	-	-	148,691	-	-
Recharges to Subsidiary	-	-	-	40,000	-	-
Total Fundraising Income	488,184	130,041	203,557	426,125	1,059,216	1,093,430
Sundry income	3,805	-	-	-	3,805	738
Commission - gift-aided sales	1,140	-	-	-	1,140	1,057
Recharge to charity	112,554	-	-	-	-	-
Deposit Interest	1,628	267	-	-	1,895	2,460
Sub total	607,311	130,308	203,557	426,125	1,066,056	1,097,685
Fundraising Trading Costs	(476,456)	(86,638)	(10,479)	(521,077)	(982,096)	(1,026,746)
Recharges from Parent	(37,020)	(2,980)	-	-	-	-
Covenanted to Charity	(93,498)	(55,193)	-	-	-	-
Net Profit	337	(14,503)	193,078	(94,952)	83,960	70,939
Tax charge	-	-	-	-	-	-
Profit after Tax	337	(14,503)	193,078	(94,952)	83,960	70,939
Reserves as at 31 March 2025	1,440	-				

The Retail subsidiary has generated income of £28,186 (2024: £26,112) from gift aided donations.

Notes to the Financial Statements
For the year ended 31 March 2025

5 Investment Income

	2025	2024
	£	£
GROUP		
Interest income	167,185	192,423
Rents from investment property	89,905	87,945
	<u>257,090</u>	<u>280,368</u>
	<u><u>257,090</u></u>	<u><u>280,368</u></u>
CHARITY		
Interest income	165,290	189,963
Rents from investment property	89,905	87,945
	<u>255,195</u>	<u>277,908</u>
	<u><u>255,195</u></u>	<u><u>277,908</u></u>

6 Other Income

	2025	2024
	£	£
GROUP		
Commission on gift-aided sales (Unrestricted)	1,140	1,057
Sundry income (Unrestricted)	2,365	738
Insurance claims (Unrestricted)	1,440	-
DHSE Capital Grant (Restricted)	137,157	-
	<u>142,102</u>	<u>1,795</u>
	<u><u>142,102</u></u>	<u><u>1,795</u></u>
CHARITY		
DHSE Capital Grant (Restricted)	<u>137,157</u>	<u>-</u>
	<u><u>137,157</u></u>	<u><u>-</u></u>

Notes to the Financial Statements
For the year ended 31 March 2025

7 Costs of charitable activities

GROUP AND CHARITY

	Inpatient Services	Queens- court at Home	Other Clinical Services	Education	Medical Services	Contracted community services	Support Services	2025 Total activities	2024 Restated Total activities
	£	£	£	£	£	£	£	£	£
Direct costs									
Staff costs	1,326,053	554,860	1,045,179	403,180	739,993	994,228	782,410	5,845,903	5,172,096
Payroll expenses and training	3,990	274	5,224	3,181	2,983	894	22,527	39,073	30,237
Repairs and maintenance	8,589	662	3,873	4,898	175	3,159	48,305	69,661	230,588
Utilities and other premises costs	1,785	-	1,274	-	-	-	91,393	94,452	78,627
Nursing, therapy & education supplies	20,566	232	772	4,176	-	424	-	26,170	31,484
Catering supplies	143	-	43,565	822	-	-	-	44,530	38,329
Cleaning, laundry and waste disposal	1,730	-	1,262	-	-	-	29,489	32,481	36,019
Transport and travel	277	16,111	8,204	941	13	12,236	760	38,542	41,128
General office expenses	1,517	3,572	12,907	8,407	1,910	4,140	51,133	83,586	74,261
Other operating expenses	11,519	1,163	8,272	1,093	776	2,483	49,041	74,347	75,117
Auditors' remuneration	-	-	-	-	-	-	16,350	16,350	9,513
Bank charges	-	-	-	-	-	-	3,265	3,265	3,270
Other professional fees	912	1,047	2,022	361	121	962	11,155	16,580	14,080
Contract management	-	-	-	-	-	73,944	(73,944)	-	-
Depreciation	-	-	-	-	-	-	131,767	147,129	137,901
	1,377,081	577,921	1,132,554	427,059	745,971	1,092,470	1,163,651	6,532,069	5,972,650
Support costs reallocated	453,083	117,230	312,152	137,494	143,692	-	(1,163,651)	-	-
	1,830,164	695,151	1,444,706	579,915	889,663	1,092,470	-	6,532,069	5,972,650

Allocation of support costs	Inpatient Services	Queens-court at Home	Other Clinical Services	Education	Medical Services	Contracted community services	Corporate and Other Costs	Method of allocation
	£	£	£	£	£	£	£	
Human Resources	44,950	18,808	35,429	13,667	25,083		137,937	Staff costs
Communications	19,493	8,156	15,364	5,927	10,877		59,817	Staff costs
Data	17,641	7,382	13,904	5,364	9,844		54,135	Staff costs
Estates	102,849	10,997	65,040	46,380	2,880		228,146	Floor area
Finance	63,842	26,714	50,320	19,411	35,627		195,914	Staff costs
Housekeeping	49,657	5,310	31,402	22,393	1,391		110,153	Floor area
IT/IG	21,455	8,977	16,911	6,523	11,973		65,839	Staff costs
Volunteering	10,428	4,363	8,219	3,171	5,820		32,001	Staff costs
Corporate other	23,125	9,676	18,227	7,031	12,906		70,965	Staff costs
Depreciation	74,558	6,351	37,564	-	13,294		131,767	Floor area
Other staff-related	25,085	10,496	19,722	7,627	13,997		76,977	Staff costs
Other premises related	-	-	-	-	-			Floor area
Total reallocated to above table	453,083	117,230	312,152	137,494	143,692		1,163,651	

Notes to the Financial Statements
For the year ended 31 March 2025

Governance costs

The following costs in respect of the Governance of the Charity are included in the preceding tables:

	2025	2024
	£	£
Auditors' remuneration for audit of the accounts	16,350	9,513
Auditors' remuneration for non-audit work	-	-
Staffing	216,110	176,800
Vantage IT system	5,245	5,000
	<u>237,705</u>	<u>191,313</u>

8 Net income/(expenditure)

GROUP

Net income/(expenditure) is stated after charging/(crediting):

	2025	2024
	£	£
Auditors' remuneration	20,384	14,508
Auditors' remuneration for non-audit work	-	912
Depreciation - owned assets	147,129	137,901
Rentals – operating lease – Property	110,685	107,994
Rentals - operating lease - Equipment	<u>8,757</u>	<u>5,637</u>

CHARITY

Net income/(expenditure) is stated after charging/(crediting):

	2025	2024
	£	£
Auditors' remuneration	16,350	9,513
Auditors' remuneration for non-audit work	-	-
Depreciation - owned assets	147,129	137,901
Rentals – operating lease – Property	110,685	107,994
Rentals - operating lease	<u>8,757</u>	<u>5,637</u>

9 Trustee's remuneration and benefits

There were no trustees remuneration or other benefits for the year ended 31 March 2025 nor for the year ended 31 March 2024.

Trustees' expenses

No Council members received re-imbursed expenses (2024: £nil).

Notes to the Financial Statements
For the year ended 31 March 2025

10 Staff costs

GROUP	2025	2024
	£	£
Wages and salaries	5,425,348	4,815,963
Social security costs	538,860	473,833
Other pension costs	465,310	401,005
	<u>6,429,518</u>	<u>5,690,801</u>
CHARITY	2025	2024
	£	£
Wages and salaries	5,153,746	4,577,126
Social security costs	521,041	458,074
Other pension costs	458,671	396,528
	<u>6,133,458</u>	<u>5,431,728</u>

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

GROUP	Full time	Part time	Bank	Total 2025	Total 2024
Medical	4	5	-	9	7
Nursing	29	45	12	86	78
Therapists	3	2	-	5	5
Catering	1	6	1	7	6
Housekeeping	1	4	-	5	6
Fundraising & administration	10	26	3	39	39
Education	4	3	1	8	10
Maintenance	2	-	-	2	2
Retail	5	8	3	16	13
Lottery	-	0	1	1	3
	<u>59</u>	<u>99</u>	<u>21</u>	<u>179</u>	<u>169</u>

Notes to the Financial Statements
For the year ended 31 March 2025

CHARITY	Full time	Part time	Bank	Total 2025	Total 2024
Medical	4	5	-	9	7
Nursing	29	45	12	86	78
Therapists	3	2	-	5	5
Catering	1	6	1	8	6
Housekeeping	1	4	-	5	6
Fundraising & Administration	10	26	3	39	39
Education	4	3	1	8	10
Maintenance	2	-	-	2	2
	<u>54</u>	<u>91</u>	<u>17</u>	<u>162</u>	<u>153</u>

Staff numbers exclude 14 (2024: 14) Council members, who are all non-executive Directors of the organisation.

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2025	2024
£60,000 - £70,000	9	11
£70,001 - £80,000	2	1
£80,001 - £90,000	2	2
£90,001 - £100,000	1	-
£100,001 - £110,000	-	-
£110,001 - £120,000	-	1
£120,001 - £130,000	3	2
£130,001 - £140,000	1	1

The key management personnel comprise of the 3 Executive Directors being the Medical Director, the Director of Nursing Services and the Corporate Services Director with total employee benefit costs of £241,013 (2024: £216,280).

In addition, a great amount of time, the value of which is impossible to reflect in these financial statements, is donated by volunteers.

Along with a standard defined contribution scheme, the company operates an exempt approved defined benefit scheme, namely the National Health Superannuation Scheme. The assets of this scheme are held separately and contributions to the scheme are charged to the statement of financial activities so as to spread the cost of pensions over employees' working lives with the company. This scheme does not have a real pension fund, but as a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and employers are paid to the Exchequer, which meet the cost of increasing benefits each year by the rate of inflation. This extra cost is not met by contributions from scheme members and employers, as a result of the nature of the scheme there are no separately identifiable assets and liabilities which can be identified as relating to Queenscourt Hospice therefore, as permitted by FRS102, the scheme has been accounted for as a defined contribution scheme.

The contributions to the superannuation scheme were substantially defrayed by the Integrated Care Boards (formerly Clinical Commissioning Groups).

Notes to the Financial Statements
For the year ended 31 March 2025

11 Tangible fixed assets

GROUP	Freehold property	Fixtures & fittings	Equipment	Totals
	£	£	£	£
Cost				
At 1 April 2024	4,154,739	838,287	319,410	5,312,436
Additions	59,372	44,222	61,467	165,061
Disposals				
At 31 March 2025	4,214,111	882,509	380,877	5,477,497
Depreciation				
At 1 April 2024	1,389,973	564,567	244,939	2,199,479
Charge for year	93,715	35,891	17,523	147,129
Eliminated on disposal				
At 31 March 2025	1,483,688	600,458	262,462	2,346,608
Net book value				
At 31 March 2025	2,730,423	282,051	118,415	3,130,889
At 31 March 2024	2,764,766	273,720	74,471	3,112,957

Notes to the Financial Statements
For the year ended 31 March 2025

11 Tangible fixed assets (continued)

	Freehold property	Fixtures & fittings	Equipment	Totals
CHARITY				
Cost	£	£	£	£
At 1 April 2024	4,150,529	838,287	317,390	5,306,206
Additions	59,372	44,222	61,467	165,061
Disposals	-	-	-	-
At 31 March 2025	4,209,901	882,509	378,857	5,471,267
Depreciation				
At 1 April 2024	1,385,763	564,567	242,919	2,193,249
Charge for year	93,715	35,891	17,523	147,129
Eliminated on disposal	-	-	-	-
At 31 March 2025	1,479,478	600,458	260,442	2,340,378
Net book value				
At 31 March 2025	2,730,423	282,051	118,415	3,130,889
At 31 March 2024	2,764,766	273,720	74,471	3,112,957

Included in cost or valuation of land and buildings is freehold land of £30,000.

All tangible fixed assets are used for direct charitable purposes except for shop equipment which have net book values of £nil (2024: £nil) and are used for fundraising purposes.

Notes to the Financial Statements
For the year ended 31 March 2025

12 Fixed asset investments

GROUP	Shares in group undertakings	Listed investments	Totals
	£	£	£
Market value			
At 1 April 2024	-	5,242,742	5,242,742
Additions	-	-	-
Disposals	-	(1,100,000)	(1,100,000)
Revaluations	-	(88,821)	(88,821)
At 31 March 2025	-	4,053,921	4,053,921
Net book value	-	4,053,921	4,053,921
At 31 March 2025			
At 31 March 2024	-	5,242,742	5,242,742
CHARITY	Shares in group undertakings	Listed investments	Totals
	£	£	£
Market value			
At 1 April 2024	92,002	5,242,742	5,334,744
Additions	-	-	-
Disposals	-	(1,100,000)	(1,100,000)
Revaluations	-	(88,821)	(88,821)
At 31 March 2025	92,002	4,053,921	4,145,923
Net book value			
At 31 March 2025	92,002	4,053,921	4,145,923
At 31 March 2024	92,002	5,242,742	5,334,744

There were no investment assets held outside the UK.

Subsidiaries

Details of the charity's subsidiaries at 31 March 2025 are as follows:

- Queenscourt Hospice Retail Limited – registered office: Town Lane, Southport, PR8 6RE. 100% directly owned via Ordinary share capital.
- Queenscourt Hospice Enterprises Limited – registered office: Town Lane, Southport, PR8 6RE. 100% directly owed via share capital.

Notes to the Financial Statements
For the year ended 31 March 2025

Queenscourt Hospice Enterprises Limited has taken the exemption in Section 479A of the Companies Act 2006 ("the Act") from the requirement in the Act for their individual accounts to be audited. The guarantee given by the company under Section 479A of the act is disclosed in note 19.

13 Investment Property

GROUP AND CHARITY

Totals

£

Market value

At 1 April 2024	1,465,000
Additions	-
Disposals	-
Revaluations	70,000
At 31 March 2025	1,535,000
Net book value	
At 31 March 2025	<u>1,535,000</u>
At 31 March 2024	<u>1,465,000</u>

14 Debtors: Amounts falling due within one year

GROUP

2025

2024

£

£

Trade and other debtors	42,273	5,456
Prepayments and accrued income	936,843	1,282,323
Income tax recoverable	20,320	11,076
VAT reclaim	29,662	22,606
	1,029,098	1,321,461

CHARITY

2025

2024

£

£

Amounts owed by group undertakings	52,466	142,495
Trade debtors	42,273	5,456
Prepayments and accrued income	908,700	1,254,229
Income tax recoverable	20,320	11,076
VAT reclaim	29,662	22,606
	1,053,421	1,435,862

Notes to the Financial Statements
For the year ended 31 March 2025

15 Creditors: Amount falling due within one year

GROUP	2025	2024
	£	£
Trade and other creditors	275,160	264,548
Accruals and deferred income	338,531	445,148
	613,691	709,696
CHARITY	2025	2024
	£	£
Trade and other creditors	249,746	223,958
Accruals and deferred income	338,531	387,375
	588,277	611,333

16 Leasing agreements**Lessee**

Minimum lease payments under non-cancellable operating leases fall due as follows:

GROUP/ CHARITY	Land & Buildings		Other operating leases	
	2025	2024	2025	2024
	£	£	£	£
Expiring:				
Within one year	92,760	78,283	4,864	4,864
Between two and five years	213,100	192,000	11,000	15,747
More than five years	-	-	-	-
	305,860	270,323	15,864	20,611

Lessor

The operating leases represent leases of properties to third parties. These leases are negotiated over terms between 6 months and 1 year. There are options for both parties to extend the lease terms.

At the reporting end date the charity had contracted with tenants for the following minimum lease payments:

	2025	2024
	£	£
GROUP		
Expiring:		
Within one year	6,815	6,735
	6,815	6,735

Notes to the Financial Statements
For the year ended 31 March 2025

17 Analysis of net assets between funds

GROUP	Unrestricted funds	Restricted funds	2025 Total funds	2024 Total funds
	£	£	£	£
Fixed assets	3,130,889	-	3,130,889	3,112,958
Investments	5,588,921	-	5,588,921	6,707,742
Current assets	1,479,333	438,807	1,918,140	2,691,748
Current liabilities	(613,691)	-	(613,691)	(709,696)
	9,585,452	438,807	10,024,259	11,802,752
CHARITY	Unrestricted funds	Restricted funds	2025 Total funds	2024 Total funds
	£	£	£	£
Fixed assets	3,130,889	-	3,130,889	3,112,958
Investments	5,680,923	-	5,680,923	6,799,744
Current assets	1,360,477	438,807	1,799,284	2,485,777
Current liabilities	(588,277)	-	(588,277)	(611,333)
	9,584,012	438,807	10,022,819	11,787,146

18 Movement in funds**Designated Funds**

Designated Funds represent a part of the Unrestricted Funds that have been set-aside by the Trustees for specific purposes, these being:

Tangible Fixed Assets	This is required in order to fund future depreciation charges.
Budget Deficit	This is to provide cover for the forthcoming year's forecast deficit with the exception of depreciation charges which are included within tangible fixed assets.
Capital Investment	This is to provide funds for both committed and planned capital investment with the exception of where the Charity are holding any restricted funds for this purpose.
The Dr Karen Groves Legacy Development Fund	This fund was launched 2023 with the objective of boosting support to keep Queenscourt in service. Contributions to the fund are for general use and are not restricted.
Specialist Palliative Care Contracts	This fund has been set up so that any profits earned on these contracted services can be carried forward and applied to support expenditure or losses in future years and ensure that at no point will the Hospice be supporting the contracts from charitable funds.
Contingency	This comprises funds set aside in the event that any future organisational restructure may require non-recurring expenditure.

Notes to the Financial Statements
For the year ended 31 March 2025

18 Movement in funds (continued)

GROUP	At 1 April 2024	Net movement in funds	Transfers between funds	At 31 March 2025
	£	£	£	£
Unrestricted funds				
General fund	5,233,517	(1,970,312)	582,027	3,845,232
Designated Fund				
- Tangible Fixed Assets	3,112,958	-	17,931	3,130,889
- Budget Deficit	1,962,611	-	(463,501)	1,499,110
- Capital Investment	-	-	-	-
- Dr Groves Development Fund	-	6,753	(6,753)	-
- Specialist Palliative Care Contracts	102,768	-	7,453	110,221
- Contingency	1,000,000	-	-	1,000,000
	<u>11,411,854</u>	<u>(1,963,559)</u>	<u>137,157</u>	<u>9,585,452</u>
Restricted funds				
Restricted funds	<u>390,898</u>	<u>185,066</u>	<u>(137,157)</u>	<u>438,807</u>
Total funds	<u>11,802,752</u>	<u>(1,778,493)</u>	<u>-</u>	<u>10,024,259</u>
CHARITY	At 1 April 2024	Net movement in funds	Transfers between funds	At 31 March 2025
	£	£	£	£
Unrestricted funds				
General fund	5,217,911	(1,956,146)	582,027	3,843,792
Designated Fund				
- Tangible Fixed Assets	3,112,958	-	17,931	3,130,889
- Budget Deficit	1,962,611	-	(463,501)	1,499,110
- Capital Investment	-	-	-	-
- Dr Groves Development Fund	-	6,753	(6,753)	-
- Specialist Palliative Care Contracts	102,768	-	7,453	110,221
- Contingency	1,000,000	-	-	1,000,000
	<u>11,396,248</u>	<u>(1,949,393)</u>	<u>137,157</u>	<u>9,584,012</u>
Restricted funds				
Restricted funds	<u>390,898</u>	<u>185,066</u>	<u>(137,157)</u>	<u>438,807</u>
Total funds	<u>11,787,146</u>	<u>(1,764,327)</u>	<u>-</u>	<u>10,022,819</u>

Notes to the Financial Statements
For the year ended 31 March 2025

18 Movement in funds (continued)

Net movement in funds, included in the above are as follows:

GROUP	Incoming resources	Resources expended	Gains and losses	Movement in funds
	£000	£'000	£'000	£'000
Unrestricted funds				
Unrestricted funds	5,492,951	(7,437,689)	(18,821)	(1,963,559)
Restricted funds				
Restricted funds	278,666	(93,600)	-	185,066
Total funds	5,771,617	(7,531,289)	(18,821)	(1,778,493)

CHARITY	Incoming resources	Resources expended	Gains and losses	movement in funds
	£	£	£	£
Unrestricted funds				
Unrestricted funds	5,056,577	(6,978,149)	(18,821)	(1,949,393)
Restricted funds				
Restricted funds	278,666	(93,600)	-	185,066
Total funds	5,335,243	(7,080,749)	(18,821)	(1,764,327)

An analysis of Restricted Funds is shown below:

Notes to the Financial Statements
For the year ended 31 March 2025

18 Movement in funds (continued)

	Opening balance	Income	Capital Expenditure	Revenue Expenditure	Closing balance
	£	£'000	£'000	£'000	£'000
Equipment	10,303	12,627	-	(8,710)	14,220
Others	11,637	13,325	-	(10,758)	14,204
Staff Benevolent Fund	37	-	-	-	37
Grounds, Furniture, Man Shed	672	5,500	-	(4,301)	1,871
Education Fund	30,781	-	-	(3,061)	27,720
Compassionate Communities Training	12,300	-	-	(12,300)	-
Fixtures & Fittings	6,287	-	-	(1,937)	4,350
The Big Give Campaign 2023	73,881	-	-	(52,503)	21,378
The Big Give Campaign 2024	-	110,057	-	(30)	110,027
Capital grant	-	137,157	(137,157)		-
Bequest for purchase of a property for Retail or for generating rental income	245,000	-	-	-	245,000
	390,898	278,666	(137,157)	(93,600)	438,807

Equipment:

This fund relates to monies received for the purchase of equipment for all areas of the Hospice.

Others:

Other service funds represent monies received for the provision of specific Hospice services.

Staff Benevolent Fund:

This fund relates to donations given specifically of the benefit of staff.

Grounds, Furniture, Man Shed:

This fund relates to funds received for the purchase and maintenance of garden equipment/furniture for the Hospice.

Education Fund:

This fund is used to support staff in learning new skills, increase knowledge and skillsets to better meet the needs of the communities and the Hospice.

Compassionate Communities Training:

This fund relates to training and supporting Compassionate Community Connectors who support the wellbeing of their community through compassionate conversations and encouraging social connections.

Fixtures & Fittings:

This fund relates to monies received for the purchase of fixtures and fittings for the Hospice.

Notes to the Financial Statements
For the year ended 31 March 2025

18 Movement in funds (continued)

The Big Give Campaign 2023

This relates to funds raised through the Big Give campaign 2023 for improvements for the comfort of patients and particularly for heating.

The Big Give Campaign 2024

This relates to funds raised through the Big Give campaign 2024 to enhance family support and bereavement services.

Capital grant

The DHSC Capital Grant Programme refers to funding provided by the Department of Health and Social Care (DHSC) for capital projects, particularly in the context of healthcare and social care.

Bequest for purchase of a property for Retail or for generating rental income:

This fund is specifically for the purchase of retail property with the object of reducing the amount spent on renting such property or the purchase of retail or residential property for the purposes of generating income.

19 Financial commitments, guarantees and contingent liabilities

The Charity has undertaken to repay any legitimate claims in respect of donated, unclaimed client monies/bequests of £7,887 (2024: £4,000).

In order for the subsidiary entity Queenscourt Hospice Enterprises Limited to take the audit exemption available in Section 479A of the Companies Act 2006, the charity has guaranteed all outstanding liabilities of the subsidiary at 31 March 2025, until those liabilities are satisfied in full.

20 Contingent assets

Within the year there were material contingent assets of £148,000 (2024: £76,000) in respect of legacies to which the charity has a future right to income, but which are contingent upon certain legal processes completing in a future period. As such, the probability and measurement of these legacies is not reliable enough to provide in full for these assets at this point in time.

21 Related party transactions

On consolidation all transactions and closing balances with wholly owned subsidiary entities are netted against each other. The Trustees review Related Parties on a regular basis and deem no further transactions in the period to require disclosure.

22 Donated goods

Queenscourt Hospice Retail Ltd acts as an agent in selling donated goods and charged commission of £728 (2024: £1,057) for these services.

23 Contribution towards drugs

NHS Cheshire & Merseyside Integrated Care Board contributed £38,441 (2024: £39,126) towards drugs supplied by Southport and Ormskirk NHS Trusts.

We couldn't have done it without your generous *support...*



Fundraising *Highlights*

★ **1,250**
attended our Star Trek
night walk - a new record!

✋ **£109,038**
was raised in one week
during our **Big Give**
Christmas Challenge

☂ **148**
of our supporters took part in a
individual challenge for
Queenscourt



We interacted with
44,000
people via
Social Media!

Queenscourt partnered with
Local Hospice Lottery

in July 2024

Over
7,500
playing lottery
members

**LOCAL
HOSPICE
LOTTERY**

548
new lottery
members since
July 2024



Retail *Snapshot*

£30,000

EXTRA made in *giftaid* donations

& **1,153** new sign-ups!

180,782

Items sold through
Queenscourt Retail



97,836

Customers served
in our shops



Thank you

To **all** our donors
and volunteers!

Registered Office: Queenscourt Hospice | Town Lane | Southport | PR8 6RE

Company Limited by guarantee and registered in England No. 02102320 | **Registered Charity No. 518801**

Accounts

TRUSTEE ANNUAL REPORT & ACCOUNTS

To 31st March 2024



11,309
HOURS OF CARE
PROVIDED BY
QUEENSCOURT
AT HOME

1,102
PATIENTS 
SUPPORTED

3,786
CONTACTS PROVIDED BY
QUEENSCOURT
THERAPY SERVICES



186,075
ITEMS
DONATED



96,000
CUSTOMERS
SERVED
AT QUEENSCOURT
RETAIL SHOPS

RECORD
FUNDRAISING
INCOME OF



£742,000

4 MILLION
RAISED BY OVER
7,300 
PLAYING LOTTERY
MEMBERS SINCE 1994



1,100+
PARTICIPANTS
ATTENDED OUR ANNUAL
STAR TREKK EVENT

1,671
ATTENDED
QUEENSCOURT
REMEMBRANCE
EVENTS



3,190
ATTENDANCES
AT EDUCATION
SESSIONS

795

ADMISSIONS TO
VIRTUAL
WARD



The Queen's Award
for Voluntary Service

delivering exceptional compassionate care for over 30 years



Index

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Chair's Foreword

From its inception and certainly as long as I have been associated with it, Queenscourt Hospice has valued a clear and well-developed culture of consistent development and improvement in both our services and our governance. During the past year, this was demonstrated by two key developments.

The first was the introduction of the Virtual Ward. Our senior medical and clinical team have pioneered and led this initiative, which is covered in more detail elsewhere in this report. It has once more put the Hospice at the cutting edge of the development of Hospice care in the UK.

The second is the work we have been doing as a Council of Trustees and senior team to develop a more robust Board Assessment Framework. This approach will enhance our ability to manage and mitigate existing and emerging risks, enhancing our ability to provide robust governance and support to the organisation.

The new framework will provide us, as a Council of Trustees, with improved and streamlined reporting and accountability. We will make greater and more effective use of our subcommittee structure, using the Advice, Alert and Assure approach for reporting to the full Council. In depth challenge and review by Trustees at subcommittee level will result in continued improvement of our organisational governance and assurance.

Our Impact Statement is based on a thorough analysis of how and where we provide key support. However, what it really shows is the enormous difference our services have made and continue to make to our local communities. I am immensely proud of our achievements.

Once again, this year, the staff of Queenscourt have worked wonders for the patients and those closest to them. I will never stop feeling humbled by the wonderful services they provide. Their professionalism and care have ensured that our patients receive compassionate human contact when they needed it most. I am in awe at the commitment and compassion of the entire team at Queenscourt. I never tire of singing their praises.

When I refer to the entire team at Queenscourt, I am also, of course, including the administrative staff. They have provided essential support and continued to work to not only keep Queenscourt ticking over but to strive for improvements and greater efficiency wherever they can. Their dedication and commitment is outstanding and alongside the patient-facing staff, forms the foundation of our continuing existence.

I would like to place on record my gratitude to my fellow members of Queenscourt Council. They provide their skills, wisdom and enthusiasm to support and challenge the Directors and staff to achieve even greater levels of excellence and care. The Council operates within the framework of law and practice established by several regulatory authorities, meaning that we are held to very high standards in the performance of our duties. We maintain a wide variety of backgrounds and expertise on Council, through ongoing review and recruitment, to ensure we meet all of those requirements.

I would also like to place on record my gratitude to our communities for their support, both in terms of money contributed and in terms of the time they give to help us to continue providing our services. This has been essential in such difficult and challenging financial times. As always, our volunteers have provided immense help to Queenscourt. Their help, support and energy has been invaluable, and it goes without saying that we could not continue to provide the care we do without them.

Our three Directors, Ms Debbie Pierce-Lawson, Dr Claire Finnegan and Mrs Louise Charnock have filled their roles magnificently this year. Queenscourt is fortunate to have such able and dedicated executive leaders. I have great confidence that we are and will remain in safe hands. Queenscourt has a well-earned reputation for excellence, and I am certain that our Directors, Staff, Trustees and Volunteers will always endeavour to maintain and enhance that reputation.

Anthony Crewe
Chair of Trustees



17/09/2024

1,102
Patients
Supported



440
VOLUNTEERS



11,309

Hours of care
provided by
Queenscourt
at Home



747

People received specialist
medical, nursing and
therapy support as an
outpatient

78

People were supported
home from hospital on
'rapid end of life discharge'

3,786

Contacts provided by
Queenscourt therapy services
for patients and families



199

People admitted to
Queenscourt IPU for
specialist support



8.7
DAYS

Average
length of stay
to those
admitted to
Queenscourt
Hospice
inpatient unit



21%

Of patients
supported died
in Queenscourt
Hospice

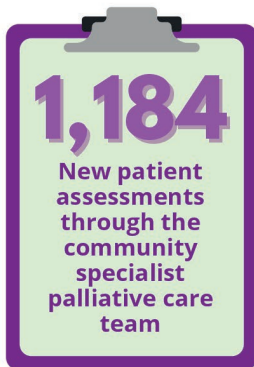


63%

Of patients
supported by
Queenscourt
Hospice died in
their own home

1,184

New patient
assessments
through the
community
specialist
palliative care
team



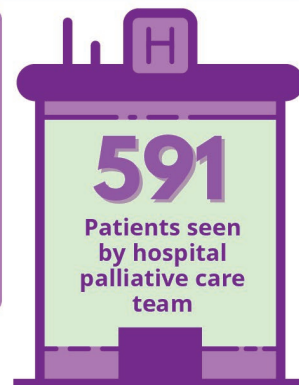
795

Admissions to
Virtual Ward



591

Patients seen
by hospital
palliative care
team



Terence Burgess Education Centre

3,190

ATTENDANCES
AT EDUCATION
SESSIONS



CLINICAL PLACEMENTS FOR

58

MEDICAL
STUDENTS



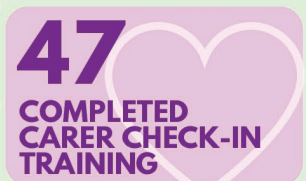
358

INDIVIDUALS
TRAINED IN FUTURE
CARE PLANNING



47

COMPLETED
CARER CHECK-IN
TRAINING



“

My mum and my sister, took great comfort from this beautiful service. Our pain from losing my dad is still very raw, we cannot ever, thank you enough, for your kindness, support and love

Midsummer Remembrance Service

”

1,671

People attended our
remembering events,
or received a form of
bereavement support
or contact





Development of **VIRTUAL WARD**

pilot, enabling same day response and enhanced multi-professional support in crisis in the community



Introduction of **BAND 6**

roles on IPU to support provision of 24 hour telephone advice line for healthcare professionals



Appointment of a **PHARMACIST**

to join the multi-professional palliative care team at Queenscourt



Introduction of **ELECTRONIC PRESCRIBING**

with electronic transfer of prescriptions directly to community pharmacies to improve access to medication for patients in the community



COLLABORATION WITH Edge Hill University

We have worked with colleagues from Wigan & Leigh Hospice to support the development of a clinical placement and simulation training for the new Medical School.



Development of **FAMILY SUPPORT SERVICES**



Bereavement

Carers

Children facing bereavement

Successful Partnership Award

WINNER



Queenscourt's Specialist Palliative Care Service won this year's HCRG Successful Partnership Award due to the difference that our Clinical Nurse Specialist Team make, and the 'critical friend' support they provide to West Lancashire District Nursing Service.

**Greater
INVESTMENT**
on evidencing
IMPACT



VANTAGE



I WANT GREAT
CARE



DATA
ANALYSIS

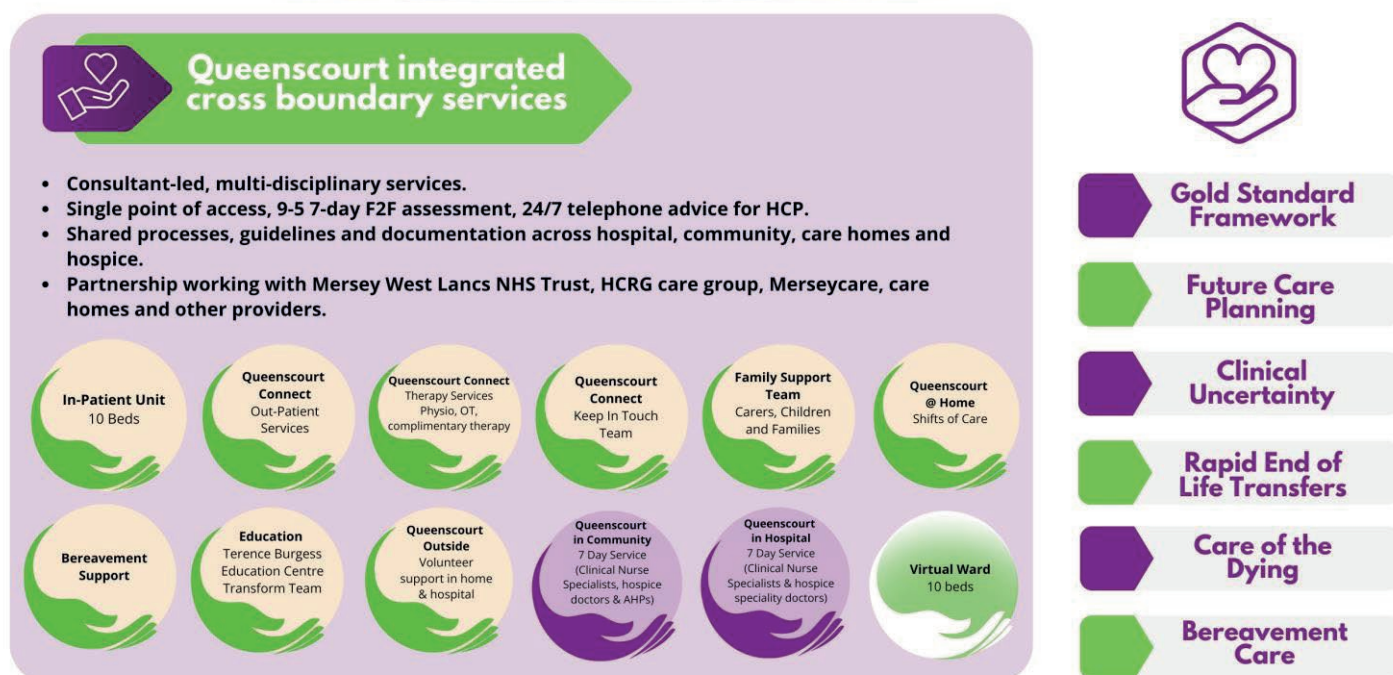


COMMUNICATIONS

1. What is Queenscourt and what do we do?

Queenscourt Hospice is an independent charitable organisation, and our purpose is to provide and promote the best possible consultant led, specialist palliative care for adults within West Lancashire, Southport and Formby, who are clinically referred, with the agreement of their doctor and for whose clinical needs our services are appropriate. Our services are free of charge. All our charitable activities are undertaken to further our objectives for the public benefit.

Queenscourt Service Delivery



We continually consider the new and innovative approaches that will best meet the needs of our local communities. Along with our clinical and medical colleagues, our service delivery is facilitated by a wide range of support from other vital members of [#teamqueenscourt](#).

Hotel Services

All our catering is provided in-house. The catering team is particularly skilled at providing tiny, tasty, treats for those with poor appetites, liquidised and reformed food for those with swallowing difficulties and fortified food for those who struggle with volume. The catering team also provides subsidised meals for staff and TBEC.

We are able to provide a high-quality service responsive to individual patient needs in bright and pleasant surroundings, including beautiful gardens, thanks to our dedicated team of volunteer gardeners.

Our housekeeping team keep Queenscourt clean, working with the clinical team to ensure Infection Prevention and Control Guidance is followed. We use ultraviolet technology as needed to disinfect all clinical areas of Queenscourt Hospice.

Corporate Services

All our patient facing services are enabled and supported by our Corporate Teams, including Administration, Human Resources and Volunteering, I.T., Communications, Information Governance, Data, Finance, Health & Safety, Estates and Income Generation.

2. #teamqueenscourt

Our staff and volunteers are our greatest asset.

Most of our team are professionally qualified and many others are well qualified by the nature of their previous experience and the training that we provide. Our volunteer roles are many and varied. We have nearly 440 active volunteers supporting us across all areas including clinical services, catering, the community, finance, fundraising and retail.

Since the pandemic we are seeing patients with increasingly complex physical, psychological, social and spiritual needs. Working as part of **#teamqueenscourt**, although immensely rewarding, can offer challenges. We offer a range of support to help with individual health and wellbeing and a key strategic objective is to ensure that we are a compassionate employer. Specific initiatives during 2023/24 have included:

- Freedom to Speak Up Guardian and Champions embedded to support the staff further to 'speak up' or raise any concerns.
- Monthly Carers group for staff and volunteers to discuss helpful information, advice and support to other carers.
- Promotion of free Employee Assistance Programme (EAP) services and Wisdom App for access and support 365 days pa, including counselling and physio services
- Wellbeing initiatives with awareness and information events including Menopause Week, Mental Health Awareness Week, Neurodiversity Week, relaxation sessions, yoga and meditation.
- QCH staff flu vaccinations.

3. The future and Queenscourt Strategy¹

As Trustees we oversee the ongoing development of our Strategic Direction. What we do now, and how we do it, will continue to be driven largely by factors that we can only hope to influence, rather than control. It is vital that we continue to engage in the regional and local landscapes of Integrated Commissioning Boards (ICB), Integrated Commissioning Partnerships (ICP), Place Based Partnerships (PBP), Primary Care Networks (PCN) and the 2 Hospice Provider Collaboratives across the ICB footprints, of which we are a member and with whom we engage in awareness raising campaigns.

Following the amendment to the Health and Care Act 2022 and the development of the PEOLC Commissioning Investment Framework that defines core / specialist palliative care as the responsibility of the ICS and / or Local Authority, there has been increased media awareness. Whilst this resulted in some parliamentary debate that recognised the value that hospices bring to the whole system, this has not as yet translated into increased contribution by statutory bodies to the ever-increasing expenditure that is required to maintain and develop our service offer.

As a Council we continue to balance the need for investment in service development and the needs of our local communities with the responsibility to move toward a sustainable budget. We retain a strong level of reserves and are able to use these to achieve this balance in the medium term. However, this position requires proper stewardship and an ability to accurately forecast our future financial health, allowing us to adjust our budget plans accordingly. We have mechanisms in place that allow us to accurately forecast the impact of expected or sudden fluctuations in expenditure and income over the

¹ Queenscourt Strategic Direction 2021-2026

coming 3 years. Our Finance Committee uses this approach to support us in managing the significant financial risk we face, whilst still supporting service development and ensuring that we provide significant monetary contribution to the wider local health economy.

Our Vision, Mission, Values & Objectives

Our Vision

Where life is for living...



Our Mission

“To empower compassionate communities to support one another, in the face of advanced and progressive, life limiting illness, through provision of supportive and specialist palliative care services.”

Our Values	Our Themes	Our Objectives	Queenscourt Hospice Supporting Every Moment where life is for living
P PEOPLE	Compassionate Communities and Employment	- Cultivation of compassionate communities, sensitive to the needs of those who are dying and their families, who support one another in times of need - Carers' individual needs are recognised, and carers are also supported to develop informal networks of support - Ensure Queenscourt has a supported and engaged, healthy and resilient workforce. - Promote our Health and Wellbeing strategy to #teamqueenscourt and raise awareness of the resources and support available	
R RESOURCES	Financial Stability, Integrity and Sustainability	- Seek to influence key stakeholders Hospice UK, NHSE, the local NHS trusts and changing commissioning landscape, - negotiating new arrangements and a clear understanding of our role in enhancing delivery - Monitor and consolidate our income generation approach and continue to creatively develop our approaches to our retail business, lottery and fundraising - change and adapt fundraising approaches following COVID - Strengthen our reserves through service review and principles of best value - Embed a reduction in our carbon footprint by working to the principles of our sustainability statement and considering environmental impact in working practices and procurement evaluations.	
I INSPIRATION	Interactive Transformational Education	- Develop both the paid and volunteer workforce and keep under review the skills, training and recruitment required to best support the roles required by Queenscourt - Continue to offer transformative education for professionals, carers and others in the field of palliative care - Develop a clear branded identity for Queenscourt to raise awareness and maintain or enhance our reputation.	
D DEPENDABILITY	Transparent & Robust Governance	- Ongoing evaluation of Queenscourt services and determination of our long-term direction - Keep under review the size, skills, training and recruitment of the Council and comply with best governance practice generally - Refine information sharing, performance management and reporting systems.	
E EXCELLENCE	High Quality Supportive and Specialist Palliative Care	- People receive the highest possible standard of free supportive and specialist palliative care for those with far advanced and progressive, incurable illness - Collaborative work with local services and other providers to enable people to be cared for, and to stay, in their own homes as far as possible	

4. Where does our money come from?

We depend heavily upon the public within our community to provide the financial and practical support that we need to deliver the many services offered at Queenscourt. The main part of our income, whether in the form of donations or legacies, or by support for our shops, lottery and our other fundraising ventures, comes from members of the public, and we are eternally grateful to each and every one of them.

We continue to receive vital support, both financial and practical, from the NHS (funding 21% of our core costs) and we are most grateful to Mersey and West Lancashire Teaching Hospitals NHS Trust and to the two new Integrated Care Boards (NHS Lancashire & South Cumbria and NHS Cheshire & Merseyside) that cover the areas we serve. We continue to work closely with the ICBs in order to foster strong working relationships and ensure good communication. We will continue to provide support to our NHS colleagues during challenging financial times.

Our lottery, shops, support groups and other trading activity generated £542,284 (£543,468 in 2022/23) whilst other donations and gifts (including gift aid) raised £1,298,691 (£1,035,312 in 2022/23). Lottery income was reduced from last year (£174,314 compared to £209,292), mainly as a result of a reducing number of players (a normal occurrence). However, from July 2024 we transferred the operation of the lottery to another organisation which is expected to provide a greater net return to the hospice. Our Retail portfolio has continued to perform well this year and has been able to contribute £138,494 (just slightly down on last year's figure of £143,954).

Legacy income was £1,123,924 in 2023/24 compared to £1,206,586 the previous year. This source of income is completely unpredictable, yet it provides a substantial contribution towards our costs, without which we would have difficulty sustaining services at existing levels.

5. How we carry out our fundraising

Queenscourt Hospice is a member of the Fundraising Regulator and as such, we adhere to the framework that we have created to ensure respectful, open, honest and accountable fundraising. All organisations listed on the register have shown commitment to good fundraising practice, and to following the Fundraising Regulator's "Code of Fundraising Practice" and the "Fundraising Promise". This information is clearly available on the Queenscourt website in the "Our Supporter Promise" section: <https://www.queenscourt.org.uk/index.php/fundraising/our-supporter-promise.html>

The Head of Income Generation and Communications is a member of The Chartered Institute of Fundraising and upholds the high standards of fundraising good practice and donor engagement that are inherent to Institute membership. Where Queenscourt works with third party organisations to fundraise for the charity, a "Commercial Participator's Agreement" is put in place. The template used is the one recommended by the Institute of Fundraising and is a standard tripartite form of agreement between a charity, its trading company and a commercial participator.

In terms of working with a third-party marketing or fundraising company, Queenscourt ensures that all contracts state that the company complies with appropriate legislation and prevailing codes of practice, e.g. those issued by the Fundraiser Regulator for face-to-face, private site and street fundraising. Queenscourt also ensures that the companies adhere to regulations of relevant governing bodies including the Gambling Commission, Institute of Fundraising and the Fundraising Regulator, for example, around Problem Gamblers and Vulnerable People.

Income generation has been carried out by Queenscourt Hospice Retail Limited (our shops) and Queenscourt Hospice Enterprises Limited (our lottery), the financial details of which are shown in Note 4 to our accounts. This note includes £6,103 (2022/23 £5,132) raised by our official Supporter Groups, and Enterprises incurred £46,083 (2022/23 £1,817) on the use of an external telemarketing company who contact lapsed Lottery players about their membership.

In response to decreasing Lottery Membership, ageing database software and operational staff changes (including retirement of a long-standing member of the Lottery Team), alternative proposals were considered. A feasibility study subsequently concluded that an option to outsource to a third-party Lottery company should be explored in more detail, and after shortlisting and presentations by two suitable Lottery Management Companies, one of the companies was selected.

The transition was made in July 2024 and Queenscourt will be one of a number of hospices throughout Great Britain supported by this company. Between 60% and 80% of profits from individuals playing in support of Queenscourt Hospice will be donated to our charity and is expected to raise at least £1.3 million over the first 5 years.

All working partnerships with third party agencies are monitored throughout the duration of the partnership, and are subject to change, or indeed termination, where deemed necessary, e.g. where there is a risk of actual harm to an individual working for or supporting the charity, or a risk of reputational damage to an individual or the charity.

Queenscourt is fully committed to upholding the principles stated within the following directives:

DPA - Compliant with Data Protection Act 2018

GDPR – General Data Protection Regulation (Regulation (EU) 2016/679)

To that effect, Queenscourt's policy on handling data can be found on the website under the "Contact Preferences" section of "Our Supporter Promise". The downloadable GDPR document also contains the relevant information on making a query about data processing, withdrawing consent, or initiating a complaint.

Queenscourt complies with the prevailing codes of practice issued by the Fundraising Regulator, including the Fundraising Preference Service (FPS): www.fundraisingregulator.org.uk/fundraising-preference-service The FPS is a free service, run by the Fundraising Regulator, that helps individuals to end contacts with charities they no longer want to hear from. It is the UK's only official service that helps you manage the direct marketing contact that you receive from all registered charities in England, Wales and Northern Ireland. Queenscourt's fundraising team receives a "Weekly Report" from the FPS to notify of anyone wishing to end contact with our charity.

There were no complaints received in respect of fundraising during the past year, but a procedure is in place to ensure the timely investigation and resolution of complaints should they arise.

Queenscourt's fundraising is PCI (Payment Card Industry) compliant, and the necessary attestation process is carried out on an annual basis. Queenscourt is registered with the Phone-paid Services Authority (PSA): www.psauthority.org.uk for any "Text To Donate" facility we use. This UK regulatory body is for individuals to check a phone number that they are unsure of on their phone bill.

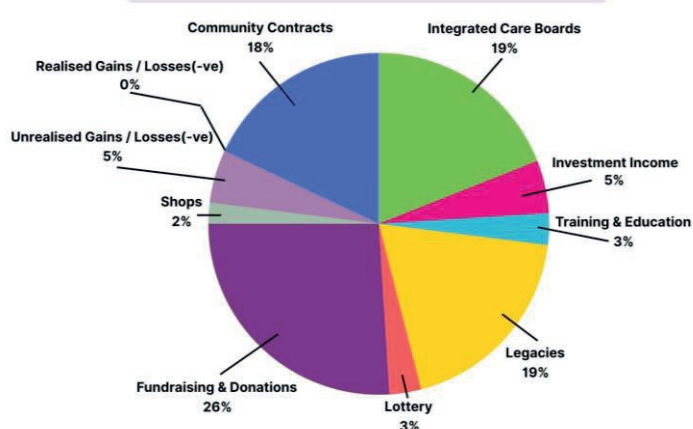
We also adhere to appropriate internal policies to ensure that all income generation activity is conducted in a compliant fashion. Queenscourt policies relevant to fundraising include: Cash Handling Support Groups; Donors Charter; Corporate Partnerships, Cash & Banking, Money Laundering & Suspicious Transactions, Social Responsibility for Gambling, Security, Data, Problem Gamblers, Vulnerable People and Complaints Policy.

6. Financial Review

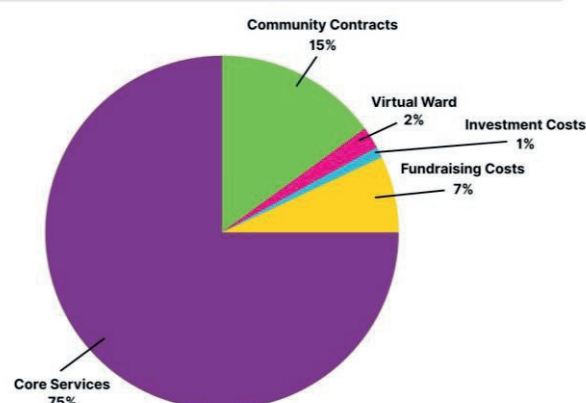
The Charity is showing net expenditure in 2023/24 of £541,048 which compares to net expenditure of £1,197,786 the previous year. A significant part of this change is due to investment gains of £258,856 compared to investment losses of £441,683 the previous year.

Running costs increased by c.£372,000 with expenditure on the services the Hospice provides costing £13,630 per day compared to £12,611 the year before. Staffing costs, which relate directly to the services we provide, account for c.£210,000 of the increase, with additional works of repair and maintenance to the buildings and grounds increasing costs by c.£152,000.

Total Charitable Income 2023/24



Breakdown of Total Expenditure 2023/24



7. Reserves and Investments

We have predicted further budget deficits for 2024/25 and future years. We work on three-year financial plans which seek to scale back our dependence on reserves and generate more income or savings on expenditure.

We have reviewed and updated our designated funds which set aside money for specific purposes; these continuing to be a tangible fixed assets fund required for future depreciation charges, a budget deficit fund allocated to support a potential shortfall in the forthcoming year, a capital investment fund to support committed and planned enhancement of our assets, a contingency fund set aside in the event of non-recurring expenditure requirements and the Dr Karen Groves legacy development fund specifically aimed at seeking donations to "Keep Queenscourt in Service". An additional designated fund has been set up this year for Specialist Palliative Care Contracts to ensure that any surplus income arising on these contracts is re-invested in this part of the service. Our general (unrestricted) fund of £5,217,911 represents our free reserves, of which up to £1,465,000 may be attributed to being held as investment property rather than cash or other listed investments.

Our policy on reserves is to have a strong cash position to deal with unexpected costs and the occasional shortfall of income or difficulty with cash flow, so we aim to retain about £1.4m on short term deposit. To ensure the continuity of our services we also need a reserve to be sufficient to cover an extended operating deficit on core services for up to 2 years (i.e. current year and 12 months beyond) in order to allow time, if necessary, for us to re-organise our funding and operational strategies. At the time of setting our budget in April 2024 our worst case scenario would be for reserves to be adequate for at least 17 months beyond the current year.

We recognise that with inflation and modest interest rates, cash will lose its value. Nevertheless, we believe that it is sound policy to keep some short-term cash in CCLA's Charities Deposit Fund. This

Report of the Trustees for the year ended 31st March 2024 (continued)

paid an average of 4.85% during the year. However, we will consider other reputable deposit takers if better rates are available.

The Trustees have wide investment powers, and our other investments are principally in two areas: CCLA's COIF Charities Investment Fund and the BlackRock Catholic Charities Growth and Income Fund. Both funds are invested mainly in equities and aim to at least maintain their real value and to yield a regular annual income. Income from our investments has yielded around £174,000 and whilst we continue to seek ways of improving our levels of income, we will not change our conservative view of risk in order to achieve this. We do not prescribe any requirements for socially responsible investments other than to avoid tobacco shares.

We also have investments in a property portfolio of 7 houses which are rented, two flats and a shop, which between them generated a net income of £59,000.

8. Our Constitution and Administrative Details

Queenscourt's full name is Queenscourt Hospice. It is a Registered Charity, no. 518801, and a company limited by guarantee, registered in England No. 2102320 and incorporated in 1987. Its registered office is at Town Lane, Southport, PR8 6RE. It is not normally liable to taxation.

Queenscourt Hospice has two wholly owned subsidiaries:

- Queenscourt Hospice Enterprises Limited set up in 1993. It operates lotteries. Currently the chair of the board of its four directors is a member of the Hospice Council.
- Queenscourt Hospice Retail Limited took over the running of our shops on 1st July 2006. Currently the chair of the board of its six directors is a member of the Hospice Council.
-

Both companies exist to pay over all their available surpluses to Queenscourt Hospice.

The Council

The members of the Council are the trustees of the charity and directors of the company. The following are trustees at the date of this report. They all served throughout the year, except where shown otherwise.

Rev. P M Abrams
Mr A Appleton (from 17th Oct 23 to 3rd May 24)
Ms C Bernard (Co-Chair)
Dr G Boocock
Ms Y Burns (resigned 16th April 2024)
Ms J Campbell
Ms G Causer (from 17th of October 23)
Mr A Crewe (Co-Chair)
Mr C P Cutner (Treasurer)

Dr S Gardner (from 17th of June 2024)
Ms L Hooton
Mrs R Ingham (from 17th June 2024)
Mr D Kemp
Ms H McLaren (from 17th of June 2024)
Mr T McGraw (Co-Chair)
Mrs M H Tarpey (resigned 17th of July 2024)
Mrs A Throp (resigned 17th October 2023)
Mr K B Wallis

Company Secretary: Ms D J Lawson

Executive Directors

Medical Director: Dr Clare Finnegan, MBChB, FRCP, Dip Ethics, PGCert Teaching and Learning in Clinical Practice. She is a Consultant in Palliative Medicine for Merseycare NHS Foundation Trust and Mersey and West Lancs Teaching Hospitals NHS Trust, and Honorary Clinical Lecturer University of Liverpool and Edge Hill University.

Director of Clinical Services: Mrs Louise Charnock, RGN, MSc Advanced Clinical Practice, PG Certificate in Teaching and Learning in Clinical Practice, BSc (Hons) Specialist Practitioner (District Nursing), BSc (Hons) Nursing and Health Studies, DipHE Nursing

Director of Corporate Services and Company Secretary: Ms Debra Jane Lawson Dip SW, Dip HE, PG Certificate in Human Resource Development.

Other details:

Auditors: MHA, Exchange Station, Tithebarn Street, Liverpool, L2 2QP

Bankers: National Westminster Bank Plc, 130 Lord Street, Southport, PR9 0AB

Solicitors: Hodge Halsall LLP, 2 Liverpool Road, Ainsdale, PR8 3LX

Brabners Chaffe Street LLP, Horton House, Exchange Flags, Liverpool L2 3YL

Investment CCLA Investment Management Limited. 80 Cheapside, London EC2V 6DZ

Managers: BlackRock Investment Management (UK) Limited. 12 Throgmorton Avenue, London, EC2N 2DL

9. Our Governance and Administration

We are regulated by the Care Quality Commission whose reports are published and appear on our website. We were rated 'Good' in all areas when last inspected. We are measured against quality indicators for each of our community services subcontracts. 'I want great care', our survey tool and focussed discussions with patients, families help us to identify what is necessary to meet their needs. We monitor reviews and comments from our social media for more informal feedback. We also monitor evaluation materials from our Education Centre. For staff our anonymous feedback tool, 'Thymometrics' allows all staff to rate how it feels to be employed by Queenscourt and to give feedback anonymously to the senior team. We also have Freedom to Speak Up processes embedded and a Freedom to Speak Up Guardian in place to enable feedback from staff and volunteers.

The Board Assurance Framework (BAF) is being updated and will reinforce Queenscourt's subcommittee structure. Our BAF facilitates a clear process of monitoring and assurance for the Council of Trustees, focussed on our strategic risks and measured against key performance indicators within our strategic matrix. Our quality dashboard assists us in monitoring progress and internal scrutiny is the remit of Integrated Governance subcommittee, which includes outside professionals and two Trustees.

Our governing documents are the Memorandum and Articles of Association which the Council keeps under regular review. As members of the Council, we are Trustees of the Charity and Directors of the Company. Responsibility for the management of Queenscourt is vested in the Council which meets ten times a year. We have set up governance and administrative arrangements whereby the day to day running of the hospice is delegated as appropriate to the Executive Directors who in turn attend Council meetings and subcommittees to report as necessary.

A Finance subcommittee oversees the financial aspects of the charity, reviews investments and reserves and makes recommendations to the Council. Our Strategy and Succession subcommittee details our vision for 5 years at a time and our Business Plan is reviewed each year to ensure we have tangible goals to monitor. This subcommittee also considers future proofing and succession. The Visiting Group are part of our Integrated Governance subcommittee and make quarterly visits where they talk to patients, staff, volunteers, carers and families about all aspects of their experience and present an update report to the Council. The Risk & Health and Safety subcommittee oversees risk management and our approach to risk is further described below.

10. How we manage risk

We maintain a Risk Register and policies with defined review dates, to ensure that we keep all Queenscourt's activities under review.

We review our Risk Management Strategy annually. The Risk & Health and Safety subcommittee helps us to oversee the risks that Queenscourt faces and monitor risk management. The subcommittee meets at least 3 times per year.

11. Members and the Election and Appraisal of Trustees

There are some 127 members of the Company who are former or current subscribers to Queenscourt's funds. An important function of the members is to elect or re-elect Trustees, one third of whom retire each year at the Annual General Meeting. The Council can and does recommend candidates for

Report of the Trustees for the year ended 31st March 2024 (continued)

election. The Council's policy is to appraise its performance as a Council, using a learning needs analysis and the production of the Council Development Plan. At least once every 3 years the effectiveness of the Council is also reviewed against benchmarks, including the Charity Governance Code.

The Co-Chairs and Trustees undertake peer reviews which inform the training and development activity that is programmed each year. We aim to maintain a good mix of skills on the Council and to give new members appropriate induction and instruction. Council subcommittees have delegated responsibility to oversee our financial performance and monitor our performance. At the date of this report, we have 14 Trustees. During the year 2023-2024 Mrs Margaret Tarpey and Ms Yvonne Burns retired as members of the Council. We would like to record our grateful thanks for the many years that they each gave in support of Queenscourt and for all their support, hard work and guidance during their time with us.

12. Council's Responsibility for the Accounts

The Trustees (who are also the Directors of Queenscourt Hospice for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations. Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable Company and the income and expenditure of the charitable Company for that period.

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 accounting 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable Company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable Company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable Company 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 charitable Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable Company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

13. Auditors

Following the merger of MHA Moore & Smalley with MHA, the Charitable Company's independent auditor has now become MHA.

By order of the Council

Anthony Crewe
Chair



Date: 17/09/2024

Independent Auditors' Report

Opinion

We have audited the financial statements of Queenscourt Hospice (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the group and charitable company's affairs as at 31 March 2024 and of the group's 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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 group'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 Report of the Trustees, other than the financial statements and our Report of the Independent Auditors thereon. The Trustees are responsible for the other information contained within the Report of the Trustees. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

Independent Auditors' Report

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and,
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

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

Matters on which we are required to report by exception

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company 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.

Responsibilities of the trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the 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:

- Enquiries of management and those charged with governance, as well as reviewing legal and professional expenditure, to identify any evidence of actual and potential litigation and claims;
- Enquiries with management and those charged with governance about any known or suspected instances of fraud;
- Reviewing minutes of meetings of those charged with governance;

Independent Auditors' Report

- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias; and,
- Auditing the risk of fraud in revenue, including through testing of donations, legacies, grants and other contractual income streams via sampling of transactions and also the use of proof in total testing. Underlying contracts have been reviewed in order to establish both that income is complete and that these are genuine income streams in which the charity has a contractual right to income, and that they have been accounted for in the correct financial period.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our 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.



Andrew Matthews BFP ACA FCCA
(Senior Statutory Auditor)
For and on behalf of MHA, Statutory Auditor

Exchange Station
Tithebarn Street
Liverpool
L2 2QP

Date: 17/09/2024

MHA is the trading name of MacIntyre Hudson LLP, a limited liability partnership in England and Wales (registered number OC312313)

Consolidated Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
For the year ended 31 March 2024

GROUP	Note	Unrestricted funds £	Restricted funds £	Total 2024 £	Total 2023 Restated £
Income and Endowments from					
Donations and legacies	2	2,324,382	98,233	2,422,615	2,241,898
Charitable activities	3	2,430,856	-	2,430,856	2,248,215
Other trading activities	4	1,093,430	-	1,093,430	1,012,485
Investment income	5	280,368	-	280,368	266,834
Other Income – including Coronavirus grants and Insurance claims	6	1,795	-	1,795	9,700
Total income		6,130,831	98,233	6,229,064	5,779,132
Expenditure on					
Raising funds	4	1,026,746	-	1,026,746	906,943
Charitable activities	7	5,939,379	33,271	5,972,650	5,600,532
Investment property management costs		29,161	-	29,161	24,603
Total expenditure		6,995,286	33,271	7,028,557	6,532,078
Net incoming / (outgoing) resources before other gains and losses		(864,455)	64,962	(799,493)	(752,946)
Net gains/(losses) on investments		258,856	-	258,856	(441,683)
Net Income	8	(605,599)	64,962	(540,637)	(1,194,629)
Transfers between funds	18	-	-	-	-
Other recognised gains/(losses)					
Net gains/(losses) on disposal of assets		-	-	-	(1,919)
Net movement in funds		(605,599)	64,962	(540,637)	(1,196,548)
Reconciliation of Funds					
Total funds brought forward		12,017,453	325,936	12,343,389	13,539,937
Total Funds Carried Forward		11,411,854	390,898	11,802,752	12,343,389

Continuing operations

All income and expenditure has arisen from continuing activities.

A separate statement of financial activities for the Charity alone is shown with comparative figures for the previous year.

The notes form part of these financial statements.

Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
For the year ended 31 March 2024

CHARITY	Note	Unrestricted funds £	Restricted funds £	Total 2024 £	Total 2023 Restated £
Income and Endowments from					
Donations and legacies	2	2,324,382	98,233	2,422,615	2,241,898
Charitable activities	3	2,430,856	-	2,430,856	2,248,215
Other trading activities	4	542,284	-	542,284	543,468
Investment income	5	277,908	-	277,908	266,320
Other Income	6	-	-	-	8,442
Total income		5,575,430	98,233	5,673,663	5,308,343
Expenditure on					
Raising funds	4	471,756	-	471,756	437,392
Charitable activities	7	5,939,379	33,271	5,972,650	5,600,532
Investment property management costs		29,161	-	29,161	24,603
Total expenditure		6,440,296	33,271	6,473,567	6,062,527
Net incoming / (outgoing) resources before other gains and losses		(864,866)	64,962	(799,904)	(754,184)
Net gains/(losses) on investments		258,856	-	258,856	(441,683)
Net Income	8	(606,010)	64,962	(541,048)	(1,195,867)
Transfers between funds		-	-	-	-
Other recognised gains/(losses)	18				
Net gains/(losses) on disposal of assets		-	-	-	(1,919)
Net movement in funds		(606,010)	64,962	(541,048)	(1,197,786)
Reconciliation of Funds					
Total funds brought forward		12,002,258	325,936	12,328,194	13,525,980
Total Funds Carried Forward		11,396,248	390,898	11,787,146	12,328,194

Continuing operations

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements.

Consolidated Balance Sheet
As at 31 March 2024

GROUP	Notes	Total 2024 £	Total 2023 £
Fixed Assets			
Tangible assets	11	3,112,958	3,250,859
Investments			
Investments	12	5,242,742	6,083,886
Investment property	13	1,465,000	1,465,000
		9,820,700	10,799,745
Current Assets			
Stock		823	1,327
Debtors	14	1,321,461	1,231,015
Cash at bank and in hand		1,369,464	1,458,322
		2,691,748	2,690,664
Creditors			
Amounts falling due within one year	15	(709,696)	(1,147,020)
Net Current Assets		1,982,052	1,543,644
Total assets less current liabilities		11,802,752	12,343,389
Net Assets		11,802,752	12,343,389
Funds	18		
Unrestricted funds		11,411,854	12,017,453
Restricted funds		390,898	325,936
Total Funds		11,802,752	12,343,389

The notes form part of these financial statements.

The financial statements were approved and authorised for issue by the Board of Trustees and signed on its behalf by:



A Crewe - Chair



C P Cutner - Treasurer

Date: 17/09/2024

Balance Sheet
As at 31 March 2024

		Total	Total
CHARITY	Notes	2024	2023
		£	£
Fixed Assets			
Tangible assets	11	3,112,958	3,250,859
Investments			
Investments	12	5,334,744	6,175,888
Investment property	13	1,465,000	1,465,000
		9,912,702	10,891,747
Current Assets			
Debtors	14	1,435,862	1,326,197
Cash at bank and in hand		1,049,915	1,181,349
		2,485,777	2,507,546
Creditors			
Amounts falling due within one year	15	(611,333)	(1,071,099)
Net Current Assets		<u>1,874,444</u>	<u>1,436,447</u>
Total assets less current liabilities		<u>11,787,146</u>	<u>12,328,194</u>
Net Assets		<u>11,787,146</u>	<u>12,328,194</u>
Funds	18		
Unrestricted funds		11,396,248	12,002,258
Restricted funds		390,898	325,936
Total Funds		<u>11,787,146</u>	<u>12,328,194</u>

The notes form part of these financial statements.

The financial statements were approved and authorised for issue by the Board of Trustees and were signed on its behalf by:



A Crewe - Chair



C P Cutner - Treasurer

Date: 17/09/2024

Consolidated Cash Flow Statement
For the year ended 31 March 2024

GROUP	Notes	Total	Total
		2024	2023
		£	£
Cash flows from operating activities:			
Cash generated from operations		<u>(1,188,858)</u>	<u>(174,902)</u>
Net cash provided by (used in) operating activities		(1,188,858)	(174,902)
Cash flows from investing activities:			
Purchase of tangible fixed assets		-	(50,352)
Receipts from sale of tangible fixed assets		-	795
Purchase of fixed asset investments		(500,000)	-
Sale of fixed asset investments		<u>1,600,000</u>	<u>-</u>
Increase / (Decrease) in cash and cash equivalents in the year		<u>(88,858)</u>	<u>(224,459)</u>

Notes to the Cash Flow Statement
For the year ended 31 March 2024

1. Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2024	2023
	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(799,493)	(752,946)
Adjustments for:		
Depreciation charges	137,901	155,664
(Increase)/Decrease in debtors	(90,446)	(287,340)
(Increase)/ Decrease in stock	504	423
Increase / (Decrease) in creditors	(437,324)	709,297
Net cash provided by (used in) operating activities	(1,188,858)	(174,902)

2. Reconciliation of net cash flow to movement in net funds

	2024	2023
	£	£
Cash outflow / (inflow)	(88,858)	(224,459)
Movement in net funds	(88,858)	(224,459)
Net funds at 1 April 2023	1,458,322	1,682,781
Net funds at 31 March 2024	1,369,464	1,458,322

3. Analysis of net funds

	At 1 April 2023	Cashflow	At 31 March 2024
	£	£	£
Cash at bank and in hand	1,458,322	(88,858)	1,369,464
	1,458,322	(88,858)	1,369,464

Notes to the Financial Statements
For the year ended 31 March 2024

1 Accounting policies

Basis of preparing the financial statements

The financial statements of the group and parent charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 October 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value. The financial statements are presented in sterling which is the functional currency of the charity.

The statement of financial activities (SOFA) and balance sheet consolidate the financial statements of the Charity and its subsidiary undertakings. The results of the subsidiary undertakings are consolidated on a line by line basis.

The Charity is a company limited by guarantee. The members of the company include the trustees named in the report of the trustees. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably. Legacies and grants are recognised in the Statement of Financial Activities when they become receivable and it is reasonably certain that they will be received and can be measured with sufficient reliability. Income tax is recoverable monthly on completion of the documentation. Income is deferred only when the Charity has to fulfil conditions before becoming entitled to it. Gifts in kind are included at valuation, with the exception of food where the total involved is not material. Goods donated for resale are included as income when sold. No amounts are included in the financial statements for services donated by volunteers.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

The expenses of operating the Charity shops including depreciation of fixed assets employed in the shops relate entirely to fundraising. Also included in fundraising are separately identifiable expenses incurred at the main hospice building and in local support groups in connection with specific fundraising activities.

Tangible fixed assets

All assets costing more than £5,000 are capitalised. Assets costing less than this are written off within 12 months.

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

Notes to the Financial Statements
For the year ended 31 March 2024

1 Accounting policies (continued)

Freehold Land:	NIL
Freehold Buildings:	Between 2% and 4% per annum of cost
Leasehold Improvements:	10% per annum of cost
Equipment:	Between 5% and 50% per annum of cost
Fixtures and Fittings:	Between 4% and 20% per annum of cost
Motor Vehicles:	Between 17% and 20% per annum of cost

Investments

Fixed asset investments and shares are included at market value at the balance sheet date.

Investment property is shown at most recent valuation.

The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The Group contributed to the personal pension plans of 142 (2023: 137) of its employees. The pension cost charge represents contributions for the period payable to by the Group. Superannuation employers' contributions are paid for employees remaining in the NHS pension scheme.

Notes to the Financial Statements
For the year ended 31 March 2024

1 Accounting policies (continued)

Operating leases

Rentals applicable to operating leases are charged to the SOFA on a straight line basis over the term of the lease.

Taxation

The Company is a registered charity and consequently there is no liability to taxation. The subsidiary companies are subject to UK Corporation Tax on profits not covenanted to the parent charity.

Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received. A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

Judgements and key sources of estimation uncertainty

In the application of the Group'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. The trustees believe that the following estimates and assumptions are significant in respect of the carrying amount of assets and liabilities:

Valuation of investment properties

Investment properties held by the group are reviewed annually by the trustees, utilising the advice from a local estate agent, but not a professional valuer. The trustees consider local market factors and rental yields when reviewing the fair value of investment properties, as well as the opinion of local estate agents. Given the uniqueness of the organisational property portfolio, the trustees appreciate the inherent difficulties and uncertainties around applying a fair value to the investment property portfolio, however, feel experienced enough to do this annually.

Recognition of legacy income

Throughout the year the trustees maintain a register of notifications of legacy income to be received, bequeathed by our valued donors. At each year end date, the trustees must provide for a figure of legacy income receivable, when its value and receipt is both measurable and probable. Whilst constrained by both the legal process and other market factors, such as property values, the trustees feel confident that their experience allows them to make accurate estimations and judgements around this future right to income in respect of legacies.

Notes to the Financial Statements
For the year ended 31 March 2024
Going concern

The trustees assess whether the use of going concern is appropriate for the preparation of these accounts, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Group to continue as a going concern. The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements.

The trustees prepared a 3 year budget in April and also carried out an impact assessment in the event of budget plans falling short of expectations. These 3 year forecasts are also updated at each quarterly budget monitoring review by the finance committee.

Queenscourt Hospice Enterprise Ltd intends to cease operating the Lottery in the summer of 2024 and transfer the entire business to an external operator. The company directors and the trustees are confident that the company will be solvent at the point of transfer of the business and should be able to meet all its financial obligations thereafter.

As a consequence, the trustees have concluded that the Group has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Group's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

2 Donations and Legacies

	2024	2023
	£	£
GROUP AND CHARITY		
Donations	345,650	156,130
Legacies	1,123,924	1,206,586
Remembrance gifts	173,903	178,784
Gift Aid	114,160	110,318
Regular and other donations including GAYE	664,978	590,080
	<u>2,422,615</u>	<u>2,241,898</u>

Legacy income includes £1,107 restricted to funding Queenscourt at Home (2023: £95,000 restricted for future building acquisitions).

3 Income from charitable activities

	2024	2023
	£	£
GROUP AND CHARITY		
NHS Cheshire & Merseyside and Lancashire & South Cumbria ICBs	1,137,701	990,769
Other External Funding	1,086,838	1,018,509
Medical Income and Course Fees	206,317	238,937
	<u>2,430,856</u>	<u>2,248,215</u>
Total	<u>2,430,856</u>	<u>2,248,215</u>

Income from the Integrated Care Boards includes £124,371 (2023: £nil) Virtual Ward pilot (Lancs & S Cumbria). The balance of £1,013,330 (2023: £990,769) represents a contribution of around 21% (2023: 22%) to the core costs of the Hospice including Queenscourt at Home.

Notes to the Financial Statements
For the year ended 31 March 2024

4 Other Trading Activities

Queenscourt Hospice Enterprises Limited, a wholly owned subsidiary company, operates lotteries. The Charity owns the issued share capital of 2 fully paid shares of £1 each (2023: 2 shares)

Queenscourt Hospice Retail Limited, a wholly owned subsidiary company, manages the charity shops. The Charity owns the issued share capital of 92,000 fully paid shares of £1 each. (2023: 92,000 shares).

An analysis of Group fundraising income and expenditure is shown below:

	Retail 2024	Lottery 2024	Support Groups and other trading 2024	Group Total 2024	Group Total 2023
	£	£	£	£	£
Income	497,933	406,185	189,312	1,093,430	1,012,485
Covenant Income	-	-	312,808	-	-
Recharges to Subsidiary	-	-	40,164	-	-
Total Fundraising Income	497,933	406,185	542,284	1,093,430	1,012,485
Sundry income	738	-	-	738	-
Commission - gift-aided sales	1,057	-	-	1,057	1,258
Recharge to charity	104,436	-	-	-	-
Deposit Interest	1,872	588	-	2,460	514
Sub total	606,036	406,773	542,284	1,097,685	1,014,257
Fundraising Trading Costs	(432,007)	(227,419)	(471,756)	(1,026,746)	(906,943)
Recharges from Parent	(35,124)	(5,040)	-	-	-
Covenanted to Charity	(138,494)	(174,314)	-	-	-
Net Profit	411	-	70,528	70,939	107,314
Tax charge	-	-	-	-	-
Profit after Tax	411	-	70,528	70,939	107,314
Reserves as at 31 March 2024	1,103	14,503			

The Retail subsidiary has generated income of £26,112 (2023: £27,990) from gift aided donations.

Notes to the Financial Statements
For the year ended 31 March 2024

5 Investment Income

	2024	2023
	£	£
GROUP		
Interest income	192,423	192,276
Rents from investment property	87,945	74,558
	280,368	266,834
CHARITY		
Interest income	189,963	191,762
Rents from investment property	87,945	74,558
	277,908	266,320

6 Other Income

	2024	2023
	£	£
GROUP		
Commission on gift-aided sales (Unrestricted)	1,057	1,258
Sundry income (Unrestricted)	738	-
Insurance claims (Unrestricted)	-	-
NHSE Hospice UK (Restricted)	-	8,442
	1,795	9,700
CHARITY	2024	2023
	£	£
NHSE Hospice UK (Restricted)	-	8,442
	-	8,442

Notes to the Financial Statements
For the year ended 31 March 2024

7 Costs of charitable activities

GROUP AND CHARITY

	Inpatient Services	Queens -court at Home	Other Clinical Services	Education	Medical Services	Contracted community services	Support Services	2024 Total activities	2023 Restated Total activities
	£	£	£	£	£	£	£	£	£
Direct costs									
Staff costs	1,204,778	492,415	947,320	386,835	642,505	884,010	614,233	5,172,096	4,962,173
Training & IT support	2,348	863	8,784	11,356	2,154	(998)	7,006	31,513	54,734
Premises	50,152	3,257	11,089	4,737	910	6,064	274,872	351,081	183,689
General office exps	610	2,076	4,446	5,143	1,798	1,783	20,397	36,253	38,711
Nursing supplies	25,778	97	1,322	-	-	122	-	27,319	23,769
Food	-	-	37,375	954	-	-	-	38,329	27,530
Cleaning and laundry	1,652	-	1,593	-	-	-	16,029	19,274	33,113
Transport and travel	205	15,742	9,467	396	-	14,950	368	41,128	36,907
Other expenses	12,451	2,614	4,658	274	3,368	2,479	65,049	90,893	52,931
Auditors' remuneration	-	-	-	-	-	-	9,513	9,513	8,971
Bank charges	-	-	-	-	-	-	3,270	3,270	5,032
Other professional fees	1,119	1,200	4,870	433	1,248	196	5,014	14,080	18,240
Contract management	-	-	-	-	-	75,463	(75,463)	-	-
Depreciation	-	-	2,411	15,362	-	-	120,128	137,901	154,732
	1,299,093	518,264	1,033,335	425,490	651,983	984,069	1,060,416	5,972,650	5,600,532
Support costs reallocated	453,702	105,167	307,824	148,930	120,256	(75,463)	(1,060,416)	-	-
	1,752,795	623,431	1,341,159	574,420	772,239	908,606	-	5,972,650	5,600,532

Allocation of support costs	Inpatient Services	Queens -court at Home	Other Clinical Services	Education	Medical Services	Contracted community services	Corporate and Other Costs	Method of allocation
	£	£	£	£	£	£	£	
Fixed price recharges	-	-	-	-	-	(75,463)	(75,463)	Agreed price
Human Resources	44,107	18,027	34,681	14,162	23,522		134,499	Staff costs
Communications	5,239	2,141	4,120	1,682	2,795		15,977	Staff costs
Data	13,327	5,447	10,479	4,279	7,108		40,640	Staff costs
Estates	131,190	14,027	82,962	59,160	3,675		291,014	Floor area
Finance	61,558	25,160	48,403	19,765	32,828		187,714	Staff costs
Housekeeping	45,647	4,881	28,867	20,585	1,278		101,258	Floor area
IT/IG	22,831	9,332	17,952	7,331	12,176		69,622	Staff costs
Volunteering	9,537	3,898	7,499	3,062	5,085		29,081	Staff costs
Corporate other	43,023	17,584	33,829	13,814	22,944		131,194	Staff costs
Depreciation	67,972	5,790	34,246	-	12,120		120,128	Floor area
Other staff-related	(6,996)	(2,859)	(5,501)	(2,246)	(3,731)		(21,333)	Staff costs
Other premises related	16,267	1,739	10,287	7,336	456		36,085	Floor area
	453,702	105,167	307,824	148,930	120,256	(75,463)	1,060,416	
Total reallocated to above table								

Notes to the Financial Statements
For the year ended 31 March 2024

Governance costs

The following costs in respect of the Governance of the Charity are included in the preceding tables:

	2024	2023
	£	Restated £
Auditors' remuneration for audit of the accounts	9,513	8,721
Auditors' remuneration for non-audit work	-	250
Staffing	176,800	175,350
Vantage IT system	5,000	-
	<u>191,313</u>	<u>184,321</u>

8 Net income/(expenditure)**GROUP**

Net income/(expenditure) is stated after charging/(crediting):

	2024	2023
	£	£
Auditors' remuneration	14,508	13,671
Auditors' remuneration for non-audit work	912	1,966
Depreciation - owned assets	137,901	155,664
Rentals – operating lease – Property	107,994	96,645
Rentals - operating lease - Equipment	<u>5,637</u>	<u>7,151</u>

CHARITY

Net income/(expenditure) is stated after charging/(crediting):

	2024	2023
	£	£
Auditors' remuneration	9,513	8,721
Auditors' remuneration for non-audit work	-	250
Depreciation - owned assets	137,901	154,732
Rentals – operating lease – Property	107,994	96,645
Rentals - operating lease	<u>5,637</u>	<u>7,151</u>

9 Trustee's remuneration and benefits

There were no trustees remuneration or other benefits for the year ended 31 March 2024 nor for the year ended 31 March 2023.

Trustees' expenses

No Council members received re-imbursed expenses (2023: £nil).

Notes to the Financial Statements
For the year ended 31 March 2024

10 Staff costs

GROUP	2024	2023 Restated
	£	£
Wages and salaries	4,815,963	4,632,876
Social security costs	473,833	469,623
Other pension costs	401,005	356,898
	<u>5,690,801</u>	<u>5,459,397</u>
CHARITY	2024	2023 Restated
	£	£
Wages and salaries	4,577,126	4,397,476
Social security costs	458,074	454,488
Other pension costs	396,528	351,986
	<u>5,431,728</u>	<u>5,203,950</u>

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

GROUP	Full time	Part time	Bank	Total 2024	Total 2023
Medical	3	4	-	7	8
Nursing	31	39	8	78	74
Therapists	3	2	-	5	4
Catering	1	5	-	6	5
Housekeeping	1	5	-	6	6
Fundraising & administration	8	30	1	39	38
Education	4	5	1	10	9
Maintenance	2	-	-	2	1
Retail	5	1	7	13	15
Lottery	-	2	1	3	4
	<u>58</u>	<u>93</u>	<u>18</u>	<u>169</u>	<u>164</u>

Notes to the Financial Statements
For the year ended 31 March 2024

CHARITY	Full time	Part time	Bank	Total 2024	Total 2023
Medical	3	4	-	7	8
Nursing	31	39	8	78	74
Therapists	3	2	-	5	4
Catering	1	5	-	6	5
Housekeeping	1	5	-	6	6
Fundraising & Administration	8	30	1	39	38
Education	4	5	1	10	9
Maintenance	2	-	-	2	1
	<u>53</u>	<u>90</u>	<u>10</u>	<u>153</u>	<u>145</u>

Staff numbers exclude 14 (2023: 14) Council members, who are all non-executive Directors of the organisation.

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024	2023
£60,000 - £70,000	11	1
£70,001 - £80,000	1	1
£80,001 - £90,000	2	1
£90,001 - £100,000	-	-
£100,001 - £110,000	-	-
£110,001 - £120,000	1	2
£120,001 - £130,000	2	1
£130,001 - £140,000	1	1

The key management personnel comprise of the 3 Executive Directors being the Medical Director, the Director of Nursing Services and the Corporate Services Director with total employee benefit costs of £216,280 (2023: £187,306).

In addition, a great amount of time, the value of which is impossible to reflect in these financial statements, is donated by volunteers.

Along with a standard defined contribution scheme, the company operates an exempt approved defined benefit scheme, namely the National Health Superannuation Scheme. The assets of this scheme are held separately and contributions to the scheme are charged to the statement of financial activities so as to spread the cost of pensions over employees' working lives with the company. This scheme does not have a real pension fund, but as a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and employers are paid to the Exchequer, which meet the cost of increasing benefits each year by the rate of inflation. This extra cost is not met by contributions from scheme members and employers. As a result of the nature of the scheme there are no separately identifiable assets and liabilities which can be identified as relating to Queenscourt Hospice therefore, as permitted by FRS102, the scheme has been accounted for as a defined contribution scheme.

The contributions to the superannuation scheme were substantially defrayed by the Integrated Care Boards (formerly Clinical Commissioning Groups).

Notes to the Financial Statements
For the year ended 31 March 2024

11 Tangible fixed assets

GROUP	Freehold property	Fixtures & fittings	Equipment	Totals
	£	£	£	£
Cost				
At 1 April 2023	4,154,739	838,287	320,949	5,313,975
Additions	-	-	-	-
Disposals	-	-	(1,539)	(1,539)
At 31 March 2024	4,154,739	838,287	319,410	5,312,436
Depreciation				
At 1 April 2023	1,297,979	531,036	234,101	2,063,116
Charge for year	91,993	33,531	12,377	137,901
Eliminated on disposal	-	-	(1,539)	(1,539)
At 31 March 2024	1,389,972	564,567	244,939	2,199,478
Net book value				
At 31 March 2024	2,764,767	273,720	74,471	3,112,958
At 31 March 2023	2,856,760	307,251	86,848	3,250,859

Notes to the Financial Statements
For the year ended 31 March 2024

11 Tangible fixed assets (continued)

	Freehold property	Fixtures & fittings	Equipment	Totals
CHARITY				
	£	£	£	£
Cost				
At 1 April 2023	4,150,529	838,287	317,390	5,306,206
Additions	-	-	-	-
Disposals	-	-	-	-
At 31 March 2024	4,150,529	838,287	317,390	5,306,206
Depreciation				
At 1 April 2023	1,293,769	531,036	230,542	2,055,347
Charge for year	91,993	33,531	12,377	137,901
Eliminated on disposal	-	-	-	-
At 31 March 2024	1,385,762	564,567	242,919	2,193,248
Net book value				
At 31 March 2024	2,764,767	273,720	74,471	3,112,958
At 31 March 2023	2,856,760	307,251	86,848	3,250,859

Included in cost or valuation of land and buildings is freehold land of £30,000.

All tangible fixed assets are used for direct charitable purposes except for shop and lottery equipment which have net book values of £nil (2023: £nil) and are used for fundraising purposes.

Notes to the Financial Statements
For the year ended 31 March 2024

12 Fixed asset investments

GROUP	Shares in group undertakings	Listed investments	Totals
	£	£	£
Market value			
At 1 April 2023	-	6,083,886	6,083,886
Additions	-	500,000	500,000
Disposals	-	(1,600,000)	(1,600,000)
Revaluations	-	258,856	258,856
At 31 March 2024	-	5,242,742	5,242,742
Net book value			
At 31 March 2024	-	5,242,742	5,242,742
At 31 March 2023	-	6,083,886	6,083,886
CHARITY	Shares in group undertakings	Listed investments	Totals
	£	£	£
Market value			
At 1 April 2023	92,002	6,083,886	6,175,888
Additions	-	500,000	500,000
Disposals	-	(1,600,000)	(1,600,000)
Revaluations	-	258,856	258,865
At 31 March 2024	92,002	5,242,742	5,334,744
Net book value			
At 31 March 2024	92,002	5,242,742	5,334,744
At 31 March 2023	92,002	6,083,886	6,175,888

There were no investment assets held outside the UK.

Notes to the Financial Statements
For the year ended 31 March 2024

13 Investment Property**GROUP AND CHARITY****Totals****£****Market value**

At 1 April 2023	1,465,000
Additions	-
Disposals	-
Revaluations	-
At 31 March 2024	1,465,000

Net book value

At 31 March 2024	<u>1,465,000</u>
At 31 March 2023	<u>1,465,000</u>

14 Debtors: Amounts falling due within one year**GROUP****2024****2023****£****£**

Trade and other debtors	5,456	217,117
Prepayments and accrued income	1,282,323	983,727
Income tax recoverable	11,076	8,517
VAT reclaim	<u>22,606</u>	<u>21,654</u>
	1,321,461	1,231,015

Notes to the Financial Statements
For the year ended 31 March 2024

14 Debtors: Amounts falling due within one year (continued)

CHARITY	2024	2023
	£	£
Amounts owed by group undertakings	142,495	123,350
Trade debtors	5,456	217,117
Prepayments and accrued income	1,254,229	955,559
Income tax recoverable	11,076	8,517
VAT reclaim	22,606	21,654
	<u>1,435,862</u>	<u>1,326,197</u>

15 Creditors: Amount falling due within one year

GROUP	2024	2023
	£	£
Trade and other creditors	264,548	330,453
Accruals and deferred income	445,148	816,567
	<u>709,696</u>	<u>1,147,020</u>

CHARITY	2024	2023
	£	£
Trade and other creditors	223,958	254,532
Accruals and deferred income	387,375	816,567
	<u>611,333</u>	<u>1,071,099</u>

Notes to the Financial Statements
For the year ended 31 March 2024

16 Leasing agreements

Lessee

Minimum lease payments under non-cancellable operating leases fall due as follows:

GROUP/ CHARITY	Land & Buildings		Other operating leases	
	2024 £	2023 £	2024 £	2023 £
Expiring:				
Within one year	78,283	79,471	4,864	3,590
Between two and five years	192,000	205,782	15,747	13,400
More than five years	-	47,079	-	601
	270,323	332,332	20,611	17,591

Lessor

The operating leases represent leases of properties to third parties. These leases are negotiated over terms between 6 months and 1 year. There are options for both parties to extend the lease terms.

At the reporting end date the charity had contracted with tenants for the following minimum lease payments:

GROUP	2024	2023
	£	£
Expiring:		
Within one year	6,735	11,610
	6,735	11,610

Notes to the Financial Statements
For the year ended 31 March 2024

17 Analysis of net assets between funds

GROUP	Unrestricted funds	Restricted funds	2024 Total funds	2023 Total funds
	£	£	£	£
Fixed assets	3,112,958	-	3,112,958	3,250,859
Investments	6,707,742	-	6,707,742	7,548,886
Current assets	2,300,850	390,898	2,691,748	2,690,664
Current liabilities	(709,696)	-	(709,696)	(1,147,020)
	11,411,854	390,898	11,802,752	12,343,389
CHARITY	Unrestricted funds	Restricted funds	2024 Total funds	2023 Total funds
	£	£	£	£
Fixed assets	3,112,958	-	3,112,958	3,250,859
Investments	6,799,744	-	6,799,744	7,640,888
Current assets	2,094,879	390,898	2,485,777	2,507,546
Current liabilities	(611,333)	-	(611,333)	(1,071,099)
	11,396,248	390,898	11,787,146	12,328,194

Notes to the Financial Statements
For the year ended 31 March 2024

18 Movement in funds

Designated Funds

Designated Funds represent a part of the Unrestricted Funds that have been set-aside by the Trustees for specific purposes, these being:

Tangible Fixed Assets	This is required in order to fund future depreciation charges.
Budget Deficit	This is to provide cover for the forthcoming year's forecast deficit with the exception of depreciation charges which are included within tangible fixed assets.
Capital Investment	This is to provide funds for both committed and planned capital investment with the exception of where the Charity are holding any restricted funds for this purpose.
The Dr Karen Groves Legacy Development Fund	This fund was launched 2023 with the objective of boosting support to keep Queenscourt in service. Contributions to the fund are for general use and are not restricted.
Specialist Palliative Care Contracts	This fund has been set up so that any profits earned on these contracted services can be carried forward and applied to support expenditure or losses in future years and ensure that at no point will the Hospice be supporting the contracts from charitable funds.
Contingency	This comprises funds set aside in the event that any future organisational restructure may require non-recurring expenditure.

Notes to the Financial Statements
For the year ended 31 March 2024

18 Movement in funds (continued)

GROUP	At 1 April 2023	Net movement in funds	Transfers between funds	At 31 March 2024
	£	£	£	£
Unrestricted funds				
General fund	6,056,594	(618,990)	(204,087)	5,233,517
Designated Fund				
- Tangible Fixed Assets	3,250,859	-	(137,901)	3,112,958
- Budget Deficit	1,499,000	-	463,611	1,962,611
- Capital Investment	211,000	-	(211,000)	-
- Dr Groves Development Fund	-	13,391	(13,391)	-
- Specialist Palliative Care Contracts	-	-	102,768	102,768
- Contingency	1,000,000	-	-	1,000,000
	<u>12,017,453</u>	<u>(605,599)</u>	<u>-</u>	<u>11,411,854</u>
Restricted funds				
Restricted funds	<u>325,936</u>	<u>64,962</u>	<u>-</u>	<u>390,898</u>
Total funds	<u>12,343,389</u>	<u>(540,637)</u>	<u>-</u>	<u>11,802,752</u>
CHARITY	At 1 April 2023	Net movement in funds	Transfers between funds	At 31 March 2024
	£	£	£	£
Unrestricted funds				
General fund	6,041,399	(619,401)	(204,087)	5,217,911
Designated Fund				
- Tangible Fixed Assets	3,250,859	-	(137,901)	3,112,958
- Budget Deficit	1,499,000	-	463,611	1,962,611
- Capital Investment	211,000	-	(211,000)	-
- Dr Groves Development Fund	-	13,391	(13,391)	-
- Specialist Palliative Care Contracts	-	-	102,768	102,768
- Contingency	1,000,000	-	-	1,000,000
	<u>12,002,258</u>	<u>(606,010)</u>	<u>-</u>	<u>11,396,248</u>
Restricted funds				
Restricted funds	<u>325,936</u>	<u>64,962</u>	<u>-</u>	<u>390,898</u>
Total funds	<u>12,328,194</u>	<u>(541,048)</u>	<u>-</u>	<u>11,787,146</u>

Notes to the Financial Statements
For the year ended 31 March 2024

18 Movement in funds (continued)

Net movement in funds, included in the above are as follows:

GROUP	Incoming resources	Resources expended	Gains and losses	Movement in funds
	£000	£'000	£'000	£'000
Unrestricted funds				
Unrestricted funds	6,130,831	(6,995,286)	258,856	(605,599)
Restricted funds				
Restricted funds	98,233	(33,271)	-	64,962
Total funds	6,229,064	(7,028,557)	258,856	(540,637)

CHARITY	Incoming resources	Resources expended	Gains and losses	movement in funds
	£	£	£	£
Unrestricted funds				
Unrestricted funds	5,575,430	(6,440,296)	258,856	(606,010)
Restricted funds				
Restricted funds	98,233	(33,271)	-	64,962
Total funds	5,673,663	(6,473,567)	258,856	(541,048)

**Notes to the Financial Statements
For the year ended 31 March 2024**

An analysis of Restricted Funds is shown below

	Opening balance	Income	Capital Expenditure	Revenue Expenditure	Closing balance
	£	£'000	£'000	£'000	£'000
Equipment	11,897	13,260	-	(14,854)	10,303
Others	12,247	8,741	-	(9,351)	11,637
Staff Benevolent Fund	37	2,000	-	(2,000)	37
Grounds, Furniture, Man Shed	1,993	-	-	(1,321)	672
Education Fund	34,816	-	-	(4,035)	30,781
Compassionate Communities Training	12,300	-	-	-	12,300
Fixtures & Fittings	7,646	74,232	-	(1,710)	80,168
Bequest for purchase of a property for Retail or for generating rental income	245,000	-	-	-	245,000
	325,936	98,233	-	(33,271)	390,898

Equipment:

This fund relates to monies received for the purchase of equipment for all areas of the Hospice.

Others:

Other service funds represent monies received for the provision of specific Hospice services.

Staff Benevolent Fund:

This fund relates to donations given specifically of the benefit of staff.

Grounds, Furniture, Man Shed:

This fund relates to funds received for the purchase and maintenance of garden equipment/furniture for the Hospice.

Education Fund:

This fund is used to support staff in learning new skills, increase knowledge and skillsets to better meet the needs of the communities and the Hospice.

Compassionate Communities Training:

This fund relates to training and supporting Compassionate Community Connectors who support the wellbeing of their community through compassionate conversations and encouraging social connections.

Fixtures & Fittings:

This fund relates to monies received for the purchase of fixtures and fittings for the Hospice.

Notes to the Financial Statements
For the year ended 31 March 2024

18 Movement in funds (continued)

The Big Give Campaign

This relates to funds raised through the Big Give campaign 2023 for improvements for the comfort of patients and particularly for heating.

Bequest for purchase of a property for Retail or for generating rental income:

This fund is specifically for the purchase of retail property with the object of reducing the amount spent on renting such property or the purchase of retail or residential property for the purposes of generating income.

19 Contingent liabilities

The Charity has undertaken to repay any legitimate claims in respect of donated, unclaimed client monies/bequests of £4,000 (2023: £35,215).

20 Contingent assets

Within the year there were material contingent assets of £76,000 (2023: £376,000) in respect of legacies to which the charity has a future right to income, but which are contingent upon certain legal processes completing in a future period. As such, the probability and measurement of these legacies is not reliable enough to provide in full for these assets at this point in time.

21 Capital commitments

At the year end Queenscourt Hospice had the following capital commitments:

GROUP	2024	2023
	£	£
Authorised and contracted for	-	-
Authorised and not contracted for	-	11,000
	-	11,000
CHARITY	2024	2023
	£	£
Authorised and contracted for	-	-
Authorised and not contracted for	-	11,000
	-	11,000

Notes to the Financial Statements
For the year ended 31 March 2024

22 Related party transactions

On consolidation all transactions and closing balances with wholly owned subsidiary entities are netted against each other. The Trustees review Related Parties on a regular basis and deem no further transactions in the period to require disclosure.

23 Donated goods

Queenscourt Hospice Retail Ltd acts as an agent in selling donated goods and charged commission of £1,057 (2023: £1,258) for these services.

24 Drugs

NHS Cheshire & Merseyside Integrated Care Board contributed £39,126 (2023: £34,530) towards drugs supplied by Southport and Ormskirk NHS Trusts.

25 Prior period adjustments

There are two small adjustments to the consolidated (group) accounts which are deemed as immaterial. The Consolidated Statement of Financial Activities (for both the Group and Charity) has an additional expenditure line for the costs of investment property management. This figure of £24,603 has been deducted from expenditure on charitable activities. This also affects note 7 to the accounts.

In note 7 to the accounts, travel expenses (£36,827) have been taken out of staff costs and are now included in the transport and travel heading. Accordingly, the staff costs in note 10 (for both the Group and the Charity) have been reduced by this amount.

Note 7 has now been expanded to fully reflect the costs of Governance of the Charity.

Note 3 to the accounts has been adjusted by £160,152 so as to include End of Life Monies received from Cheshire and Merseyside ICB in the NHS Cheshire & Merseyside and Lancashire & South Cumbria ICBs line, having been removed from the line for Medical Income and Course Fees.

All adjustments made in respect of the prior year are restatement and presentational only, there has been no effect on the surplus/(deficit) previously reported by the Parent Charity (the Group) or its subsidiaries.



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queenscourt.org.uk



Queenscourt Hospice, Town Lane,
Southport, PR8 6RE



Queenscourt
Hospice

where life is for living...

Registered Office: Queenscourt Hospice | Town Lane | Southport | PR8 6RE

Company Limited by guarantee and registered in England No. 2102320 | **Registered Charity No. 518801**

QUEENSCOURT HOSPICE

England & Wales - Charity number 518801

Accounts

Registered company number: 2102320 (England and Wales)

Registered charity number: 518801

Queenscourt Hospice

**Report of the Trustees and
Audited Financial Statements**

**For The Year Ended
31st March 2023**

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Notice of Meeting

Notice of Meeting

Notice is hereby given that the thirty fifth Annual General Meeting of Queenscourt Hospice, a company limited by guarantee, will be held at Queenscourt Hospice, Town Lane, Southport PR8 6RE, on Tuesday 17th October 2023, to transact the following:

Ordinary Business

1. to receive and consider the Report of the Council for the year to 31st March 2023,
2. to receive and consider the accounts with Auditors' report thereon for the year to 31st March 2023,
3. to re-elect Ms Y Burns who retires by rotation as a member of the Council,
4. to re-elect Mr P Cutner who retires by rotation as a member of the Council,
5. to re-elect Rev. M Abrams who retires by rotation as a member of the Council,
6. to elect Mr A Appleton as a member of the Council,
7. to elect Ms G Causer as a member of the Council,
8. to authorise the Council to appoint auditors of the company,
9. to authorise the Council to fix the auditors' remuneration.

Dated: 25th September 2023

By order of the Council

Chair

No person other than a member of the Council retiring at the meeting shall, unless recommended by the Council, be eligible for election to the office of member of the Council at any General Meeting unless, not less than three nor more than twenty days before the date appointed for the meeting, there shall have been left at the registered office of the Company notice in writing signed by a member duly qualified to attend and vote at the meeting for which such notice is given, of his intention to propose such person for election and also notice in writing signed by that person of his willingness to be elected.

Members who wish to vote by proxy may do so. A form for this purpose is enclosed. To be valid, this form should be returned to the Secretary, Queenscourt Hospice, Town Lane, Southport PR8 6RE not later than 5pm on Sunday 15th October 2023.

Chair's Foreword

2022 to 2023 has been my second full year of having the honour to Chair the Queenscourt Council and so I feel I am coming to grips with the role and therefore, a little better qualified to provide the opening words to this report than I did last year. 2022 to 2023 was the closest to an ordinary year for the Hospice since I stepped into the role.

It should be noted that this report presents you with an historical account of what we have done, rather than a current account of what we are doing. This report covers the period from 1st April 2022 to 31st March 2023, and during this year, the country did return to normality as we learnt to live with Covid more and more.

However, the pandemic was still with us throughout the year and new variants of the disease meant that the Hospice had to remain vigilant to ensure that staff, visitors and above all patients remained as safe and protected as possible. Queenscourt continued to operate as normally as we could and still provided as many services as possible, many in the same way that we did before the pandemic changed the way we operated and others in new, exciting, and innovative ways.

The dedication of our staff has meant that we have continued to maintain an inpatient function, throughout my time as Chair despite many severe challenges. We have provided medical, clinical, and household services necessary to support our patients. The staff have still been under tremendous pressure during the year, because whilst the levels of staff absences caused by both sickness and the need to self-isolate have come down, they have still been elevated, which always creates greater pressure on staff still at work.

However, thanks to our staff's professionalism and care, we have been able to make sure that our patients have had compassionate human contact when they needed it most. I remain in awe at the commitment and compassion of the entire team at Queenscourt and I never tire of singing their praises.

When I refer to the entire team at Queenscourt, I am also, of course, including the administrative staff. They have also been affected by staff absences but have continued to provide essential support and continued to work to not only keep Queenscourt ticking over but to strive for improvements and greater efficiency wherever they can. Their dedication and commitment to Queenscourt is outstanding and alongside the patient-facing staff, forms the foundation of our continuing existence.

I would also like to place on record my gratitude to my fellow members of Queenscourt Council. They provide their professional skills, wisdom and enthusiasm to support and challenge the Directors and staff to strive for even greater levels of excellence and care. We have a wide variety of backgrounds and areas of expertise on Council, and everyone fills their role well, making a great contribution to the work of the Council. We hope they will continue to do so for as long as they are able.

The Council operates within the framework of law and practice established by several regulatory authorities, and their requirements mean that the Council is held to very high standards of professionalism in the performance of its duties. As Chair, I am gratified that our Council members meet all those requirements.

I am fortunate as Chair that I joined a management structure which works incredibly smoothly and effectively. There is an over-riding ethos of collaboration and cooperation. Risks are identified long before they become live issues and are aired, discussed, and dealt with in a sensible and calm way.

As the threat of the pandemic receded, so our volunteers were able to gradually come back into the hospice and fulfil more and more of the roles that had to be suspended during the height of the restrictions. As always, their help, support and energy has been invaluable, and it goes without saying that we could not continue to provide the care we do without them.

Report of the Trustees for the year ended 31st March 2023 (continued)

There was one major change at Queenscourt during the year which stands out above all others. As I flagged in my report last year, that change was the retirement of one of our three Executive Directors, Dr Karen Groves MBE, a leading light in the foundation and running of Queenscourt Hospice since it began over thirty years ago.

Dr Groves who has been described as the driving force behind the creation of Queenscourt Hospice took the difficult decision to step down after 30 years of service. Prior to her retirement she held the role of Medical and Education Director for many years and brought the same commitment, dedication, professionalism and drive to both elements of her role which was widely renowned.

After working as a GP in the local area for 12 years, she became the first local consultant in Palliative Medicine in 1996. In 2012, she was awarded an honorary degree from Edge Hill University in recognition of her passion for educating the next generations of doctors in palliative care and in 2014 she received an MBE for Services to Palliative Care, both extremely well-deserved accolades.

I should like to pay tribute here to her contribution to Queenscourt. I think it is hard to overstate that contribution, in fact it is arguable that Queenscourt would not exist today without her. She will be greatly missed but remains an inspiration to us all. We all wish her the very best for the future.

The remaining two Directors, Ms Debbie Lawson and Ms Louise Charnock have now been joined by Dr Clare Finnegan, who has stepped into the role of Medical Director and she has already made a great start, bringing her own style and personality to the role. Queenscourt is fortunate to have such able and dedicated executive leaders. We would not be what we are, and where we are, without them. To me, it feels like there has been a seismic shift which has been achieved through a smooth transition – not an easy trick to pull. This gives me confidence that we are and will remain in safe hands.

Once again, this year, our regular schedule of fortnightly Link meetings and monthly Council meetings continued to take place via Zoom but there has been a gradual return to at least the majority of Trustees being present in the Hospice. This has really felt like a welcome return to normality.

The past twelve months have again shown how resilient and flexible we can be and how determined we are to meet our patients' needs, no matter what difficulties are thrown up. We have earned a reputation for excellence, and I am certain that our Directors, Staff, Trustees and Volunteers will always endeavour to maintain and enhance that reputation.

Anthony Crewe
Chair of Trustees

1. What is Queenscourt and what do we do?

Queenscourt Hospice is an independent charitable organisation, and our purpose is to provide and promote the best possible consultant led, specialist palliative care for adults, within West Lancashire, Southport and Formby, who are clinically referred, with the agreement of their doctor and for whose clinical needs our services are appropriate. Our services are free of charge. All our charitable activities are undertaken to further our objectives for the public benefit. During the Covid-19 pandemic our services have adapted to meet the needs of patients and families, those caring for them and the guidance, regulations and legislation in place at the time. As we slowly emerge from the restrictions of the pandemic, we are beginning to embed some new ways of working and we continue to think of new and innovative approaches that best meet the needs of our local communities, always being conscious of the fact that our group of patients are amongst the most vulnerable to infection.

Queenscourt Connect Services

Outpatient Service

This service offers an initial holistic nursing and medical assessment and therapy appointments to meet the assessed needs of patients and families. This is currently taking place either online or during face-to-face appointments as appropriate to meet assessed need.

Keep in Touch (KIT) Team

A team of Health Care Assistants keep in touch with patients via telephone or remote platforms to offer supportive palliative care services and liaise with palliative care specialists as required following patient contact.

Queenscourt Inpatient Services

Our ten bedded unit has two single en-suite rooms and two four bedded bays. Accommodation in the bays is single sex. Each four bedded bay has one bed with a flexible wall so that it can be converted into a single en-suite room when required. Therefore, at any one time we can make 4 en-suite rooms available. There is also a ward lounge and a treatment room.

We offer short in-patient stays (average 8-9 days) for skilled, specialist symptom control and crisis intervention, helping to support patients in the community for as much of their illness as possible. We do not offer respite care or provide a preferred place of care for those who do not wish to die at home. Discharge planning is started from the day of admission to ensure that people are away from their own homes for as short a time as possible. In addition to nursing and medical staff, the unit is supported by our therapy team, social worker and chaplains.

Queenscourt In Community

Queenscourt at Home

Our 'at home' service provides care in the home for those approaching the end of life, who wish to remain in their own homes. We provide additional care to that which is currently provided statutorily, thereby filling gaps in care and clinical support to do so. The majority of people manage to achieve their preferred place of care where Queenscourt at Home provide the service. Volunteers support this service and provide companionship and social support to those who need it.

Queenscourt in Community & Queenscourt in Hospital (Specialist Palliative Care Services)

The providers of local community services, Mersey Care and HCRG, subcontract the Integrated Hospital and Community Specialist Palliative Care Services to Queenscourt. This consultant led service consists of mainly Palliative Care Nurse Specialists working with GP practices and District Nurses in the community and doctors and nurses in the hospital. The service has a 7-day Central Access Administrative Hub based at Queenscourt through which all administrative queries are dealt with for patients registered to our services. All referrals and clinical queries are transferred to the Clinical Hub which is coordinated by a palliative care nurse specialist and palliative medicine.

Report of the Trustees for the year ended 31st March 2023 (continued)

Supportive Palliative Care Services

The Transform Team is funded only by Cheshire and Merseyside ICB for the benefit of patients living in Southport & Formby. Transform Facilitators support, educate and empower patients, families, and health professionals to ensure the best possible end of life care in all health care settings. They promote the key enablers for end of life care, common documentation and systems, the End of Life Skillset Challenge, and the Six Steps to Success programmes for End of Life care in care homes. Their administrative support comes from a 7 day Central Access Administrative Hub based at Queenscourt through which all queries are addressed.

Carer & Family Services

Carers

We recognise that various members of families have different needs at various times throughout the patient's illness. Day and night 'at home' services provide support and care to enable families to carry on caring and to give them confidence in doing so. We encourage carers to voice their own concerns, express emotions and listen to their fears and worries. Carers often have the answers to their own struggles if they are encouraged to consider what would help them and staff are trained to assist them to do this. When the patient is in Queenscourt, staff will take time talking and listening to families, helping to support them practically and emotionally.

We also have a short intervention Programme for Carers where they receive a telephone contact from our KIT team. This contact may be every 2 weeks or 4 weeks depending on need of carer. This contact allows Carers to be listened to and allows time for them express their concerns, fears and emotions enabling the Carer to feel supported and given time to express their own feelings.

Children & Schools Support Team (CaSST)

We are acutely aware of the special and individual needs of children facing loss and dealing with bereavement. We also recognise the needs of those who support them in addition to their own families, in particular teachers and support workers. We have, for many years, run educational programmes for teachers and social support staff to help them to assist children in these situations and have in place a troubleshooting team who can provide point of care facilitation for a group of teachers, workers or a school involved with a situation where one or more child is facing loss / bereavement. Additionally, we are building resources and expertise to support all young family members and individual children with particular needs.

Bereavement

We recognise that the bereaved receive most of their support from their family, friends and community and we encourage this. We document bereavement risk factors in order to recognise those who may find grieving more difficult than others. We provide care in the immediate couple of days following death then, with invitations to a formal telephone appointment at 8-12 weeks following the death and to remembering evenings, some months later. We signpost to more formal and ongoing bereavement support where assessment indicates this is needed.

Education Services

The Terence Burgess Education Centre (TBEC) provides palliative care education for our own staff and other health professionals through a rolling programme of sessions, courses (both face-to-face and online) and placements. We work with local universities to provide placements for undergraduate health care professionals in training and in partnership with them deliver postgraduate modules and have developed a Postgraduate Certificate and MSc in Integrated Palliative and End of Life Care. We recognise that the cost of running PG Cert and MSc may be greater than the revenue to Queenscourt. However, we recognise the value in, not only, educating and developing Queenscourt staff to support the succession planning for sustainability of specialist services, but also the education of the wider community of front-line health professionals in all health care settings who provide 'hands on' palliative and end of life care.

Report of the Trustees for the year ended 31st March 2023 (continued)

Hotel Services

All our catering is provided in-house. The catering team is particularly skilled at providing tiny, tasty, treats for those with poor appetites, liquidised and reformed food for those with swallowing difficulties and fortified food for those who struggle with volume. The catering team also provides subsidised meals for staff and TBEC.

We are able to provide a high-quality service responsive to individual patient needs in bright and pleasant surroundings, including beautiful gardens, thanks to our dedicated team of volunteer gardeners. Our housekeeping team keep Queenscourt clean, working with the clinical team to ensure Infection Prevention and Control Guidance is followed. We use ultraviolet technology to disinfect all clinical areas of Queenscourt Hospice.

Corporate Services

All our patient facing services are enabled and supported by our Corporate Teams, including Administration, Human Resources and Volunteering, I.T., Communications, Information Governance, Data, Finance, Health & Safety, Estates and Income Generation.

Measuring our Success

We are regulated by the Care Quality Commission whose reports are published and appear on our website. We were rated 'Good' in all areas when last inspected. We are measured against quality indicators for each of our community services subcontracts. Our surveys and focussed discussions with patients, families, staff and volunteers help us to identify what is necessary to meet their needs. We monitor reviews and comments from our social media for more informal feedback.

We also monitor evaluation materials from our Education Centre. We have identified key performance indicators within our strategic matrix and measures within our quality dashboard assist us in measuring progress, benefitting from the internal scrutiny of our Visiting Group and Integrated Governance group.

Transitioning from COVID working to 'Future Proofed' Services

We are now moving away from most of the restrictions put in place to enable us to work safely with COVID-19. Some working practices remain in clinical areas to ensure that risks are managed appropriately, but we now work on a risk based, individual approach to the provision of services, rather than general, blanket restrictions. This approach means that after working on reduced bed capacity for most of the pandemic, we are now usually able to offer a full 10 bed capacity.

COVID-19 brought many challenges and obstacles, but it also brought opportunities, such as necessitating new ways of working. [#teamqueenscourt](#) is able to work more flexibly, having had to adapt our equipment and working practices. This offers benefits to staff and to patients and families.

As we develop our services to be fit for the future and the needs of our communities, we recognise that some virtual approaches are welcomed by patients and where this is the case this will continue, dependent on assessment of individual need.

2. Our Staff and Volunteers.

[#teamqueenscourt](#), our staff and volunteers, are our greatest asset.

Most of our team are professionally qualified and many others are well qualified by the nature of their previous experience and the training that we provide. Our volunteer roles are many and varied. We have nearly 350 active volunteers supporting us across all areas including clinical services, housekeeping, the community, fundraising and retail.

Report of the Trustees for the year ended 31st March 2023 (continued)

We continue to feel the ongoing impact of Covid-19 on all of [#teamqueenscourt](#). We know there is a 'tsunami of complex grief' to emerge following the impact of the pandemic. Also, patients have begun to present with late diagnoses/short prognosis, have more physically complex challenges and can be more psychologically distressed. We are very aware of the impact on our team of cumulative stress and tiredness that has begun to emerge, despite our best efforts to offer support. It has been a very difficult time for all of [#teamqueenscourt](#). We aim to make a range of support available to help with individual health and wellbeing and we are all working hard to embed a focus on health and wellbeing within our culture. Specific initiatives during 2022/23 have included:

- Promotion of our Mental Health First Aiders and Ambassadors, who offer a listening ear.
- Wellbeing Warriors who consider what support and activity can be promoted to the team.
- Specific events such as 'National Walking Month' and 'Nutrition & Hydration Week'
- Our Employee Assistance Programme (EAP), which offers a range of support, including access to counselling.

Most recent indications are that work to support [#teamqueenscourt](#) is beginning to reap benefits as absence and turnover rates are returning to the levels that we would have expected to see prior to the pandemic. As we look to the future, our wonderful volunteers have also now returned to a range of redesigned roles that aim to support our paid staff in all areas of our services and activities.

3. The future and Queenscourt Strategy¹

As Trustees we oversee the ongoing development of our Strategic Direction. What we do now, and how we do it, will continue to be driven largely by factors that we can only hope to influence, rather than control. The NHS is constantly changing and in July 2022 the new commissioning structures of the Integrated Commissioning Systems (ICS) took on the remit and responsibility for commissioning services. It is vital that we continue to engage in the changing regional and local landscapes of Integrated Commissioning Boards (ICB), Integrated Commissioning Partnerships (ICP), Place Based Partnerships (PBP) and Primary Care Networks (PCN).

Following the support of Hospices, during the COVID pandemic, there appears to be a greater awareness of the value and contribution of Hospice services. Key indicators of this include:

- An amendment to the Health and Care Act 2022 that for the first time enshrined a right to palliative care into law.
- Increased engagement between NHSEI and the Hospice Networks.
- The development the PEOLC Commissioning Investment Framework that defines core/ specialist palliative care as the responsibility of the ICS and / or Local Authority, whilst more enhanced support is identified as the realm of Hospice teams. Whilst this tool is not prescriptive, it does offer a useful mechanism to facilitate conversations with commissioners regarding funding agreements to support our specialist services.

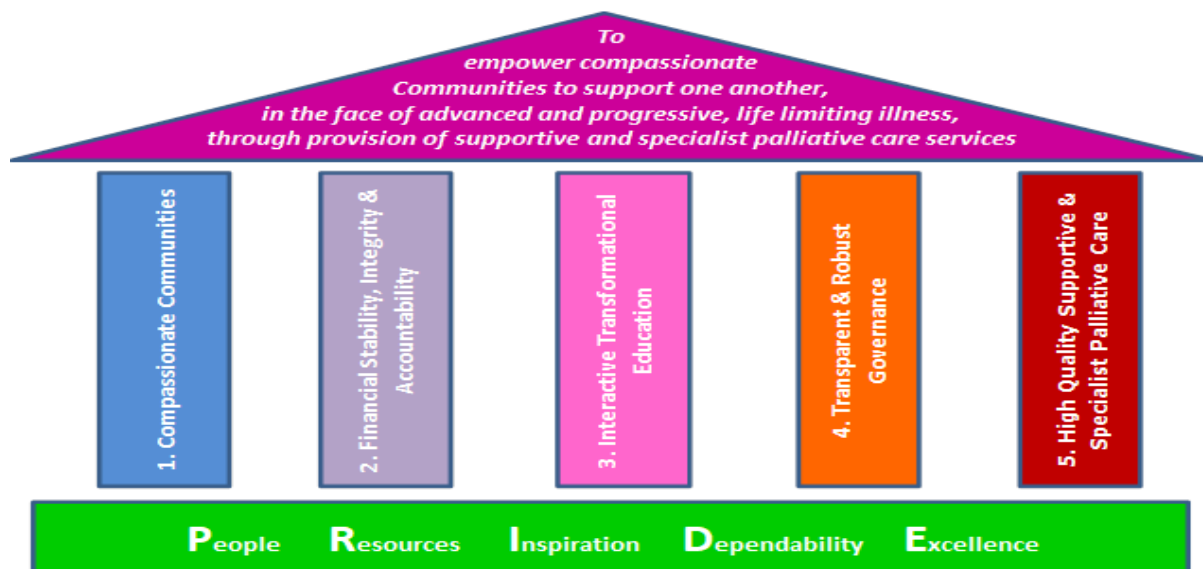
As a Council we are aware of the need to balance investment in service development to ensure it meets the needs of our local communities with the responsibility to move toward a sustainable budget. We have a strong level of reserves, that can be used to help us achieve this balance in the medium term. However, this position will not remain without proper stewardship and an ability to accurately forecast our future financial health, allowing us to adjust our budget plans accordingly.

Our Honorary Treasurer has designed mechanisms that will allow us to accurately forecast the impact of fluctuations in expenditure and income over the coming 3 years. Our Finance Committee will adopt this approach to support us in managing the significant financial risk we face, whilst still supporting service development and bringing a significant monetary contribution to the wider local health economy.

We recognise that there is hard work to close the gap between income and expenditure and the task is multi-faceted. The Trustees are committed to continuing to support [#teamqueenscourt](#) throughout this journey.

¹ Queenscourt Strategic Direction 2021-2026

Queenscourt Strategic Themes 2021- 2026



These themes are underpinned by our core values of **PRIDE** and summarised in our strategic map:

Strategic Map

Vision	'Queenscourt – where life is for living.....'
Mission	<i>To empower compassionate communities to support one another, in the face of advanced and progressive, life limiting illness, through provision of supportive and specialist palliative care services.</i>
Compassionate Communities (People)	Cultivation of compassionate communities, sensitive to the needs of those who are dying and their families, who support one another in times of need. Carers' individual needs recognised, and carers are also supported to develop informal networks of support. Ensure Queenscourt has a supported and engaged, healthy and resilient workforce. Promote our Health and Wellbeing strategy to #teamqueenscourt and raise awareness of the resources and support available.
Financial Stability, Integrity and Accountability (Resources)	Seek to influence key stakeholders Hospice UK, NHSE, the local NHS trusts and changing commissioning landscape, negotiating new arrangements and a clear understanding of our role in enhancing delivery. Monitor and consolidate our income generation approach and continue to creatively develop our approaches to our retail business, lottery and fundraising - change and adapt fundraising approaches following COVID. Strengthen our reserves through service review and principles of best value. Embed a reduction in our carbon footprint by working to the principles of our sustainability statement and considering environmental impact in working practices and procurement evaluations.
Interactive Transformational Education (Inspiration)	Develop both the paid and volunteer workforce and keep under review the skills, training and recruitment required to best support the roles required by Queenscourt. Continue to offer transformative education for professionals, carers and others in the field of palliative care. Develop a clear branded identity for Queenscourt to raise awareness and maintain or enhance our reputation.
Transparent and Robust Governance (Dependability)	Ongoing evaluation of Queenscourt services and determination of our long-term direction Keep under review the size, skills, training and recruitment of the Council and comply with best governance practice. Refine information sharing, performance management and reporting systems.
High Quality Supportive and Specialist Palliative Care (Excellence)	People receive the highest possible standard of free supportive and specialist palliative care for those with far advanced and progressive, incurable illness. Collaborative work with local services and other providers to enable people to be cared for, and to stay, in their own homes as far as possible
Values	PRIDE

4. Where does our money come from?

We depend heavily upon the public within our community to provide the financial and practical support that we need to deliver the many services offered at Queenscourt. The main part of our income, whether in the form of donations or legacies, or by support for our shops, lottery and our other fundraising ventures, comes from members of the public, and we are eternally grateful to each and every one of them.

We continue to receive vital support, both financial and practical, from the NHS (funding 16% of our core costs) and we are most grateful to Southport and Ormskirk Hospitals NHS Trust and to the two new Integrated Care Boards (Lancashire & South Cumbria and NHS Cheshire & Merseyside) that cover the areas we serve. We continue to work closely with the ICBs in order to foster strong working relationships and ensure good communication. We will continue to provide support to our NHS colleagues during challenging financial times.

Our lottery, shops, support groups and other trading activity generated £543,468 (£570,344 in 2021/22) whilst other donations and gifts (including gift aid) raised £1,035,312 (£873,037 in 2021/22). Lottery income was slightly reduced from last year (£209,292 compared to £228,917), mainly as a result of a reducing number of players (a normal occurrence), but plans are in place to redress this going forward. Our Retail portfolio has performed remarkably well this year and has been able to contribute £143,954. Whilst this appears less than the £218,210 in 2021/22, the true comparative figure after removing business interruption insurance claims and small business grants (totalling £137,855), is £80,355.

Legacy income was £1,206,586 in 2022/23 compared to £1,029,655 the previous year. This source of income is completely unpredictable, yet it provides a substantial contribution towards our costs, without which we would have difficulty sustaining services at existing levels.

5. How we carry out our fundraising

Queenscourt Hospice is a member of the Fundraising Regulator and as such, we adhere to the framework that we have created to ensure respectful, open, honest and accountable fundraising. All organisations listed on the register have shown commitment to good fundraising practice, and to following the Fundraising Regulator's "Code of Fundraising Practice" and the "Fundraising Promise". This information is clearly available on the Queenscourt website in the "Our Supporter Promise" section: <https://www.queenscourt.org.uk/index.php/fundraising/our-supporter-promise.html>

The Head of Income Generation and Communications is a member of The Chartered Institute of Fundraising and upholds the high standards of fundraising good practice and donor engagement that are inherent to Institute membership. Where Queenscourt works with third party organisations to fundraise for the charity, a "Commercial Participator's Agreement" is put in place. The template used is the one recommended by the Institute of Fundraising and is a standard tripartite form of agreement between a charity, its trading company and a commercial participator.

In terms of working with a third-party marketing or fundraising company, Queenscourt ensures that all contracts state that the company complies with appropriate legislation and prevailing codes of practice, e.g. those issued by the Fundraiser Regulator for face-to-face, private site and street fundraising. Queenscourt also ensures that the companies adhere to regulations of relevant governing bodies including the Gambling Commission, Institute of Fundraising and the Fundraising Regulator, for example, around Problem Gamblers and Vulnerable People.

Report of the Trustees for the year ended 31st March 2023 (continued)

Income generation has been carried out by Queenscourt Hospice Retail Limited (our shops) and Queenscourt Hospice Enterprises Limited (our lottery), the financial details of which are shown in Note 4 to our accounts. This note includes £5,132 (2021/22 £8,400) raised by our official Supporter Groups, and Enterprises incurred £1,817 (2021/22 £5,013) on the use of an external telemarketing company who contact lapsed Lottery players about their membership.

All working partnerships with third party agencies are monitored throughout the duration of the partnership, and are subject to change, or indeed termination, where deemed necessary, e.g. where there is a risk of actual harm to an individual working for or supporting the charity, or a risk of reputational damage to an individual or the charity.

Queenscourt is fully committed to upholding the principles stated within the following directives:

DPA - Compliant with Data Protection Act 2018

GDPR – General Data Protection Regulation (Regulation (EU) 2016/679)

To that effect, Queenscourt's policy on handling data can be found on the website under the "Contact Preferences" section of "Our Supporter Promise". The downloadable GDPR document also contains the relevant information on making a query about data processing, withdrawing consent, or initiating a complaint.

Queenscourt complies with the prevailing codes of practice issued by the Fundraising Regulator, including the Fundraising Preference Service (FPS): www.fundraisingregulator.org.uk/fundraising-preference-service The FPS is a free service, run by the Fundraising Regulator, that helps individuals to end contacts with charities they no longer want to hear from. It is the UK's only official service that helps you manage the direct marketing contact that you receive from all registered charities in England, Wales and Northern Ireland. Queenscourt's fundraising team receives a "Weekly Report" from the FPS to notify of anyone wishing to end contact with our charity.

There were no complaints received in respect of fundraising during the past year, but a procedure is in place to ensure the timely investigation and resolution of complaints should they arise.

Queenscourt's fundraising is PCI (Payment Card Industry) compliant, and the necessary attestation process is carried out on an annual basis. Queenscourt is registered with the Phone-paid Services Authority (PSA): www.psauthority.org.uk for any "Text To Donate" facility we use. This UK regulatory body is for individuals to check a phone number that they are unsure of on their phone bill.

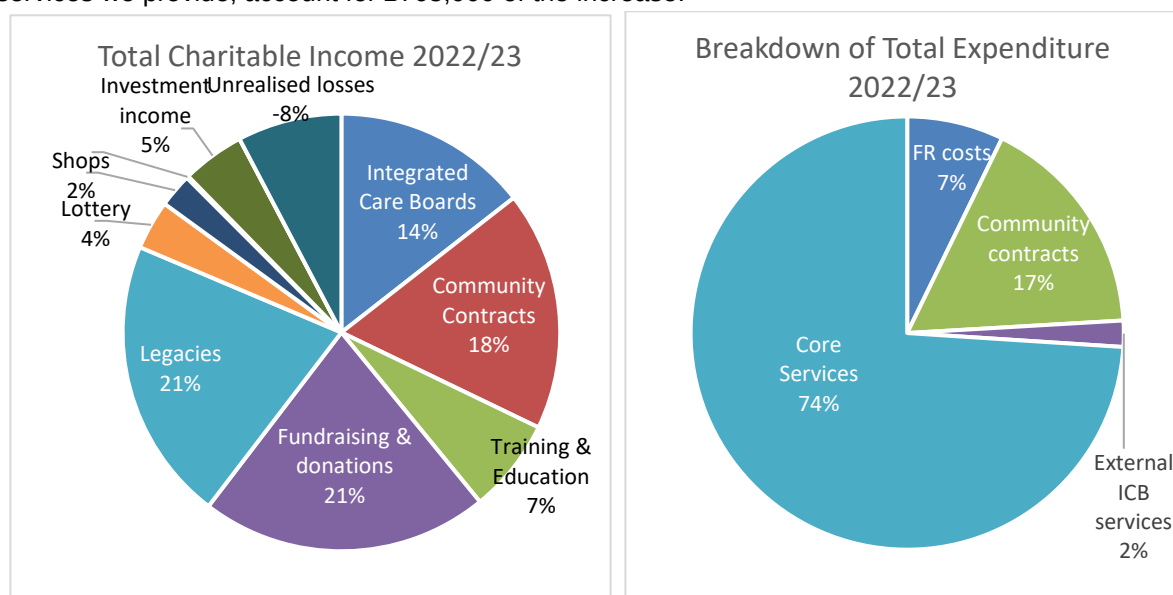
We also adhere to appropriate internal policies to ensure that all income generation activity is conducted in a compliant fashion. Queenscourt policies relevant to fundraising include: Cash Handling Support Groups; Donors Charter; Corporate Partnerships, Cash & Banking, Money Laundering & Suspicious Transactions, Social Responsibility for Gambling, Security, Data, Problem Gamblers, Vulnerable People and Complaints Policy.

6. Financial Review

The Charity is showing net expenditure in 2022/23 of £1,196,000 which compares to net income of £556,000 the previous year. A significant part of this change is due to investment gains the previous year of £584,000 becoming losses this year of £442,000. However, the accounts reflect the movement in values up to 31st March 2023, but no investments were sold during the year at a loss. It is anticipated that investment values will recover slowly as the economy strengthens.

Report of the Trustees for the year ended 31st March 2023 (continued)

Running costs increased by £870,000 with expenditure on the services the Hospice provides costing £12,611 per day compared to £10,563 the year before. Staffing costs, which relate directly to the services we provide, account for £763,000 of the increase.



7. Reserves and Investments

We have predicted further budget deficits for 2023/24 and future years. We work on three-year financial plans which seek to scale back our dependence on reserves and generate more income or savings on expenditure.

We have reviewed and updated our designated funds which set aside money for specific purposes; these continuing to be a tangible fixed assets fund required for future depreciation charges, a budget deficit fund allocated to support a potential shortfall in the forthcoming year, a capital investment fund to support committed and planned enhancement of our assets, and a contingency fund set aside in the event of non-recurring expenditure requirements. On her retirement the previous Director of Medical Services established the Dr Karen Groves Legacy Development Fund specifically aimed at seeking donations to "Keep Queenscourt in Service" and amounts received are shown as a separate designated fund which is utilised in year to support the running costs of the hospice. Our general fund of £7,041,000 represents our free reserves, of which up to £1,465,000 may be attributed to being held as investment property rather than cash.

Our policy on reserves is to have a strong cash position to deal with unexpected costs and the occasional shortfall of income or difficulty with cash flow, so we aim to retain about £1m on short term deposit. To ensure the continuity of our services we need a reserve capable of supporting us in the event of a severe and prolonged drop in income, a risk we face and are continually monitoring. Our policy is for this reserve to be able to support the Charity for up to two years in order to allow time, if necessary, for us to re-organise our funding and operational strategies. At the time of setting our budget in April 2023 our worst case scenario would be for reserves to be adequate for at least 22 months.

We recognise that with inflation and modest interest rates, cash will lose its value. Nevertheless, we believe that it is sound policy to keep some short-term cash in CCLA's Charities Deposit Fund. This paid an average of 2.05% during the year although rates had risen to 3.8% at the end of the year. However, we will consider other reputable deposit takers if better rates are available.

The Trustees have wide investment powers, and our other investments are principally in two areas: CCLA's COIF Charities Investment Fund and the BlackRock Catholic Charities Growth and Income

Report of the Trustees for the year ended 31st March 2023 (continued)

Fund. Both funds are invested mainly in equities and aim to at least maintain their real value and to yield a regular annual income.

Income from our investments has yielded around £182,000 and whilst we continue to seek ways of improving our levels of income, we will not change our conservative view of risk in order to achieve this. We do not prescribe any requirements for socially responsible investments other than to avoid tobacco shares.

We also have investments in a property portfolio of 6 houses which are rented, two flats and a shop, which between them generated a net income of £50,000. At the end of the year, we transferred a further house, previously used for operational purposes, into our property portfolio.

8. Our Constitution and Administrative Details

Queenscourt's full name is Queenscourt Hospice. It is a Registered Charity, no. 518801, and a company limited by guarantee, registered in England No. 2102320 and incorporated in 1987. Its registered office is at Town Lane, Southport, PR8 6RE. It is not normally liable to taxation.

Queenscourt Hospice has two wholly owned subsidiaries:

- Queenscourt Hospice Enterprises Limited set up in 1993. It operates lotteries. Currently the chair of the board of its four directors is a member of the Hospice Council.
- Queenscourt Hospice Retail Limited took over the running of our shops on 1st July 2006. Currently two of its seven directors are members of the Hospice Council.

Both companies exist to pay over all their available surpluses to Queenscourt Hospice.

The Council

The members of the Council are the trustees of the charity and directors of the company. The following are trustees at the date of this report. They all served throughout the year, except where shown otherwise.

Rev. M Abrams
Ms C Bernard (Vice Chair)
Dr G Boocock
Ms Y Burns
Ms J Campbell
Mr A Crewe (Chair)
Mr P Cutner (Treasurer)

Ms L Hooton
Mr D Kemp
Dr K M Matthews (resigned Oct 22)
Mr T McGraw (Vice Chair)
Mrs M H Tarpey
Mrs A Throp
Mr K B Wallis

Executive Directors

Medical Director: Dr Clare Finnegan, MBChB, FRCP, Dip Ethics, PGCert Teaching and Learning in Clinical Practice. She is a Consultant in Palliative Medicine for MerseyCare NHS Foundation Trust and Southport and Formby NHS Foundation Trust, and Honorary Clinical Lecturer University of Liverpool and Edge Hill University.

Director of Clinical Services: Mrs Louise Charnock, RGN, MSc Advanced Clinical Practice, PG Certificate in Teaching and Learning in Clinical Practice, BSc (Hons) Specialist Practitioner (District Nursing), BSc (Hons) Nursing and Health Studies, DipHE Nursing

Director of Corporate Services and Company Secretary: Miss Debra Jane Lawson Dip SW, Dip HE, PG Certificate in Human Resource Development.

Other details:

Auditors: MHA Moore and Smalley LLP, Exchange Station, Tithebarn Street, Liverpool, L2 2QP
Bankers: National Westminster Bank Plc, 130 Lord Street, Southport, PR9 0AB
Solicitors: Hodge Halsall LLP, 2 Liverpool Road, Ainsdale, PR8 3LX
Brabners Chaffe Street LLP, Horton House, Exchange Flags, Liverpool L2 3YL
Investment CCLA Investment Management Limited. 80 Cheapside, London EC2V 6DZ
Managers: BlackRock Investment Management (UK) Limited. 12 Throgmorton Avenue, London, EC2N 2DL

9. Our Governance and Administration

Our governing documents are the Memorandum and Articles of Association which the Council keeps under regular review. As members of the Council, we are Trustees of the Charity and Directors of the Company. Responsibility for the management of Queenscourt is vested in the Council which meets ten times a year. We have set up governance and administrative arrangements whereby the day to day running of the hospice is delegated as appropriate to the Executive Directors who in turn attend Council meetings and report as necessary.

The Chair and Vice Chairs hold a fortnightly Link meeting with the three Executive Directors to review strategy and governance and to make recommendations to the Council. A Finance Committee oversees the financial aspects of the charity, reviews investments and reserves and makes recommendations to the Council. Our Strategic Direction details our vision for 5 years at a time and our Business Plan is reviewed each year to ensure we have tangible goals to monitor. An Integrated Governance Group, which includes outside professionals and two Trustees, reports to the Council providing an assessment of our clinical and non-clinical governance. A Succession Committee considers future proofing and succession issues. The Visiting Group make quarterly unannounced visits, talk to patients, staff, volunteers, carers and families about all aspects of their experience and present their report to the Council for consideration. A Risk Management Monitoring Group oversees risk management and is further described below.

10. How we manage risk

We maintain a Risk Register and policies with defined review dates, to ensure that we keep all Queenscourt's activities under review.

We review our Risk Management Strategy annually. The Risk Management Monitoring Group (RMG) helps us to oversee the risks that Queenscourt faces and monitor risk management. The RMG meets at least 3 times per year. As we move into 2023/24, the RMG has begun a comprehensive piece of work to redesign our Board Assurance Framework.

11. Members and the Election and Appraisal of Trustees

There are some 128 members of the Company who are former or current subscribers to Queenscourt's funds. An important function of the members is to elect or re-elect Trustees, one third of whom retire each year at the Annual General Meeting. The Council can and does recommend candidates for election. The Council's policy is to appraise its performance as a Council, using the Council Development Plan. The Chair and Vice Chairs also meet with Trustees individually. We aim to maintain a good mix of skills on the Council and to give new members appropriate induction and instruction. Council committees have delegated responsibility to oversee our financial performance and monitor our performance. At the end of the year 22-23 we had 13 Trustees. During the year 2021-2022 Dr Karen Matthews retired as a member of the Council. We would like to record our grateful thanks for all her support, hard work and guidance during her time with us.

12. Council's Responsibility for the Accounts

The Trustees (who are also the Directors of Queenscourt Hospice for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations. Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable Company and the income and expenditure of the charitable Company for that period.

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 accounting 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable Company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable Company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable Company 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 charitable Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable Company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

13. Auditors

MHA Moore and Smalley are our Auditors. Authorisation is given to the Council to appoint auditors and to fix the auditors' remuneration by members of the company at the Annual General Meeting.

14. 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.

By order of the Council



Anthony Crewe
Chair

Date: 20/09/2023

Executive Directors' Impact Statement

2022/23 has been a year of change and new beginnings, as we moved further away from the challenges and constraints of the pandemic, seeking opportunities to develop services that support our patients and their families. The impact of Queenscourt's integrated services can never be underestimated.

*Over the year 2022/23, we have cared for a total of **1939 patients**. This support has been provided in our local community, at the hospice, for both inpatient and outpatients, and in hospital. 306 patients received input from Queenscourt at Home who delivered care **shifts 24 hours a day, 7 days a week, 365 days a year**, supporting patients and their families in their preferred place of care. This input supported **84% of our patients** to achieve their preferred place of care at end of life.*

Coming out of the pandemic we recognise the impact of Covid-19 in the increasing numbers of people dying at home and the resulting burden of bereavement on families. This has resulted in key objectives for our future service development, with a focus on developing compassionate communities and a virtual ward for palliative and end of life care. Working practices have been adapted in Queenscourt community services, and with local health care providers, to embed the foundations of a virtual ward and enable us to recognise patients who may need the additional support that approach can offer. We were successful in obtaining funding to support a pilot of the Queenscourt Virtual Ward model and this will be fully launched over the summer of 2023, providing a same day response for those in crisis and supporting patient choice and preferred place of care.

We thank our increasing number of volunteers who continue to support and act as ambassadors for Queenscourt. We have enjoyed welcoming back our volunteer cohort following the restrictions that Covid-19 placed upon us. Currently we have around **350 active volunteers** supporting every aspect of our services and activities. This core of volunteers is further supported by the many people who act as ad hoc fundraisers and event supporters. We are grateful to every one of our volunteers, who remain committed to ensuring that Queenscourt provides the best services it can.

Our local communities and supporters of Queenscourt have continued to work tirelessly to keep Queenscourt in service. In 2022/23 *Queenscourt's Income Generation Team raised nearly **£1M for our charity** via fundraising events and activities, Queenscourt Lottery and Queenscourt Retail.*

We have continued to make education available for all staff working across West Lancashire, Southport and Formby. *In 2022/23 there were **3018 delegates** who attended courses, **47 Point of Care training sessions** delivered, and **50 Medical Students** hosted.* We are also delighted to congratulate our first two Queenscourt staff on the successful completion of the MSc in Integrated Palliative and End of Life Care. The MSc is delivered by Queenscourt in collaboration with Edge Hill University.

Following her retirement, we offer unreserved thanks and gratitude to Dr Karen Groves for her leadership and commitment over the last **30 years**, having built Queenscourt from a mere idea to what it is today. Karen has been succeeded by Dr Clare Finnegan who is well known to **#teamqueenscourt**, having worked with, and alongside us for **11 years**. This has enabled a smooth transition of clinical leadership for patients and staff. Clare's existing knowledge and experience of the Specialist Palliative Care services in this area ensured that she was able to assume the role of Medical Director in a manner that was both effective and responsive.

We are extremely proud of **#teamqueenscourt** and their resilience and support to each other. The teamwork, adaptability and flexibility of all staff has allowed Queenscourt to continue seamless service delivery, and it is their knowledge, skill, dedication, and enthusiasm with which we will drive forward new services. We look forward to 2023/24 and the ongoing service development that enables us to continue providing much needed, invaluable care for patients and their families.

Clare Finnegan, Louise Charnock & Debbie Lawson
Executive Directors

Opinion

We have audited the financial statements of Queenscourt Hospice (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the group and charitable company's affairs as at 31 March 2023 and of the group's 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, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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 group'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 trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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

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

Independent Auditors' Report

determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and,
- the Report of the Trustees 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 group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company 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.

Responsibilities of the trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the 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

Independent Auditors' Report

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

- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiries with management and those charged with governance about any known or suspected instances of fraud;
- Reviewing minutes of meetings of those charged with governance;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias; and,
- Auditing the risk of fraud in revenue, including through testing of donations, legacies, grants and other contractual income streams via proof in total to underlying contracts to establish both that these are genuine income amounts in which the charity has a contractual right to income and that they have been accounted for in the correct financial period.

Because of the field in which the client operates, we identified that employment law, health and safety legislation, safeguarding and CQC regulations, as well as compliance with the UK Companies Act and Charities Act are the areas most likely to have a material impact on the financial statements.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our 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.



**Andrew Matthews (Senior Statutory Auditor)
for and on behalf of MHA Moore and Smalley
Chartered Accountants
Statutory Auditor**

Exchange Station
Tithebarn Street
Liverpool
L2 2QP

Date: 20/09/2023

Consolidated Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
For the year ended 31 March 2023

GROUP	Note	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 as restated £
Income and Endowments from					
Donations and legacies	2	2,023,359	218,539	2,241,898	1,902,692
Charitable activities	3	2,248,215	-	2,248,215	2,122,275
Other trading activities	4	1,012,485	-	1,012,485	937,176
Investment income	5	266,834	-	266,834	254,982
Other Income – including Coronavirus grants and Insurance claims	6	1,258	8,442	9,700	328,891
Total income		5,552,151	226,981	5,779,132	5,546,016
Expenditure on					
Raising funds	4	906,943	-	906,943	817,871
Charitable Activities	7	5,518,270	106,865	5,625,135	4,755,765
Total expenditure		6,425,213	106,865	6,532,078	5,573,636
Net incoming / (outgoing) resources before other gains and losses		(873,062)	120,116	(752,946)	(27,620)
Net gains/(losses) on investments		(441,683)	-	(441,683)	583,563
Net Income	8	(1,314,745)	120,116	(1,194,629)	555,943
Transfers between funds	18	-	-	-	-
Other recognised gains/(losses)					
Net gains/(losses) on disposal of assets		(1,919)	-	(1,919)	-
Net movement in funds		(1,316,664)	120,116	(1,196,548)	555,943
Reconciliation of Funds					
Total funds brought forward		13,334,117	205,820	13,539,937	12,983,994
Total Funds Carried Forward		12,017,453	325,936	12,343,389	13,539,937

Continuing operations

All income and expenditure has arisen from continuing activities.

A separate statement of financial activities for the Charity alone is shown with comparative figures for the previous year.

The notes form part of these financial statements.

Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
For the year ended 31 March 2023

CHARITY	Note	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 £
Income and Endowments from					
Donations and legacies	2	2,023,359	218,539	2,241,898	1,902,692
Charitable activities	3	2,248,215	-	2,248,215	2,122,275
Other trading activities	4	543,468	-	543,468	570,344
Investment income	5	266,320	-	266,320	254,979
Other Income	6	-	8,442	8,442	190,569
Total income		5,081,362	226,981	5,308,343	5,040,859
Expenditure on					
Raising funds	4	437,392	-	437,392	312,905
Charitable Activities	7	5,518,270	106,865	5,625,135	4,755,765
Total expenditure		5,955,662	106,865	6,062,527	5,068,670
Net incoming / (outgoing) resources before other gains and losses		(874,300)	120,116	(754,184)	(27,811)
Net gains/(losses) on investments		(441,683)	-	(441,683)	583,563
Net Income	8	(1,315,983)	120,116	(1,195,867)	555,752
Transfers between funds		-	-	-	-
Other recognised gains/(losses)	18				
Net gains/(losses) on disposal of assets		(1,919)	-	(1,919)	-
Net movement in funds		(1,317,902)	120,116	(1,197,786)	555,752
Reconciliation of Funds					
Total funds brought forward		13,320,160	205,820	13,525,980	12,970,228
Total Funds Carried Forward		12,002,258	325,936	12,328,194	13,525,980

Continuing operations

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statement

Consolidated Balance Sheet
As at 31 March 2023

GROUP	Notes	Total 2023 £	Total 2022 as restated £
Fixed Assets			
Tangible assets	11	3,250,859	3,473,905
Intangible assets			
Investments			
Investments	12	6,083,886	6,505,549
Investment property	13	1,465,000	1,370,000
		10,799,745	11,349,454
Current Assets			
Stock		1,327	1,750
Debtors	14	1,231,015	943,675
Cash at bank and in hand		1,458,322	1,682,781
		2,690,664	2,628,206
Creditors			
Amounts falling due within one year	15	(1,147,020)	(437,723)
Net Current Assets		1,543,644	2,190,483
Total assets less current liabilities		12,343,389	13,539,937
Net Assets		12,343,389	13,539,937
Funds	18		
Unrestricted funds		12,017,453	13,334,117
Restricted funds		325,936	205,820
Total Funds		12,343,389	13,539,937

The notes form part of these financial statements.

The financial statements were approved and authorised for issue by the Board of Trustees and signed on its behalf by:



A Crewe - Chair



C P Cutner - Treasurer

Date: 20/09/2023

Balance Sheet
As at 31 March 2023

		Total	Total
CHARITY	Notes	2023	2022
		£	£
Fixed Assets			
Tangible assets	11	3,250,859	3,472,973
Investments			
Investments	12	6,175,888	6,597,551
Investment property	13	1,465,000	1,370,000
		10,891,747	11,440,524
Current Assets			
Debtors	14	1,326,197	1,054,311
Cash at bank and in hand		1,181,349	1,376,015
		2,507,546	2,430,326
Creditors			
Amounts falling due within one year	15	(1,071,099)	(344,870)
Net Current Assets		1,436,447	2,085,456
Total assets less current liabilities		12,328,194	13,525,980
Net Assets		12,328,194	13,525,980
Funds	18		
Unrestricted funds		12,002,258	13,320,160
Restricted funds		325,936	205,820
Total Funds		12,328,194	13,525,980

The notes form part of these financial statements.

The financial statements were approved and authorised for issue by the Board of Trustees and were signed on its behalf by:



A Crewe - Chair



C P Cutner - Treasurer

Date: 20/09/2023

Consolidated Cash Flow Statement
For the year ended 31 March 2023

GROUP	Notes	Total 2023 £	Total 2022 as restated £
Cash flows from operating activities:			
Cash generated from operations		(174,902)	(421,008)
Net cash provided by (used in) operating activities		<u>(174,902)</u>	<u>(421,008)</u>
Cash flows from investing activities:			
Purchase of tangible fixed assets		(50,352)	(2,464)
Receipts from sale of tangible fixed assets		795	135
Investment management costs accrued		-	-
Sale of fixed asset investments		-	600,000
Increase / (Decrease) in cash and cash equivalents in the year		<u>(224,459)</u>	<u>176,663</u>

Notes to the Cash Flow Statement
For the year ended 31 March 2023

1. Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2023	2022
	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(752,946)	(27,620)
Adjustments for:		
Depreciation charges	155,664	158,963
(Increase)/Decrease in debtors	(287,340)	(514,738)
(Increase)/ Decrease in stock	423	(677)
Increase / (Decrease) in creditors	709,297	(36,936)
Net cash provided by (used in) operating activities	(174,902)	(421,008)

2. Reconciliation of net cash flow to movement in net funds

	2023	2022 as restated
	£	£
Cash outflow / (inflow)	(224,459)	176,663
Movement in net funds	(224,459)	176,663
Net funds at 1 April 2022	1,682,781	1,506,118
Net funds at 31 March 2023	1,458,322	1,682,781

3. Analysis of net funds

	At 1 April 2022	Cashflow	At 31 March 2023
	£	£	£
Cash at bank and in hand	1,682,781	(224,459)	1,458,322
	1,682,781	(224,459)	1,458,322

Notes to the Financial Statements
For the year ended 31 March 2023

1 Accounting policies

Basis of preparing the financial statements

The financial statements of the group and parent charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 October 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value. The financial statements are presented in sterling which is the functional currency of the charity.

The statement of financial activities (SOFA) and balance sheet consolidate the financial statements of the Charity and its subsidiary undertakings. The results of the subsidiary undertakings are consolidated on a line by line basis.

The Charity is a company limited by guarantee. The members of the company include the trustees named in the report of the trustees. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably. Legacies and grants are recognised in the Statement of Financial Activities when they become receivable and it is reasonably certain that they will be received and can be measured with sufficient reliability. Income tax is recoverable monthly on completion of the documentation. Income is deferred only when the Charity has to fulfil conditions before becoming entitled to it. Gifts in kind are included at valuation, with the exception of food where the total involved is not material. Goods donated for resale are included as income when sold. No amounts are included in the financial statements for services donated by volunteers.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

The expenses of operating the Charity shops including depreciation of fixed assets employed in the shops relate entirely to fundraising. Also included in fundraising are separately identifiable expenses incurred at the main hospice building and in local support groups in connection with specific fundraising activities.

Tangible fixed assets

All assets costing more than £5,000 are capitalised. Assets costing less than this are written off within 12 months.

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

Notes to the Financial Statements
For the year ended 31 March 2023

1 Accounting policies (continued)

Freehold Land:	NIL
Freehold Buildings:	Between 2% and 4% per annum of cost
Leasehold Improvements:	10% per annum of cost
Equipment:	Between 5% and 50% per annum of cost
Fixtures and Fittings:	Between 4% and 20% per annum of cost
Motor Vehicles:	Between 17% and 20% per annum of cost

Investments

Fixed asset investments and shares are included at market value at the balance sheet date.

Investment property is shown at most recent valuation.

The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The Group contributed to the personal pension plans of 137 (2022: 147) of its employees. The pension cost charge represents contributions for the period payable to by the Group. Superannuation employers' contributions are paid for employees remaining in the NHS pension scheme.

1 Accounting policies (continued)

Operating leases

Rentals applicable to operating leases are charged to the SOFA on a straight line basis over the term of the lease.

Taxation

The Company is a registered charity and consequently there is no liability to taxation. The subsidiary companies are subject to UK Corporation Tax on profits not covenanted to the parent charity.

Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received. A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

Judgements and key sources of estimation uncertainty

In the application of the Group'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. The trustees believe that the following estimates and assumptions are significant in respect of the carrying amount of assets and liabilities:

Valuation of investment properties

Investment properties held by the group are reviewed annually by the trustees, utilising the advice from a local estate agent, but not a professional valuer. The trustees consider local market factors and rental yields when reviewing the fair value of investment properties, as well as the opinion of local estate agents. Given the uniqueness of the organisational property portfolio, the trustees appreciate the inherent difficulties and uncertainties around applying a fair value to the investment property portfolio, however, feel experienced enough to do this annually.

Recognition of legacy income

Throughout the year the trustees maintain a register of notifications of legacy income to be received, bequeathed by our valued donors. At each year end date, the trustees must provide for a figure of legacy income receivable, when its value and receipt is both measurable and probable. Whilst constrained by both the legal process and other market factors, such as property values, the trustees feel confident that their experience allows them to make accurate estimations and judgements around this future right to income in respect of legacies.

Notes to the Financial Statements
For the year ended 31 March 2023

Going concern

The trustees assess whether the use of going concern is appropriate for the preparation of these accounts, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Group to continue as a going concern. The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements.

The trustees prepared a 3 year budget in April and also carried out an impact assessment in the event of budget plans falling short of expectations. The trustees also agreed to improve the quarterly budget monitoring by the inclusion of an updated 3 year cash flow forecast rather than just for the current year.

As a consequence, the trustees have concluded that the Group has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Group's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

2 Donations and Legacies

	2023	2022
	£	£
GROUP AND CHARITY		
Donations	156,130	53,449
Legacies	1,206,586	1,029,655
Remembrance gifts	178,784	143,249
Gift Aid and GAYE	110,318	122,817
Regular and other donations	590,080	553,522
	<u>2,241,898</u>	<u>1,902,692</u>

Legacy income includes £95,000 (2022: £150,000) which has been restricted for future building acquisitions.

3 Income from charitable activities

	2023	2022
	£	£
GROUP AND CHARITY		
NHS Cheshire & Merseyside and Lancashire & South Cumbria ICBs	830,617	821,079
Other External Funding	1,018,509	1,018,232
Medical Income, Course Fees and End of Life Training	<u>399,089</u>	<u>282,964</u>
Total	<u>2,248,215</u>	<u>2,122,275</u>

Income for external services from the Integrated Care Boards included £118,315 (2022: £116,950) provided to them by agreement.

The balance of £712,302 (2022: £704,129) represents a contribution of around 16% (2022: 19%) to the core costs of the Hospice including Queenscourt at Home.

Notes to the Financial Statements
For the year ended 31 March 2023

4 Other Trading Activities

Queenscourt Hospice Enterprises Limited, a wholly owned subsidiary company, operates lotteries. The Charity owns the issued share capital of 2 fully paid shares of £1 each (2022: 2 shares)

Queenscourt Hospice Retail Limited, a wholly owned subsidiary company, manages the charity shops. The Charity owns the issued share capital of 92,000 fully paid shares of £1 each. (2022: 92,000 shares).

An analysis of Group fundraising income and expenditure is shown below:

	Retail 2023	Lottery 2023	Support Groups and other trading 2023	Group Total 2023	Group Total 2022 as restated
	£	£	£	£	£
Income	444,017	415,710	152,758	1,012,485	937,176
Covenant Income	-	-	353,246	-	-
Recharges to Subsidiary	-	-	37,464	-	-
Total Fundraising Income	444,017	415,710	543,468	1,012,485	937,176
Coronavirus Grants	-	-	-	-	16,001
Insurance claims	-	-	-	-	121,854
Commission - gift-aided sales	1,258	-	-	1,258	467
Recharge to charity	125,695	-	-	-	-
Deposit Interest	1	513	-	514	3
Sub total	570,971	416,223	543,468	1,014,257	1,075,501
Fundraising Trading Costs	(393,588)	(201,658)	(437,392)	(906,943)	(817,871)
Recharges from Parent	(32,928)	(4,536)	-	-	-
Covenanted to Charity	(143,954)	(209,292)	-	-	-
Net Profit	501	737	106,076	107,314	257,630
Tax charge	-	-	-	-	-
Profit after Tax	501	737	106,076	107,314	257,630
Reserves as at 31 March 2023	692	14,503			

The Retail subsidiary has generated income of £27,990 (2022: £13,182) from gift aided donations.

Notes to the Financial Statements
For the year ended 31 March 2023

5 Investment Income

	2023	2022 as restated
	£	£
GROUP		
Interest income	192,276	183,942
Rents from investment property	74,558	71,040
	266,834	254,982
CHARITY		
Interest income	191,762	183,939
Rents from investment property	74,558	71,040
	266,320	254,979

6 Other Income

	2023	2022 as restated
	£	£
GROUP		
Commission on gift-aided sales (Unrestricted)	1,258	467
Covid grants (Unrestricted)	-	16,001
Insurance claims (Unrestricted)	-	121,854
NHSE Hospice UK (Restricted)	8,442	190,569
	9,700	328,891
CHARITY		
Covid grants (Unrestricted)	-	-
NHSE Hospice UK (Restricted)	8,442	190,569
	8,442	190,569

Notes to the Financial Statements
For the year ended 31 March 2023

7 Costs of charitable activities

GROUP AND CHARITY

	Day Services	Inpatient Services	Education	Queenscourt at Home	Contracted community services	2023 Total activities	2022 Total activities
	£	£	£	£	£	£	£
Direct costs							
Staff costs	764,672	2,412,221	251,097	560,054	1,010,956	4,999,000	4,140,610
Premises	86,867	86,867	17,667	14,797	2,094	208,292	212,246
Communications	2,823	2,823	250	1,452	1,800	9,148	9,544
Postage and stationery	11,319	11,319	6,251	461	213	29,563	42,574
Other expenses	23,920	25,250	526	1,239	1,996	52,931	26,294
Nursing supplies	4,733	18,933	-	50	53	23,769	19,625
Food	2,729	24,565	236	-	-	27,530	25,001
Cleaning and laundry	9,934	23,179	-	-	-	33,113	28,284
Patient transport	-	70	-	-	-	70	92
Vehicle expenses	10	-	-	-	-	10	249
Other professional fees	5,766	5,942	5,766	486	280	18,240	16,150
Depreciation	68,479	68,479	17,774	-	-	154,732	157,008
	<u>981,252</u>	<u>2,679,648</u>	<u>299,567</u>	<u>578,539</u>	<u>1,017,392</u>	<u>5,556,398</u>	<u>4,677,677</u>
Support costs	<u>18,706</u>	<u>26,242</u>	<u>15,053</u>	<u>3,992</u>	<u>4,744</u>	<u>68,737</u>	<u>78,088</u>
	<u>999,958</u>	<u>2,705,890</u>	<u>314,620</u>	<u>582,531</u>	<u>1,022,136</u>	<u>5,625,135</u>	<u>4,755,765</u>

Notes to the Financial Statements
For the year ended 31 March 2023

	Day Services	Inpatient Services	Education	Queenscourt at Home	Contracted community services	2023 Total activities	2022 Total activities
Support costs	£	£	£	£	£	£	£
Human Resources							
Training and IT Support	15,205	22,741	11,552	492	4,744	54,734	65,304
	15,205	22,741	11,552	492	4,744	54,734	65,304
Auditors' remuneration	2,180	2,180	2,181	2,180	-	8,721	6,250
Auditors' remuneration for non-audit work	63	63	62	62	-	250	1,500
Bank charges	1,258	1,258	1,258	1,258	-	5,032	5,034
	<u>3,501</u>	<u>3,501</u>	<u>3,501</u>	<u>3,500</u>	<u>-</u>	<u>14,003</u>	<u>12,784</u>
	<u>18,706</u>	<u>26,242</u>	<u>15,053</u>	<u>3,992</u>	<u>4,744</u>	<u>68,737</u>	<u>78,088</u>

8 Net income/(expenditure)

GROUP

Net income/(expenditure) is stated after charging/(crediting):

	2023	2022
	£	£
Auditors' remuneration	13,671	10,150
Auditors' remuneration for non-audit work	1,966	2,640
Depreciation - owned assets	155,664	158,963
Rentals – operating lease – Property	96,645	82,545
Rentals - operating lease - Equipment	<u>7,151</u>	<u>2,290</u>

CHARITY

Net income/(expenditure) is stated after charging/(crediting):

	2023	2022
	£	£
Auditors' remuneration	8,721	6,250
Auditors' remuneration for non-audit work	250	1,500
Depreciation - owned assets	154,732	157,008
Rentals – operating lease – Property	96,645	82,545
Rentals - operating lease	<u>7,151</u>	<u>2,290</u>

There were no trustees remuneration or other benefits for the year ended 31 March 2023 nor for the year ended 31 March 2022.

No Council members received re-imbursed expenses (2022: £nil).

GROUP	2023	2022 as restated
	£	£
Wages and salaries	4,669,703	3,889,595
Social security costs	469,623	358,758
Other pension costs	356,898	321,110
	5,496,224	4,569,463
CHARITY	2023	2022 as restated
	£	£
Wages and salaries	4,434,303	3,677,554
Social security costs	454,488	343,182
Other pension costs	351,986	313,359
	5,240,777	4,334,095

GROUP	Full time	Part time	Bank	Total 2023	Total 2022
Medical	3	5	-	8	5
Nursing	26	41	7	74	74
Therapists	3	1	-	4	6
Catering	-	5	-	5	6
Housekeeping	-	6	-	6	7
Fundraising & administration	13	24	1	38	34
Education	1	8	-	9	11
Maintenance	1	-	-	1	1
Retail	4	4	7	15	15
Lottery	-	3	1	4	3
	51	97	16	164	162

Notes to the Financial Statements
For the year ended 31 March 2023

CHARITY	Full time	Part time	Bank	Total 2023	Total 2022
Medical	3	5	-	8	5
Nursing	26	41	7	74	74
Therapists	3	1	-	4	6
Catering	-	5	-	5	6
Housekeeping	-	6	-	6	7
Fundraising & Administration	13	24	1	38	34
Education	1	8	-	9	11
Maintenance	1	-	-	1	1
	<u>47</u>	<u>90</u>	<u>8</u>	<u>145</u>	<u>144</u>

Staff numbers excludes 14 (2022: 14) Council members, all non-executive.

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2023	2022
£60,000 - £70,000	1	1
£70,001 - £80,000	1	3
£80,001 - £90,000	1	-
£90,001 - £100,000	-	-
£100,001 - £110,000	-	1
£110,001 - £120,000	2	-
£120,001 - £130,000	1	1
£130,001 - £140,000	1	-

The key management personnel comprises of the 3 Executive Directors being the Medical Director, the Director of Nursing Services and the Corporate Services Director with total employee benefit costs of £187,306 (2022: £234,545).

In addition, a great amount of time, the value of which is impossible to reflect in these financial statements, is donated by volunteers.

Along with a standard defined contribution scheme, the company operates an exempt approved defined benefit scheme, namely the National Health Superannuation Scheme. The assets of this scheme are held separately and contributions to the scheme are charged to the statement of financial activities so as to spread the cost of pensions over employees' working lives with the company. This scheme does not have a real pension fund, but as a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and employers are paid to the Exchequer, which meet the cost of increasing benefits each year by the rate of inflation. This extra cost is not met by contributions from scheme members and employers, As a result of the nature of the scheme there are no separately identifiable assets and liabilities which can be identified as relating to Queenscourt Hospice therefore, as permitted by FRS102, the scheme has been accounted for as a defined contribution scheme.

The contributions to the superannuation scheme were substantially defrayed by the Integrated Care Boards (formerly Clinical Commissioning Groups).

Notes to the Financial Statements
For the year ended 31 March 2023

11 Tangible fixed assets

GROUP	Freehold property	Fixtures & fittings	Motor vehicles	Equipment	Totals
	£	£	£	£	£
Cost					
At 1 April 2022	4,302,407	880,659	-	409,152	5,592,218
Additions	-	-	-	50,352	50,352
Disposals	(147,668)	(42,372)	-	(138,555)	(328,595)
At 31 March 2023	4,154,739	838,287	-	320,949	5,313,975
Depreciation					
At 1 April 2022	1,235,276	534,836	-	348,201	2,118,313
Charge for year	95,351	35,951	-	24,362	155,664
Eliminated on disposal	(32,648)	(39,751)	-	(138,462)	(210,861)
At 31 March 2023	1,297,979	531,036	-	234,101	2,063,116
Net book value					
At 31 March 2023	2,856,760	307,251	-	86,848	3,250,859
At 31 March 2022	3,067,131	345,823	-	60,951	3,473,905

Notes to the Financial Statements
For the year ended 31 March 2023

11 Tangible fixed assets (continued)

CHARITY	Freehold property	Fixtures & fittings	Motor vehicles	Equipment	Totals
	£	£	£	£	£
Cost					
At 1 April 2022	4,298,197	880,659	-	405,207	5,584,063
Additions	-	-	-	50,352	50,352
Disposals	(147,668)	(42,372)	-	(138,169)	(328,209)
At 31 March 2023	4,150,529	838,287	-	317,390	5,306,206
Depreciation					
At 1 April 2022	1,231,066	534,836	-	345,188	2,111,090
Charge for year	95,351	35,951	-	23,430	154,732
Eliminated on disposal	(32,648)	(39,751)	-	(138,076)	(210,475)
At 31 March 2023	1,293,769	531,036	-	230,542	2,055,347
Net book value					
At 31 March 2023	<u>2,856,760</u>	<u>307,251</u>	<u>-</u>	<u>86,848</u>	<u>3,250,859</u>
At 31 March 2022	<u>3,067,131</u>	<u>345,823</u>	<u>-</u>	<u>60,019</u>	<u>3,472,973</u>

Included in cost or valuation of land and buildings is freehold land of £30,000.

All tangible fixed assets are used for direct charitable purposes except for shop and lottery equipment which have net book values of £nil (2022: £932) and are used for fundraising purposes.

Notes to the Financial Statements
For the year ended 31 March 2023

12 Fixed asset investments

GROUP	Shares in group undertakings	Listed investments	Totals
	£	£	£
Market value			
At 1 April 2022	-	6,505,549	6,505,549
Disposals	-	-	-
Revaluations	-	(421,663)	(421,663)
At 31 March 2023	-	6,083,886	6,083,886
Net book value			
At 31 March 2023	-	6,083,886	6,083,886
At 31 March 2022	-	6,505,549	6,505,549
CHARITY	Shares in group undertakings	Listed investments	Totals
	£	£	£
Market value			
At 1 April 2022	92,002	6,505,549	6,597,551
Disposals	-	-	-
Revaluations	-	(421,663)	(421,663)
At 31 March 2023	92,002	6,083,886	6,175,888
Net book value			
At 31 March 2023	92,002	6,083,886	6,175,888
At 31 March 2022	92,002	6,505,549	6,597,551

There were no investment assets held outside the UK.

Notes to the Financial Statements
For the year ended 31 March 2023

13 Investment Property**GROUP AND CHARITY****Totals****£****Market value**

At 1 April 2022	1,370,000
Additions	115,020
Revaluations	(20,020)

At 31 March 2023	1,465,000
------------------	-----------

Net book value

At 31 March 2023	1,465,000
------------------	-----------

At 31 March 2022	1,370,000
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14 Debtors: Amounts falling due within one year**GROUP****2023****2022****£****£**

Trade and other debtors	217,117	239,112
Prepayments and accrued income	983,727	676,811
Income tax recoverable	8,517	11,567
VAT reclaim	21,654	16,185
	1,231,015	943,675

Notes to the Financial Statements
For the year ended 31 March 2023

14 Debtors: Amounts falling due within one year (continued)

CHARITY	2023	2022
	£	£
Amounts owed by group undertakings	123,350	136,175
Trade debtors	217,117	239,112
Prepayments and accrued income	955,559	651,272
Income tax recoverable	8,517	11,567
VAT reclaim	21,654	16,185
	<u>1,326,197</u>	<u>1,054,311</u>

15 Creditors: Amount falling due within one year

GROUP	2023	2022
	£	£
Trade and other creditors	330,453	125,479
Accruals and deferred income	816,567	312,244
	<u>1,147,020</u>	<u>437,723</u>

CHARITY	2023	2022
	£	£
Trade and other creditors	254,532	106,657
Accruals and deferred income	816,567	238,213
	<u>1,071,099</u>	<u>344,870</u>

Notes to the Financial Statements
For the year ended 31 March 2023

16 Leasing agreements

Lessee

Minimum lease payments under non-cancellable operating leases fall due as follows:

GROUP/ CHARITY	Land & Buildings		Other operating leases	
	2023 £	2022 £	2023 £	2022 £
Expiring:				
Within one year	79,471	82,067	3,590	2,290
Between two and five years	205,782	53,100	13,400	926
More than five years	47,079	-	601	-
	<u>332,332</u>	<u>135,167</u>	<u>17,591</u>	<u>3,216</u>

Lessor

At the reporting end date the charity had contracted with tenants for the following minimum lease payments:

GROUP	2023 £	2022 £
Expiring:		
Within one year	<u>11,610</u>	<u>51,450</u>
	<u>11,610</u>	<u>51,450</u>

The operating leases represent leases of properties to third parties. These leases are negotiated over terms between 6 months and 1 year. There are options for both parties to extend the lease terms.

Notes to the Financial Statements
For the year ended 31 March 2023

17 Analysis of net assets between funds

GROUP	Unrestricted funds	Restricted funds	2023 Total funds	2022 Total funds as restated
	£	£	£	£
Fixed assets	3,250,859	-	3,250,859	3,473,905
Investments	7,548,886	-	7,548,886	7,875,549
Current assets	2,364,728	325,936	2,690,664	2,628,206
Current liabilities	(1,147,020)	-	(1,147,020)	(437,723)
	12,017,453	325,936	12,343,389	13,539,937
CHARITY	Unrestricted funds	Restricted funds	2023 Total funds	2022 Total funds
	£	£	£	£
Fixed assets	3,250,859	-	3,250,859	3,472,973
Investments	7,640,888	-	7,640,888	7,967,551
Current assets	2,181,610	325,936	2,507,546	2,430,326
Current liabilities	(1,071,099)	-	(1,071,099)	(344,870)
	12,002,258	325,936	12,328,194	13,525,980

Notes to the Financial Statements
For the year ended 31 March 2023

18 Movement in funds

Designated Funds

Designated Funds represent a part of the Unrestricted Funds that have been set-aside by the Trustees for specific purposes, these being:

Tangible Fixed Assets This is required in order to fund future depreciation charges.

Budget Deficit This is to provide cover for the forthcoming year's forecast deficit with the exception of depreciation charges which are included within tangible fixed assets.

Capital Investment This is to provide funds for both committed and planned capital investment with the exception of where the Charity are holding any restricted funds for this purpose.

Contingency This comprises funds set aside in the event that any future organisational restructure may require non-recurring expenditure.

The Dr Karen Groves Legacy Development Fund This fund was launched early in 2023 with the objective of boosting support to keep Queenscourt in service. Contributions to the fund are for general use and are not restricted.

Notes to the Financial Statements
For the year ended 31 March 2023

18 Movement in funds (continued)

GROUP	At 1 April 2022 as restated	Net movement in funds	Transfers between funds	At 31 March 2023
	£	£	£	£
Unrestricted funds				
General fund	7,801,144	(1,349,963)	(394,587)	6,056,594
Designated Fund				
- Tangible Fixed Assets	3,472,973	-	(222,114)	3,250,859
- Budget Deficit	1,050,000	-	449,000	1,499,000
- Capital Investment	10,000	-	201,000	211,000
- Contingency	1,000,000	-	-	1,000,000
- Dr Groves Development Fund	-	33,299	(33,299)	-
	13,334,117	(1,316,664)	-	12,017,453
Restricted funds				
Restricted funds	205,820	120,116	-	325,936
Total funds	13,539,937	(1,196,548)	-	12,343,389
CHARITY	At 1 April 2022	Net movement in funds	Transfers between funds	At 31 March 2023
	£	£	£	£
Unrestricted funds				
General fund	7,787,187	(1,351,201)	(394,587)	6,041,399
Designated Fund				
- Tangible Fixed Assets	3,472,973	-	(222,114)	3,250,859
- Budget Deficit	1,050,000	-	449,000	1,499,000
- Capital Investment	10,000	-	201,000	211,000
- Contingency	1,000,000	-	-	1,000,000
- Dr Groves Development Fund	-	33,299	(33,299)	-
	13,320,160	(1,317,902)	-	12,002,258
Restricted funds				
Restricted funds	205,820	120,116	-	325,936
Total funds	13,525,980	(1,197,786)	-	12,328,194

Notes to the Financial Statements
For the year ended 31 March 2023

18 Movement in funds (continued)

Net movement in funds, included in the above are as follows:

GROUP	Incoming resources	Resources expended	Gains and losses	Movement in funds
	£000	£'000	£'000	£'000
Unrestricted funds				
Unrestricted funds	5,552,151	(6,425,213)	(443,602)	(1,316,664)
Restricted funds				
Restricted funds	226,981	(106,865)	-	120,116
Total funds	5,779,132	(6,532,078)	(443,602)	(1,196,548)
CHARITY	Incoming resources	Resources expended	Gains and losses	movement in funds
	£	£	£	£
Unrestricted funds				
Unrestricted funds	5,081,362	(5,955,662)	(443,602)	(1,317,902)
Restricted funds				
Restricted funds	226,981	(106,865)	-	120,116
Total funds	5,308,343	(6,062,527)	(443,602)	(1,197,786)

Notes to the Financial Statements
For the year ended 31 March 2023

An analysis of Restricted Funds is shown below

	Opening balance	Income	Capital Expenditure	Revenue Expenditure	Closing balance
	£	£'000	£'000	£'000	£'000
Equipment	2,109	11,536	-	1,748	11,897
Others	2,679	86,259	-	76,691	12,247
Staff Benevolent Fund	132	-	-	95	37
Grounds, Furniture, Man Shed	2,729	2,706	-	3,442	1,993
Education Fund	36,723	-	-	1,907	34,816
Compassionate Communities Training	10,000	10,000	-	7,700	12,300
Child Bereavement Services	1,202	-	-	1,202	-
Fixtures & Fittings	246	13,038	-	5,638	7,646
Bequest for purchase of a property for Retail or for generating rental income	150,000	95,000	-	-	245,000
Professional Development Fund	-	8,442	-	8,442	-
	205,820	226,981	-	106,865	325,936

Equipment:

This fund relates to monies received for the purchase of equipment for all areas of the Hospice.

Others:

Other service funds represent monies received for the provision of specific Hospice services.

Staff Benevolent Fund:

This fund relates to donations given specifically of the benefit of staff.

Grounds, Furniture, Man Shed:

This fund relates to funds received for the purchase and maintenance of garden equipment/furniture for the Hospice.

Education Fund:

This fund is used to support staff in learning new skills, increase knowledge and skillsets to better meet the needs of the communities and the Hospice.

Compassionate Communities Training:

This fund relates to training and supporting Compassionate Community Connectors who support the wellbeing of their community through compassionate conversations and encouraging social connections.

Child Bereavement Services:

This fund is for supporting children who have suffered loss and their parents/carers through counselling, group work and individual therapy.

Fixtures & Fittings:

This fund relates to monies received for the purchase of fixtures and fittings for the Hospice.

Notes to the Financial Statements
For the year ended 31 March 2023

18 Movement in funds (continued)Bequest for purchase of a property for Retail or for generating rental income:

This fund is specifically for the purchase of retail property with the object of reducing the amount spent on renting such property or the purchase of retail or residential property for the purposes of generating income.

Professional Development Fund

Funds received are used to cover fees for University accredited palliative care courses including degree, masters and PHD level programmes and modules from the same.

19 Contingent liabilities

The Charity has undertaken to repay any legitimate claims in respect of donated, unclaimed client monies/bequests of £35,215 (2022: £4,799).

20 Contingent assets

Within the year there were material contingent assets of £376,000 (2022: £296,535) in respect of legacies to which the charity has a future right to income, but which are contingent upon certain legal processes completing in a future period. As such, the probability and measurement of these legacies is not reliable enough to provide in full for these assets at this point in time.

21 Capital commitments

At the year end Queenscourt Hospice had the following capital commitments:

GROUP	2023	2022
	£	£
Authorised and contracted for	-	-
Authorised and not contracted for	11,000	10,000
	<u>11,000</u>	<u>10,000</u>
	11,000	10,000
	<u> </u>	<u> </u>
 CHARITY	 2023	 2022
	£	£
Authorised and contracted for	-	-
Authorised and not contracted for	11,000	10,000
	<u>11,000</u>	<u>10,000</u>
	11,000	10,000
	<u> </u>	<u> </u>

Authorised and not contracted for relates to the purchase of a water heater for the Hospice. This commitment has not been provided for in these financial statements, however it has been provided for within the Capital Investment Designated Fund.

Notes to the Financial Statements
For the year ended 31 March 2023

22 Related party transactions

On consolidation all transactions and closing balances with wholly owned subsidiary entities are netted against each other. The Trustees review Related Parties on a regular basis and deem no further transactions in the period to require disclosure.

23 Donated goods

Queenscourt Hospice Retail Ltd acts as an agent in selling donated goods and charged commission of £1,258 (2022: £467) for these services.

24 Drugs

NHS Cheshire & Merseyside ICB (formerly Southport & Formby Clinical Commissioning Group) contributed £34,530 (2022: £30,357) towards drugs supplied by Southport and Ormskirk NHS Trusts.

Notes to the Financial Statements
For the year ended 31 March 2023

25 Prior period adjustments

There are a number of small adjustments to the consolidated (group) accounts which are deemed as immaterial. The changes to the accounts and balance sheet are shown below:

Amendments to the Consolidated Statement of Financial Activities

	Period ended 31 March 2022		
	As previously reported	Adjustments	As restated
	£	£	£
Income and Endowments from			
Donations and legacies	1,902,692	-	1,902,692
Charitable activities	2,122,275	-	2,122,275
Other trading activities	937,642	(466)	937,176
Investment income	254,980	2	254,982
Other income	328,424	467	328,891
Total income	5,546,013	3	5,546,016
Expenditure on			
Raising funds	812,829	5,042	817,871
Charitable Activities	4,760,808	(5,043)	4,755,765
Total expenditure	5,573,637	(1)	5,573,636
Net incoming / (outgoing) resources before other gains and losses	(27,624)	4	(27,620)
Net gains/(losses) on investments	583,563	-	583,563
Net Income	555,939	4	555,943
Net movement in funds	555,939	4	555,943
Reconciliation of Funds			
Total funds brought forward	12,985,289	(1,295)	12,983,994
Total Funds Carried Forward	13,541,228	(1,291)	13,539,937

Notes to the Financial Statements
For the year ended 31 March 2023

Amendments to the Balance Sheet

	Period ended 31 March 2022		
	As previously reported £	Adjustments £	As restated £
Fixed Assets			
Tangible assets	3,473,905	-	3,473,905
Investments			
Investments	6,505,549	-	6,505,549
Investment property	1,370,000	-	1,370,000
	11,349,454	-	11,349,454
Current Assets			
Stock	1,750	-	1,750
Debtors	943,675	-	943,675
Cash at bank and in hand	1,684,073	(1,292)	1,682,781
	2,629,498	(1,292)	2,628,206
Creditors			
Amounts falling due within one year	(437,724)	1	(437,723)
Net Current Assets	2,191,774	(1,291)	2,190,483
Total assets less current liabilities	13,541,228	(1,291)	13,539,937
Net Assets	13,541,228	(1,291)	13,539,937
Funds			
Unrestricted funds	13,335,408	(1,291)	13,334,117
Restricted funds	205,820	-	205,820
Total Funds	13,541,228	(1,291)	13,539,937

Accounts

Registered company number: 2102320 (England and Wales)

Registered charity number: 518801

Queenscourt Hospice

**Report of the Trustees and
Audited Financial Statements**

**For The Year Ended
31 March 2022**

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Report of the Trustees

For the year ended 31 March 2022

Notice of Meeting

Notice is hereby given that the thirty fourth Annual General Meeting of Queenscourt Hospice, a company limited by guarantee, will be held at Queenscourt Hospice, Town Lane, Southport PR8 6RE, on Tuesday 15th November 2022 at 6pm, to transact the following:

Ordinary Business

1. to receive and consider the Report of the Council for the year to 31st March 2022,
2. to receive and consider the accounts with Auditors' report thereon for the year to 31st March 2022,
3. to re-elect Mrs M Tarpey who retires by rotation as a member of the Council,
4. to re-elect Dr G Boocock who retires by rotation as a member of the Council,
5. to re-elect Mr A Crewe who retires by rotation as a member of the Council,
6. to re-elect Mrs C Bernard who retires by rotation as a member of the Council,
7. to authorise the Council to appoint auditors of the company,
8. to authorise the Council to fix the auditors' remuneration.

Dated: 18th October 2022

By order of the Council

Chair

No person other than a member of the Council retiring at the meeting shall, unless recommended by the Council, be eligible for election to the office of member of the Council at any General Meeting unless, not less than three nor more than twenty days before the date appointed for the meeting, there shall have been left at the registered office of the Company notice in writing signed by a member duly qualified to attend and vote at the meeting for which such notice is given, of his intention to propose such person for election and also notice in writing signed by that person of his willingness to be elected.

Members who wish to vote by proxy may do so. A form for this purpose is enclosed. To be valid, this form should be returned to the Secretary, Queenscourt Hospice, Town Lane, Southport PR8 6RE not later than 5pm on Sunday 13th November 2022.

Report of the Trustees

For the year ended 31 March 2022

Chair's Foreword

2021 has been my first full year of having the honour to Chair the Queenscourt Council and so I feel a little better qualified to provide the opening words to this report than I did last year, when I had been in post a matter of months. In that foreword, with some justification, I described 2020 as an extraordinary year. This year has been marginally less tumultuous, but it was still far from an ordinary year.

It should be noted that this report presents you with an historical account of what we have done, rather than a current account of what we are doing. This report covers the period from 1st April 2021 to 31st March 2022, and during this year, the country did begin to return to something approaching normality as vaccines were rolled out which allowed for far greater social interaction than in the previous year.

However, the pandemic was with us throughout the year and new variants of the disease meant that the Hospice had to remain vigilant to ensure that staff, visitors and above all patients remained safe and as protected as possible. Queenscourt continued to operate as normally as possible and still provided as many services as we could but not necessarily in the same way that we did before the pandemic first struck and dramatically changed the way we could operate.

Thanks to the dedication of our staff, we have maintained an inpatient function, and provided medical, clinical, and household services necessary to support our patients. The staff have been under tremendous pressure throughout the year and at times, the levels of staff absences caused by both sickness and the need to self-isolate have been worryingly high, which has created even greater pressure on those staff still at work. However, their devotion has meant that our patients have always had compassionate human contact when they needed it most. I am always in awe at the commitment and compassion of the entire team at Queenscourt and I don't think I could praise them too highly.

I would not want to omit the administrative staff from this praise. They have also been affected by staff absence but have continued to provide essential support and continued to work, often in very difficult and restricted conditions. Along with the patient-facing staff, their dedication and commitment to Queenscourt is outstanding and is the bedrock of our continuing existence.

The strategic direction and governance of Queenscourt is the responsibility of the Council of Trustees and during the year we said farewell to three long serving and dedicated trustees.

Firstly, and tragically, as I mentioned in last year's report, my immediate predecessor as Chair, Chris Leather sadly died in May 2021 and he will be deeply missed by all those who knew and worked with him. His contribution to Queenscourt in terms of his time, expertise, warmth and humanity was immense. He leaves behind a legacy for which Queenscourt is extremely grateful.

Secondly, Dr Peter Downham, another of my predecessors as Chair who was also one of the two Vice-Chairs decided to retire from Council. Peter provided me with wisdom, support and guidance when I stepped up to become Chair, for which I am personally grateful. But more importantly, the support he gave to the Hospice and his fellow trustees across all the years he has been associated with Queenscourt is immeasurable and we are truly grateful for the service he gave to the Hospice.

We also lost another wise head from Council in Dr David Unwin who also decided that the time had come to retire from his role. As a local GP, David was a key link between Queenscourt and the local health community. He always raised key challenges to debate on Council and brought his vast experience and expertise to bear on any number of issues. He too will be greatly missed and we would like to express our very great gratitude to David for his service as a Trustee.

We do not hold to any specific number of members of the Council, but in general terms the number is likely to vary between ten and fifteen. With a view to ensuring long-term continuity in the event of people stepping back from their Trustee roles, we welcomed 6 new trustees who add to our skillsets and will hopefully bolster our efforts for many years to come.

Report of the Trustees

For the year ended 31 March 2022

The new trustees who were formally appointed in October 2021 are:

- Ms Jacqui Campbell;
- Ms Louise Hooton;
- Mr David Kemp;
- Dr Karen Matthews;
- Mr Terry McGraw; and
- Mr Kim Wallis.

They have all settled into their roles really well and are already making a great contribution to the work of the Council and we hope they will continue to do so for a number of years to come.

The Council operates within the framework of law and practice established by several regulatory authorities, and their requirements mean that the Council is held to very high standards of professionalism in the performance of its duties. As Chair, I am gratified that our Council members meet all those requirements.

I am fortunate as Chair that I stepped into a management structure which works incredibly smoothly and effectively. There is an over-riding ethos of collaboration and cooperation. Risks are identified long before they become live issues and are aired, discussed and dealt with in a sensible and calm way.

I should like to pay tribute here to our three Executive Directors, Dr Karen Groves, Ms Debbie Lawson and Ms Louise Charnock. Queenscourt is fortunate to have such able and dedicated executive leaders. We would not be what we are, and where we are, without them. Whilst this will be covered in much more detail next year, I would note that we are starting to consider the future of Queenscourt without Karen who has taken the difficult decision to retire. She will be sorely missed once she is no longer a daily presence in the Hospice.

Perhaps the most momentous event during 2021 came in June, when we received the Queen's Award for Voluntary Services. This was a cause of real celebration and a very public acknowledgement of the tremendous work that all our Volunteers do for Queenscourt. Without their efforts, the Hospice would never have survived and thrived for over 30 years and this was the perfect tribute to their efforts. We were presented with the award in August by the Lord Lieutenant of Lancashire in a ceremony in the grounds of the Hospice. Unfortunately, because of Covid restrictions, only a very small number of people could be physically present but a video of the occasion was available online and so everyone who couldn't be there in person, could still share in the historic occasion.

Once again this year, our regular schedule of fortnightly Link meetings and monthly Council meetings have taken place via Zoom. We all miss the face-to-face meetings and video conferences lack that human touch. However, we have stuck to the same schedule and we have been able to function just as well, despite not being able to be in the same place together.

2021 was our Pearl Anniversary year and many high-profile events were scheduled. Unfortunately, not all of them were able to take place but we did use the anniversary to look back over what we have achieved since the Hospice opened 30 years ago and we continue to look for ways to develop and improve to ensure that we are around to provide care and support to the communities of West Lancashire, Formby and Southport for the next 30 years and beyond.

This past year has once again shown how resilient and flexible we can be and how determined we are to meet our patients' needs, no matter how difficult that can sometimes be. We have a well-deserved reputation for excellence and I know that our Staff, Trustees and Volunteers will always endeavour to maintain and enhance that reputation.



Anthony Crewe
Chair

Report of the Trustees

For the year ended 31 March 2022

1. What is Queenscourt and what do we do?

Queenscourt Hospice is an independent charitable organisation, and our purpose is to provide and promote the best possible consultant led, specialist palliative care for adults, within West Lancashire, Southport and Formby, who are clinically referred, with the agreement of their doctor and for whose clinical needs our services are appropriate. Our services are free of charge. All of our charitable activities are undertaken to further our objectives for the public benefit. During the Covid-19 pandemic our services have adapted to meet the needs of patients and families, those caring for them and the guidance, regulations and legislation in place at the time. As we slowly emerge from the restrictions of the pandemic, we are beginning to embed some new ways of working and we continue to think of new and innovative approaches that best meet the needs of our local communities, always being conscious of the fact that our group of patients are amongst the most vulnerable to infection.

Queenscourt Connect Services

Outpatient Service

This service offers an initial holistic nursing and medical assessment and therapy appointments to meet the assessed needs of patients and families. This is currently taking place either online or during face-to-face appointments as appropriate to meet assessed need.

Keep in Touch (KIT) Team

A team of Health Care Assistants, trained in psychological support, keep in touch with patients via telephone or online to offer supportive palliative care services.

Queenscourt Inpatient Services

Our ten bedded unit has two single en-suite rooms and two four bedded bays. Accommodation in the bays is single sex. Refurbishment of the inpatient space provided each four bedded bay with one bed with a flexible wall so that it can be converted into a single en-suite room when required. Therefore, at any one time we can make 4 en-suite rooms available. There is also a patients' lounge and a treatment room. During the pandemic, the bed capacity had to be reduced to 6 beds to ensure the safe cohorting of patients and the implementation of Infection Prevention Control guidance as per the national guidance.

We offer short in-patient stays (average 9-10 days) for skilled, specialist symptom control and crisis intervention, helping to support patients in the community for as much of their illness as possible. We do not offer respite care or provide a preferred place of care for those who do not wish to die at home. Discharge planning is started from the day of admission to ensure that people are away from their own homes for as short a time as possible.

The inpatient unit is supported by a full multiprofessional team including nursing and medical staff, therapy team, social worker, and chaplains.

Queenscourt In Community

Queenscourt at Home

Our 'at home' service provides care in the home for those approaching the end of life, who wish to remain in their own homes. We provide additional care to that which is currently provided statutorily, thereby filling gaps in care and clinical support to do so. The majority of people manage to achieve their preferred place of care where Queenscourt at Home provide the service.

During this period Queenscourt Outside volunteers were unable to provide companionship and social support to those who need it as they would usually do and their roles here were missed. However, we have now been able to begin planning the return of these invaluable volunteers to the service.

Queenscourt in Community & Queenscourt in Hospital (Specialist Palliative Care Services)

Following the tender of community services by both CCGs, the winning providers, Mersey Care and HCRG, subcontracted the Integrated Hospital and Community Specialist Palliative Care Services to Queenscourt. This consultant led service consists of mainly Palliative Care Nurse Specialists working with GP practices and District Nurses in the community and doctors and nurses in the hospital. The service has a 7-day Central Access Administrative Hub based at Queenscourt through which all administrative queries are dealt with for

Report of the Trustees

For the year ended 31 March 2022

patients registered to our services. All referrals and clinical queries are transferred to the Clinical Hub which is coordinated by specialist palliative care nurses and doctors.

Supportive Palliative Care Services

The Transform Team is funded only by S&F CCG for the benefit of patients living in Southport & Formby. Transform Facilitators support, educate and empower patients, families, and health professionals to ensure the best possible end of life care in all health care settings. They promote the key enablers for end of life care, common documentation and systems, the End of Life Skillset Challenge, and the Six Steps to Success programmes for End of Life care in care homes. Their administrative support comes from a 7 day Central Access Administrative Hub based at Queenscourt through which all queries are addressed.

Carer & Family Services

Carers

We recognise that various members of families have different needs at various times throughout the patient's illness. Day and night 'at home' services provide support and care to enable families to carry on caring and to give them confidence in doing so. We encourage carers to voice their own concerns, express emotions and listen to their fears and worries. Carers often have the answers to their own struggles if they are encouraged to consider what would help them and staff are trained to assist them to do this. When the patient is in Queenscourt, staff will take time talking and listening to families, helping to support them practically and emotionally.

We also have a 6-week programme for family carers to provide a variety of support, including therapies, information, and time for themselves. At present all attendances are taking place virtually, however Queenscourt at Home offers respite care so that family carers feel that they can attend when sessions are able to take place at Queenscourt.

Children & Schools Support Team (CaSST)

We are acutely aware of the special and individual needs of children facing loss and dealing with bereavement. We also recognise the needs of those who support them in addition to their own families, in particular teachers and support workers. We have, for many years, run educational programmes for teachers and social support staff to help them to assist children in these situations and have in place a troubleshooting team who can provide point of care facilitation for a group of teachers, workers or a school involved with a situation where one or more child is facing loss / bereavement. Additionally, we are building resources and expertise to support all young family members and individual children with particular needs.

Bereavement

We recognise that the bereaved receive most of their support from their family, friends and community and we encourage this. We document bereavement risk factors in order to recognise those who may find grieving more difficult than others and we are aware that the impact of necessary restrictions on visitors to acute wards has contributed to these risk factors. We provide care in the immediate couple of days following death then, with invitations to a formal online or telephone appointment at 8-12 weeks following the death and to online remembering evenings, some months later. We signpost to more formal and ongoing bereavement support where assessment indicates this is needed.

Education Services

The Terence Burgess Education Centre (TBEC) provides palliative care education for our own staff and other health professionals through a rolling programme of sessions, courses (both face-to-face and online) and placements. We work with local universities to provide placements for undergraduate health care professionals in training and in partnership with them deliver postgraduate modules and have developed a Postgraduate Certificate and MSC in Integrated Palliative and End of Life Care. We recognise that the cost of running PGCert and MSC may be greater than the revenue to Queenscourt. However, we recognise the value in, not only, educating and developing Queenscourt staff to support the succession planning for sustainability of specialist services, but also the education of the wider community of front-line health professionals in all health care settings who provide 'hands on' palliative and end of life care.

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For the year ended 31 March 2022

Hotel Services

All our catering is provided in-house. The catering team is particularly skilled at providing tiny, tasty, treats for those with poor appetites, liquidised and reformed food for those with swallowing difficulties and fortified food for those who struggle with volume. The catering team also provides subsidised meals for staff and TBEC.

We are able to provide a high-quality service responsive to individual patient needs in bright and pleasant surroundings, including beautiful gardens, thanks to our dedicated team of volunteer gardeners and our housekeeping team keeping Queenscourt clean, working with the clinical team to ensure Infection Prevention and Control Guidance is followed. We use ultraviolet technology to disinfect all areas of Queenscourt Hospice.

Corporate Services

All of our patient facing services are enabled and supported by our Corporate Teams, including Administration, Human Resources and Volunteering, I.T., Communications, Information Governance, Data, Finance, Estates and Income Generation.

Measuring our Success

We are regulated by the Care Quality Commission whose reports are published and also appear on our website. We were rated 'Good' in all areas when last inspected. We are measured against quality indicators for each of our community services subcontracts. Our surveys and focussed discussions with patients, families, staff and volunteers help us to identify what is necessary to meet their needs. We monitor reviews and comments from our social media for more informal feedback. We also monitor evaluation materials from our Education Centre. We have identified key performance questions within our strategic matrix and measures within our quality dashboard assist us in measuring progress, benefitting from the internal scrutiny of our Visiting Group and Clinical Governance group.

2. COVID – Ongoing Impact and Planning

LION (Leading Innovatively on Novel-Coronavirus) Command consisting of the Executive Directors and Senior Team from all areas of the organisation, continue to meet weekly or bi-weekly as necessary to ensure ongoing monitoring and management of issues arising from COVID. Primarily, planning continues to focus on staffing and the impact of necessary periods of isolation. Although guidance has changed constantly and all legal requirements to isolate ceased at the end of the year, Queenscourt has continued to observe a 10-day isolation period for the protection of patients, staff and volunteers. Trustees continue to be kept informed through the regular Link and Council meetings.

All of our corporate teams continue to work with a hybrid approach wherever possible, taking advantage of the technology that was implemented in response to the pandemic and the need for some of the teams to be home based. We have again benefitted from the generous contributions, both financial and 'gifts in kind', from our local communities. Last September our Fundraising team was able to relaunch our 'Star Trekk' event and this raised over £45,000. Hopefully this signals a return to participation in our planned fundraising events.

Our finance team have continued to access any government grants that became available and ensured that Queenscourt Retail benefitted significantly from Business Interruption insurance claims, following the periods where our shops had to stay closed. The Retail team worked tirelessly to ensure that they brought in as much income as possible, despite the obstacles that the pandemic brought about; and the Lottery team continued to use innovative approaches to engage with our players and maintain a steady level of income despite the inability to canvass using traditional methods. All of our Income Generation teams are now focused on future plans and how to reinvent and reinvigorate our plans and appeals.

Our clinicians continue to benefit from our new agile systems and are now evaluating what further changes and improvements can be made to services to more effectively respond to individual patient needs. Integrated Palliative Care Services working across and into all healthcare settings are capable of flexible working to meet individual and organisational demands.

Bereavement support of families was crucial throughout the pandemic and appreciated during the most intensive periods. We now need to work with partners to ensure that the appropriate levels of support continue to be offered as at all times, not only when we are acting together to cope with crises. We also know that the

Report of the Trustees

For the year ended 31 March 2022

bereavement bubble is yet to fully burst. As we highlighted last year, the future should and will be about learning from the emergency response to COVID and embedding the best ways of working, influenced by compassion and collaboration.

3. Our Staff and Volunteers.

#teamqueenscourt, our staff and volunteers, is our greatest asset. All volunteers, without whom Queenscourt would normally not be able to function, were stepped down at the beginning of the pandemic to reduce footfall in the building and to respect their need for shielding and self-isolation to reduce personal risk. Volunteer duties were undertaken by members of staff whose usual role was no longer possible e.g. Income Generation staff on the reception desk. All patients, staff and visitors to the building, as well as patients and families being visited at home were screened prior to contact.

#teamqueenscourt was depleted throughout the pandemic by shielding, self-isolation, illness, furlough and loss of volunteers. The clinical and medical teams worked tirelessly to, not only provide all of Queenscourt's services, albeit adapted to the circumstances, but also to support the whole local health and care system wherever it could. Support was provided at the hospital, in the community and in care homes. The ECHO networks were a great source of support to the staff in the care homes, where the challenges were overwhelming as they supported people at the end of their lives on a daily basis, as well as the families who were unable to be with them. Queenscourt sent cards of appreciation to every care home staff member, offering access to confidential support.

Led primarily by the HR and volunteering team; regular contact with staff and volunteers continued throughout the pandemic, with an emphasis being made on providing information and support around coping and wellbeing. The volunteer coordinators helped to cover a range of activities that would normally have been covered by volunteers, to ensure that our clinical teams had as much help as possible to deliver individualised, specialist and supportive care for people and families during very difficult circumstances. The coordinators also ensured that our volunteers felt supported and valued throughout the pandemic by maintaining regular contact by email and phone and organising Zoom activities, such as quizzes and coffee mornings. Our volunteers were sorely missed, and we are glad to be able to gradually and safely orchestrate their return.

We will need to consider the future impact of Covid-19 on all of **#teamqueenscourt**. As our Medical and Education Director has identified, we know there is a 'tsunami of grief' to emerge following the past two years. Also, patients will likely present with late diagnoses/short prognosis, have more physically complex challenges and be more psychologically distressed. We are very aware of the likely future impact on our team of cumulative stress and tiredness that will likely begin to emerge, despite our best efforts to offer support. It has been a very difficult time for all of **#teamqueenscourt**.

4. Our Strategy¹

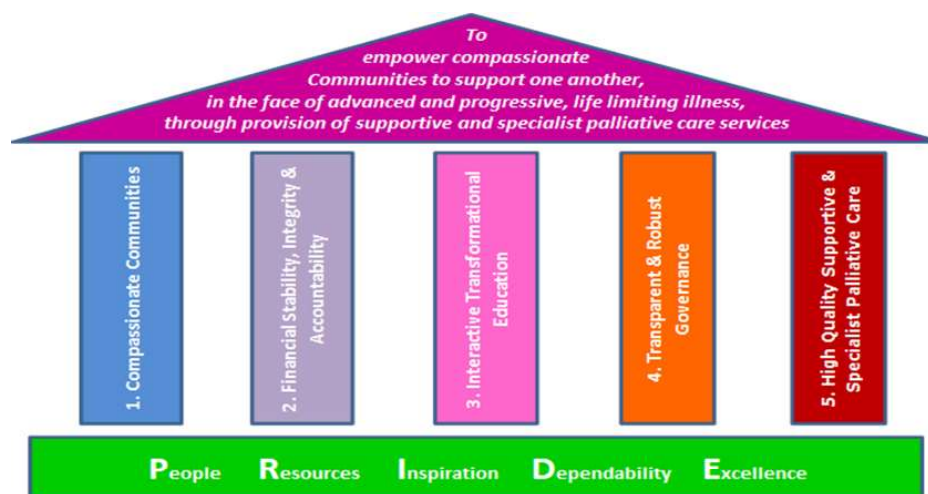
We have a Strategic Project Group, which oversees the ongoing development of our Strategic Direction. The business plan informed by the Strategic Direction is refreshed and updated annually. The focus for the year 2022 to 2023 is unsurprisingly focussed on our financial planning and the measures we are putting in place to move to a sustainable position for our long-term future. During the last year we were able to celebrate our Pearl Anniversary and look back over the past 30 years. Our aim is to ensure that we are here for our local communities, for many more years to come.

The hard work to close the gap between income and expenditure is multi-faceted and will likely take between 3 and 5 years to achieve. However, some green shoots of success appear to be evidencing that our Strategic Direction is working.

The Trustees are committed to continuing to support **#teamqueenscourt** throughout this journey.

¹ Queenscourt Strategic Direction 2021-2026

Queenscourt Strategic Themes 2021- 2026



These themes are underpinned by our core values of **PRIDE** and summarised in our strategic map:

Strategic Map

Vision	'Queenscourt – where life is for living.....'
Mission	<i>To empower compassionate communities to support one another, in the face of advanced and progressive, life limiting illness, through provision of supportive and specialist palliative care services.</i>
Compassionate Communities (People)	Cultivation of compassionate communities, sensitive to the needs of those who are dying and their families, who support one another in times of need. Wherever possible family carers' individual needs are recognised, and carers are also supported to develop informal networks of support.
Financial Stability, Integrity and Accountability (Resources)	Seek to influence key stakeholders Hospice UK, NHSE, the local NHS trusts and changing commissioning landscape, negotiating new arrangements and a clear understanding of our role in enhancing delivery. Monitor and consolidate our income generation approach and continue to creatively develop our approaches to our retail business, lottery and fundraising - change and adapt fundraising approaches following COVID. Strengthen our reserves through service review and principles of best value.
Interactive Transformational Education (Inspiration)	Develop both the paid and volunteer workforce and keep under review the skills, training and recruitment required to best support the roles required by Queenscourt. Continue to offer transformative education for professionals, carers and others in the field of palliative care. Develop a clear branded identity for Queenscourt.
Transparent and Robust Governance (Dependability)	Ongoing evaluation of Queenscourt services and determination of our long-term direction. Keep under review the size, skills, training and recruitment of the Council and comply with best governance practice generally. Refine information sharing, performance management and reporting systems.
High Quality Supportive and Specialist Palliative Care (Excellence)	People receive the highest possible standard of free supportive and specialist palliative care for those with far advanced and progressive, incurable illness. Collaborative work with local services and other providers to enable people to be cared for, and to stay, in their own homes as far as possible.
Values	PRIDE

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For the year ended 31 March 2022

5. Where does our money come from?

Whilst the pandemic continued to impact upon us all, we were able to start resuming more of our fund-raising activities with income happily exceeding our early expectations. Donations were disappointingly down, but were more than made up by some significant bequests. We were also still able to claim some additional government grant aid amounting to £190,569. As the world economies began recovery during 2021/22, this was reflected in substantial revaluation gains on our investments.

We have always depended heavily upon the public within our community to provide the financial and practical support that we need to deliver the many services offered at Queenscourt, and this generosity has continued where practicable. The main part of our income, whether in the form of donations or legacies, or by support for our shops, lottery and our other fundraising ventures, comes from members of the public, and we are eternally grateful to each and every one of them.

We continue to receive vital support, both financial and practical, from the NHS (funding 19% of our core costs) and we are most grateful to Southport and Ormskirk Hospitals NHS Trust and to the two Clinical Commissioning Groups for our area, Southport & Formby and West Lancashire. We continue to work closely with the CCGs in order to foster strong working relationships and ensure good communication. We will continue to provide support to our NHS colleagues during challenging financial times.

Our general fundraising activities, support groups, lottery and shops generated £257,439 (£225,986 in 2020/21) after deducting fundraising expenses whilst other donations and gifts (including gift aid) raised £873,037 (£1,110,298 in 2020/21). Lottery income was slightly reduced from last year (£228,917 compared to £255,599), mainly as a result of a reducing number of players (a normal occurrence), but we were limited in the amount of canvassing we could do for new players. On the other hand our Retail portfolio picked up substantially once we were able to re-open shops, albeit with some restrictions on operation. Retail has made an unusually large contribution this year (£218,210, compared to £38,480), but that is mainly due to the successful receipt of business interruption insurance claims and small business grants. Nevertheless, even without these our shops are generating profits once again.

Legacy income was £1,029,655 in 2021/22 compared to £749,022 the previous year. This source of income is completely unpredictable, yet it provides a substantial contribution towards our costs, without which we would have difficulty sustaining services at existing levels.

6. How we carry out our fundraising

Queenscourt Hospice is a member of the Fundraising Regulator and as such, it adheres to the framework that they have created to ensure respectful, open, honest and accountable fundraising. All organisations listed on the register have shown commitment to good fundraising practice, and to following the Fundraising Regulator's "Code of Fundraising Practice" and the "Fundraising Promise". This information is clearly available on the Queenscourt website in the "Our Supporter Promise" section: <https://www.queenscourt.org.uk/index.php/fundraising/our-supporter-promise.html>

The Head of Income Generation and Communications is a member of The Chartered Institute of Fundraising and upholds the high standards of fundraising good practice and donor engagement that are inherent to Institute membership. Where Queenscourt works with third party organisations to fundraise for the charity, a "Commercial Participator's Agreement" is put in place. The template used is the one recommended by the Institute of Fundraising and is a standard tripartite form of agreement between a charity, its trading company and a commercial participator.

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In terms of working with a third-party marketing or fundraising company, Queenscourt ensures that all contracts state that the company complies with appropriate legislation and prevailing codes of practice, e.g. those issued by the Fundraiser Regulator for face-to-face, private site and street fundraising. Queenscourt also ensures that the companies adhere to regulations of relevant governing bodies including the Gambling Commission, Institute of Fundraising and the Fundraising Regulator, for example, around Problem Gamblers and Vulnerable People.

Fundraising has been undertaken by Queenscourt Hospice Retail Limited (our shops) and Queenscourt Hospice Enterprises Limited (our lottery), the financial details of which are shown in Note 3 to our accounts. This note includes £8,400 (2020/21 £9,400) raised by our official Supporter Groups, and Enterprises incurred £5,013 (2020/21 £6,433) on the use of an external telemarketing company who contact lapsed Lottery players about their membership.

All working partnerships with third party agencies are monitored throughout the duration of the partnership, and are subject to change, or indeed termination, where deemed necessary, e.g. where there is a risk of actual harm to an individual working for or supporting the charity, or a risk of reputational damage to an individual or the charity.

Queenscourt is fully committed to upholding the principles stated within the following directives:

DPA - Compliant with Data Protection Act 2018

GDPR – General Data Protection Regulation (Regulation (EU) 2016/679)

To that effect, Queenscourt's policy on handling data can be found on the website under the "Contact Preferences" section of "Our Supporter Promise". The downloadable GDPR document also contains the relevant information on making a query about data processing, withdrawing consent, or initiating a complaint.

Queenscourt complies with the prevailing codes of practice issued by the Fundraising Regulator and also adheres to appropriate internal policies to ensure that all fundraising activity is conducted in a compliant fashion.

There were no complaints received in respect of fundraising during the past year, but a procedure is in place to ensure the timely investigation and resolution of complaints should they arise.

Our Policies relevant to fundraising include: Cash Handling Support Groups; Donors Charter; Corporate Partnerships, Cash & Banking, Money Laundering & Suspicious Transactions, Social Responsibility for Gambling, Security, Data, Problem Gamblers, Vulnerable People and Complaints Policy.

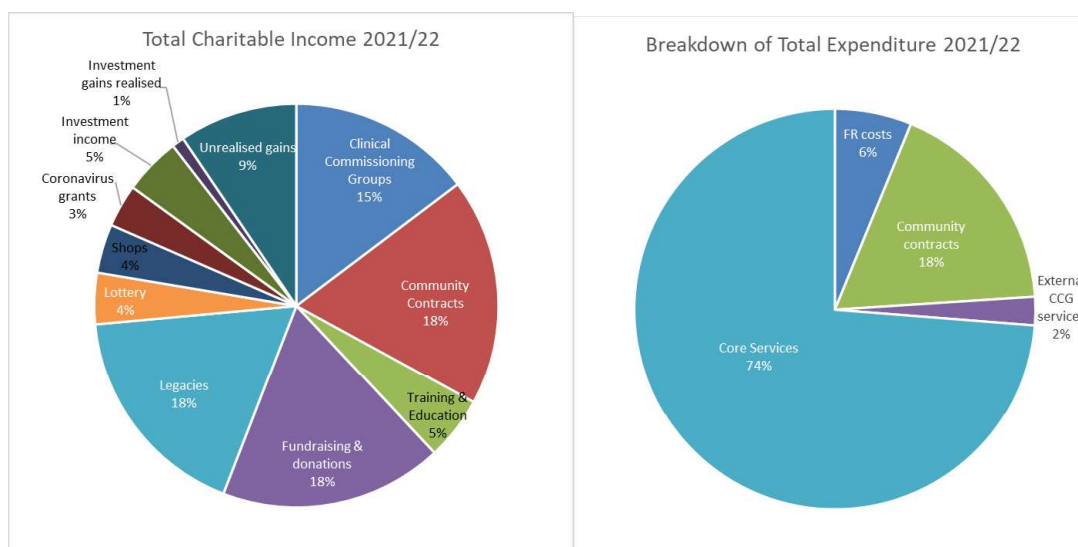
7. Financial Review

The Charity is showing net income in 2021/22 of £556,000 which compares to net income of £1,581,000 the previous year. A significant part of this change is due to investment gains of £1,174,000 reducing to £584,000, and the government covid-grant reduction of £691,000. However, excluding these the underlying position was a deficit of about £300,000. This is not sustainable in the longer term, and we are continuing to examine all our options for increasing income and delivering services in new and innovative ways.

Expenditure on the services the Hospice provides cost £10,563 per day compared to £10,736 the year before. Staffing costs are our major expense and these are directly related to the services we provide. However, whilst pay awards increased costs, changes in the way we delivered some services made compensating savings and overall there was a small reduction in various running costs.

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8. Reserves and Investments

Notwithstanding the ongoing financial impact of Covid-19 and the ongoing war in Ukraine, we have predicted further budget deficits for 2022/23 and future years, and we now work on three-year financial plans which seek to scale back our dependence on reserves and generate more income or savings on expenditure.

We have reviewed and updated our designated funds which set aside money for specific purposes; these continuing to be a tangible fixed assets fund required for future depreciation charges, a budget deficit fund allocated to support a potential shortfall in the forthcoming year, a capital investment fund to support committed and planned enhancement of our assets, and a contingency fund set aside in the event of non-recurring expenditure requirements. Our general fund of £7,787,000 represents our free reserves, of which up to £1,370,000 may be attributed to being held as investment property rather than cash.

Our policy on reserves is to have a strong cash position to deal with unexpected costs and the occasional shortfall of income or difficulty with cash flow, so we aim to retain about £1m on short term deposit. To ensure the continuity of our services we need a reserve capable of supporting us in the event of a severe and prolonged drop in income, a risk we face and are continually monitoring. Our policy is for this reserve to be able to support the Charity for up to two years in order to allow time, if necessary, for us to re-organise our funding and operational strategies. As at 31 March 2022 this reserve was estimated to provide support for 23 months.

We recognise that with inflation and low interest rates, cash will lose its value. Nevertheless, we believe that it is sound policy to keep some short-term cash in CCLA's Charities Deposit Fund even though this only paid an average of 0.083% during the year. However, we will consider other reputable deposit takers if better rates are available.

The Trustees have wide investment powers, and our other investments are principally in two areas: CCLA's COIF Charities Investment Fund and the BlackRock Catholic Charities Growth and Income Fund. Both funds are invested mainly in equities and aim to at least maintain their real value and to yield a regular annual income.

Income from our investments has yielded around £184,000 and whilst we continue to seek ways of improving our levels of income, we will not change our conservative view of risk in order to achieve this. We do not prescribe any requirements for socially responsible investments other than to avoid tobacco shares.

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For the year ended 31 March 2022

In anticipation of the need to finance our projected deficit this last year we sold £600,000 of our investments but rising values and additional income meant that we could defer further sales. The sale of these realised a net profit of £55,000 in the year.

We also have investments in a property portfolio of 6 houses which are rented, two flats and a shop, which between them generated a net income of £60,000, and the end of year valuations also recorded a net gain of £75,000.

9. Our Constitution and Administrative Details

Queenscourt's full name is Queenscourt Hospice. It is a Registered Charity, no. 518801, and a company limited by guarantee, registered in England No 2102320 and incorporated in 1987. Its registered office is at Town Lane, Southport, PR8 6RE. The majority of the income is exempt from tax.

Queenscourt Hospice has two wholly owned subsidiaries:

- Queenscourt Hospice Enterprises Limited set up in 1993. It operates lotteries. Currently the chair of the board and one of its four directors is a member of the Hospice Council.
- Queenscourt Hospice Retail Limited took over the running of our shops on 1st July 2006. Currently two of its six directors are members of the Hospice Council.

Both companies exist to pay over all their available surpluses to Queenscourt Hospice.

The Council

The members of the Council are the trustees of the charity and directors of the company. The following are trustees at the date of this report. They all served throughout the year except where shown otherwise.

Rev. M Abrams	Ms L Hooton (from 19 th Oct 21)
Ms C Bernard (Vice Chair)	Mr D Kemp (from 19 th Oct 21)
Dr G Boocock	Mr C D Leather (until May 21)
Ms Y Burns	Dr K M Matthews (from 19 th Oct 21)
Ms J Campbell (from 19 th Oct 21)	Mr T McGraw (from 19 th Oct 21)
Mr A Crewe (Chair)	Mrs M H Tarpey
Mr P Cutner (Treasurer)	Mrs A Throp
Dr P A Downham (until 19 th Oct 21 also Vice Chair)	Dr D J Unwin (until 18 th Jan 22)
	Mr K B Wallis (from 19 th Oct 21)

Executive Directors

Medical & Education Director: Dr Karen E Groves, MBE, MBChB, MSc, MA, FRCP, FRCGP, DRCOG, Dip Ven, Dip Pall Med, FHEA. Karen is also part time Consultant in Palliative Medicine employed by Mersey Care NHS Foundation Trust from April 2021 to work in the local community and hospital and Honorary Clinical Professor, Edge Hill University.

Director of Clinical Services: Mrs Louise Charnock, RGN, MSc Advanced Clinical Practice, PG Certificate in Teaching and Learning in Clinical Practice, BSc (Hons) Specialist Practitioner (District Nursing), BSc (Hons) Nursing and Health Studies, DipHE Nursing

Director of Corporate Services and Company Secretary: Miss Debra Jane Lawson Dip SW, Dip HE, PG Certificate in Human Resource Development.

Report of the Trustees

For the year ended 31 March 2022

Other details:

Auditors	MHA Moore and Smalley, Richard House, 9 Winckley Square, Preston, Lancashire, PR1 3HP
Bankers	National Westminster Bank Plc, 130 Lord Street, Southport, PR9 0AB
Solicitors	Hodge Halsall LLP, 2 Liverpool Road, Ainsdale, PR8 3LX Brabners Chaffe Street LLP, Horton House, Exchange Flags, Liverpool L2 3YL
Investment Managers	CCLA Investment Management Limited. 80 Cheapside, London EC2V 6DZ BlackRock Investment Management (UK) Limited. 12 Throgmorton Avenue, London, EC2N 2DL

10. Our Governance and Administration

Our governing documents are the Memorandum and Articles of Association which the Council keeps under regular review. As members of the Council, we are Trustees of the Charity and Directors of the Company. Responsibility for the management of Queenscourt is vested in the Council which meets ten times a year. We have set up governance and administrative arrangements whereby the day to day running of the hospice is delegated as appropriate to the Executive Directors who in turn attend Council meetings and report as necessary.

The salary's of the key management personnel are determined based on the skills and abilities required for the role, relevant education, experience and taking into account the nature and complexity of the charity.

The Chair and Vice Chair hold a fortnightly Link meeting with the three Executive Directors to review strategy and governance and to make recommendations to the Council. A Finance Committee oversees the financial aspects of the charity, reviews investments and reserves and makes recommendations to the Council. Our Strategic Direction details our vision for 5 years at a time and our Business Plan is reviewed each year to ensure we have tangible goals to monitor. An Integrated Governance Group, which includes outside professionals and two Trustees, reports to the Council providing an assessment of our clinical and non-clinical governance. A Succession Committee considers future proofing and succession issues. The Visiting Group make quarterly unannounced visits, talk to patients, staff, volunteers, carers and families about all aspects of their experience and present their report to the Council for consideration. A Risk Management Monitoring Group oversees risk management and is further described below.

11. How we manage risk

We maintain a dynamic Risk Register with defined review dates, to ensure that we keep all Queenscourt activities under review and risk assessments, along with mitigation plans and residual risks, are documented and implemented. We also review our Risk Management Strategy annually and all associated policies have review dates to ensure relevancy and up to date procedures are in place.

The Risk Management Monitoring Group supports us to oversee the risks that Queenscourt faces and monitor risk management. The group have visited the Hospice to assess and manipulate the electronic Risk Register to ensure full insight into systems and processes. Risk is an agenda item on the monthly Council of Trustees meetings to report and highlight any risks to the board. Board meetings continue via zoom however trials of hybrid meetings have taken place with a view to full implementation of this approach. A Visiting Group of Trustees have been attending site every two to three months to observe the upkeep and cleanliness of the building and grounds, with a written report disseminated to the Board of Trustees for comment.

The operational and financial impacts of Covid-19 remain key risks of the organisation. A bespoke Risk Assessment was undertaken from the outset of the pandemic and continues to be under constant review and maintained to ensure services, staff and the wider community are kept 'covid-19 secure'.

The Senior Team meet at least weekly to co-ordinate a local response to national guidance and, emerging risks in relation to covid-19. The Coronavirus Policy Statement is updated as required and staff and volunteers receive emails and hard copies of updated guidance and planned response.

Risk assessments are archived electronically when no longer relevant or a risk to the organisation.

Report of the Trustees

For the year ended 31 March 2022

12. Members and the Election and Appraisal of Trustees

There are some 217 members of the Company who are former or current subscribers to Queenscourt's funds. An important function of the members is to elect or re-elect Trustees, one third of who retire each year at the Annual General Meeting. The Council can and does recommend candidates for election. The Council's policy is to appraise its performance as a Council, using the Council Development Plan. The Chair and Vice Chair also meet with Trustees individually. We aim to maintain a good mix of skills on the Council and to give new members appropriate induction and instruction. Council committees have delegated responsibility to oversee our financial performance and monitor our performance. At the end of the year 21-22 we had 14 Trustees. During the year 2021-2022 Dr Peter Downham and Dr David Unwin retired as members of the Council. We would like to record our grateful thanks for all their support, hard work and guidance over many years. We also wish to pay tribute to former Chair Chris Leather, who sadly died suddenly in May 2021. His unfailing humour, hard work, expertise and warm nature will be long remembered by all of us who had the good fortune to know him.

13. Council's Responsibility for the Accounts

The Trustees (who are also the Directors of Queenscourt Hospice for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations. Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable Company and the income and expenditure of the charitable Company for that period.

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 accounting 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable Company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable Company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable Company 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 charitable Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable Company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

14. Auditors

MHA Moore and Smalley are our Auditors. Authorisation is given to the Council to appoint auditors and to fix the auditors' remuneration by members of the company at the Annual General Meeting.

By order of the Council



Anthony Crewe
Chair

20/10/2022

Date:

Report of the Trustees

For the year ended 31 March 2022

Home or Hospice

Most people, having to choose where they would prefer to be cared for during their last illness, would say that they would prefer to be in the familiar and comforting surroundings of their own home, where there is less of the unfamiliar to fear. Loved ones are constantly present. There is more chance of retaining one's position and influence within the family, and of retaining some measure of control during this time of transition and change. Those who care for the dying: relatives, nurses, doctors, palliative care nurses, home helps, clergy and others, recognise this and do their best to provide good care at home. When this succeeds, as often it does, it remains a source of lasting satisfaction and comfort to the bereaved. It is important for it to be generally realised that when Queenscourt Hospice opens, none of this will change. The community medical and nursing teams will still care for the dying in their own homes whenever this is desired and possible. Indeed, a Hospice should make it more, not less, possible for patients to be cared for at home. The Hospice will be the base for a team which possesses great expertise in all aspects of care. Family doctors will be able to call on this team when required for help and advice in the patient's home, thereby reducing the need for hospital or hospice admission.

Sometimes the patient will be admitted to the Hospice to obtain control of pain or other symptoms, and then be discharged back home. This support of the patient in their own home will be an important part of the work of the Hospice. The public need have no fear that the Hospice will remove the option of home care; quite the contrary.

There will, however, always be patients who, for a short period, cannot be cared for at home for a variety of reasons relating to their medical and nursing needs or the temporary unsuitability of their home circumstances to their situation. Queenscourt Hospice will be there to welcome these patients if and when they need us. It will bridge the gap in provision between home and hospital and will complete the comprehensive range of services available to the dying in our area. - Karen Groves 1987

Report of the Medical and Education Director

Recently, in an attempt to clear out some of more than 30 years paperwork from my room, I came across this document written to try and explain preferred place of care, in 1988, before Queenscourt even opened Day Therapy services in borrowed accommodation at the Promenade Hospital, and long before building work started on Queenscourt. I was fascinated to re-read it, and to see that our vision remains unchanged, though our services have developed significantly in order to realise it. More individuals have been able to have their wish to be cared for and to die at home or in their care home, if that is where they live, in West Lancs, Southport & Formby than in most other areas in the North West of England.

At the same time I found some audits that were completed in the 1990s after Queenscourt had opened the inpatient unit. 83% of admissions and 85% discharges took place on weekdays and 17% of admissions and 15% of discharges took place at weekends, and the average length of stay in those early years was 10-11 days, almost exactly the same as it is now (9-10 days). I plan to delve a bit further and see what other gems I can find!

Cicely Saunders, Founder of the Modern Hospice Movement, famously said 'the way people die remains in the memory of those who live on' and that has never been truer than it has been during the Covid-19 pandemic when it has been so hard for families to be with those they love – in hospitals, care homes and hospice. We predicted a Tsunami of grief and the waves are rising.

We have just completed our second year working through the pandemic and, although the world feels as though it has returned to normal and has forgotten Covid-19, of course we cannot forget, since we have the most vulnerable patients within our care and still need to protect them and their families.

Nevertheless, it does feel as though things are looking up. We have been able to have volunteers return and it is lovely to see them again. How we have missed you all and your valuable support and help. Welcome back.

We are so proud of, and grateful to, all our staff clinical and non-clinical who have worked consistently and solidly throughout all this time, often

Report of the Trustees

For the year ended 31 March 2022

having to cover each other at short notice due to sickness or self-isolation. We know that it has been exhausting and stressful at times and we are grateful for your dedication, flexibility, willingness and sheer grit!

We are delighted to have been able to recruit new members to many teams after a period during which recruitment was difficult, and we look forward to the future months as they start in post. We have also recruited new Trustees to Queenscourt Council and we look forward to being able to meet with them in person, hopefully, this year and show them around Queenscourt.

In early 2021 we welcomed our new Director of Nursing, Louise Charnock. Louise came originally from District Nursing, and has been working within our services for some years as a Palliative Care Nurse Specialist and a Transform Team Clinical Lead, both of which have given her good insight into the workings of the whole service. Her baptism of fire over the past year could not have been predicted and we hope that she too, feels that things are settling a little, as we look forward to the future with Louise and Debbie Lawson, Corporate Services Director, at the helm.

This year has seen the retirement of two longstanding members of staff Sue Lovelock and Sue Tarbuck. Both have worked many, many years at Queenscourt and have become part of the fabric of the building and its organisational memory. Sue Lovelock has looked after our buildings with real flair and an eye for style, and Sue Tarbuck has kept a close eye and a tight rein on our financial position. Both will be very much missed, and we wish them well in their new adventures into the freedom of retirement.

I could not even begin to name all those who deserve to be mentioned for all they have done throughout this year; you know who you are and our heartfelt thanks go out to all. These years have, and continue to be, difficult ones for patients with advanced progressive disease, those important to them, those who care for them and our staff. We continue to be aware of the gaps in statutory services and aim to fill those we can for the benefit of those who need our care. On their behalf – thank you for all you do to ‘Keep Queenscourt in Service’, whether that is fundraising, volunteering, skilled care, support services, retail, lottery – you all know who you are and what part you play in Queenscourt.

Thank you, thank you, thank you.

Dr Karen E Groves

Independent Auditors' Report

Opinion

We have audited the financial statements of Queenscourt Hospice (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the group and charitable company's affairs as at 31 March 2022 and of the group's 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, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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 group'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 trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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

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

Independent Auditors' Report

conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

- adequate accounting records have not been kept 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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

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

- Enquiry of management and those charged with governance around actual and potential litigation and claims;

Independent Auditors' Report

- Enquiry of entity staff in compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our 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.

Nicola Mason

Nicola Mason (Senior Statutory Auditor)
for and on behalf of MHA Moore and Smalley
Statutory Auditor
Richard House
9 Winckley Square
Preston
PR1 3HP

Date: 20/10/2022

Queenscourt Hospice (Registered company number 2102320)**Consolidated Statement of Financial Activities****(Incorporating an Income and Expenditure Account)****For the year ended 31 March 2022**

GROUP	Note	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 as restated £
Income and Endowments from					
Donations and legacies	2	1,751,792	150,900	1,902,692	1,859,320
Charitable activities	6	2,122,275	-	2,122,275	2,030,471
Other trading activities	3	937,642	-	937,642	804,946
Investment income	5	254,980	-	254,980	274,080
Other Income – including Coronavirus grants and Insurance claims	4	137,855	190,569	328,424	1,170,635
Total income		5,204,544	341,469	5,546,013	6,139,452
Expenditure on					
Raising funds	3	812,829	-	812,829	830,105
Charitable Activities	7	4,564,893	195,915	4,760,808	4,848,453
Total expenditure		5,377,722	195,915	5,573,637	5,678,558
Net incoming / (outgoing) resources before other gains and losses		(173,178)	145,554	(27,624)	460,894
Net gains/(losses) on investments		583,563	-	583,563	1,173,918
Net Income	10	410,385	145,554	555,939	1,634,812
Taxation		-	-	-	(8,588)
Transfers between funds	20	-	-	-	-
Net movement in funds		410,385	145,554	555,939	1,626,224
Reconciliation of Funds					
Total funds brought forward		12,925,023	60,266	12,985,289	11,359,065
Total Funds Carried Forward		13,335,408	205,820	13,541,228	12,985,289

Continuing operations

All income and expenditure has arisen from continuing activities.

A separate statement of financial activities for the Charity alone is shown with comparative figures for the previous year.

The notes form part of these financial statements.

Queenscourt Hospice (Registered company number 2102320)**Statement of Financial Activities****(Incorporating an Income and Expenditure Account)****For the year ended 31 March 2022**

CHARITY	Note	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 as restated £
Income and Endowments from					
Donations and legacies	2	1,751,792	150,900	1,902,692	1,859,320
Charitable activities	6	2,122,275	-	2,122,275	2,030,471
Other trading activities	3	570,344	-	570,344	513,765
Investment income	5	254,979	-	254,979	274,079
Other Income	4	-	190,569	190,569	881,803
Total income		4,699,390	341,469	5,040,859	5,559,438
Expenditure on					
Raising funds	3	312,905	-	312,905	327,850
Charitable Activities	7	4,559,853	195,915	4,755,768	4,824,719
Total expenditure		4,872,758	195,915	5,068,673	5,152,569
Net incoming / (outgoing) resources before other gains and losses		(173,368)	145,554	(27,814)	406,869
Net gains/(losses) on investments		583,563	-	583,563	1,173,918
Net Income	10	410,195	145,554	555,749	1,580,787
Taxation		-	-	-	-
Transfers between funds	20	-	-	-	-
Net movement in funds		410,195	145,554	555,749	1,580,787
Reconciliation of Funds					
Total funds brought forward		12,909,962	60,266	12,970,228	11,389,441
Total Funds Carried Forward		13,320,157	205,820	13,525,977	12,970,228

Continuing operations

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements.

Queenscourt Hospice (Registered company number 2102320)**Consolidated Balance Sheet****As at 31 March 2022**

GROUP	Notes	Total 2022 £'000	Total 2021 as restated £'000
Fixed Assets			
Tangible assets	13	3,473,905	3,630,537
Intangible assets			-
Investments			
Investments	14	6,505,549	6,596,989
Investment property	15	1,370,000	1,295,000
		11,349,454	11,522,526
Current Assets			
Stock		1,750	1,073
Debtors	16	943,675	428,937
Cash at bank and in hand		1,684,073	1,507,412
		2,629,498	1,937,422
Creditors			
Amounts falling due within one year	17	(437,724)	(474,659)
Net Current Assets		2,191,774	1,462,763
Total assets less current liabilities		13,541,228	12,985,289
Net Assets		13,541,228	12,985,289
Funds	20		
Unrestricted funds		13,335,408	12,925,023
Restricted funds		205,820	60,266
Total Funds		13,541,228	12,985,289

The notes form part of these financial statements.

The financial statements were approved and authorised for issue by the Board of Trustees and signed on its behalf by:



A Crewe - Chair



C P Cutner - Treasurer

Date: 20/10/2022

Queenscourt Hospice (Registered company number 2102320)

Balance Sheet

As at 31 March 2022

CHARITY	Notes	Total 2022 £	Total 2021 as restated £
Fixed Assets			
Tangible assets	13	3,472,973	3,630,114
Investments			
Investments	14	6,597,551	6,688,991
Investment property	15	1,370,000	1,295,000
		11,440,524	11,614,105
Current Assets			
Debtors	16	1,054,311	515,053
Cash at bank and in hand		1,376,012	1,166,698
		2,430,323	1,681,751
Creditors			
Amounts falling due within one year	17	(344,870)	(325,628)
Net Current Assets		2,085,453	1,356,123
Total assets less current liabilities		13,525,977	12,970,228
Net Assets		13,525,977	12,970,228
Funds	20		
Unrestricted funds		13,320,157	12,909,962
Restricted funds		205,820	60,266
Total Funds		13,525,977	12,970,228

The notes form part of these financial statements.

The financial statements were approved and authorised for issue by the Board of Trustees and were signed on its behalf by:



A Crewe - Chair



C P Cutner - Treasurer

Date: 20/10/2022

Consolidated Cash flow Statement

For the year ended 31 March 2022

GROUP	Notes	Total 2022 £	Total 2021 as restated £
Cash flows from operating activities:			
Cash generated from operations		<u>(421,010)</u>	<u>106,929</u>
Net cash provided by (used in) operating activities		<u>(421,010)</u>	<u>106,929</u>
Cash flows from investing activities:			
Purchase of tangible fixed assets		(2,464)	(100,780)
Receipts from sale of tangible fixed assets		135	-
Investment management costs accrued		-	-
Sale of fixed asset investments		<u>600,000</u>	<u>200,000</u>
Increase / (Decrease) in cash and cash equivalents in the year		<u>176,661</u>	<u>206,149</u>

Notes to the Cash Flow Statement

For the year ended 31 March 2022

1 Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2022	2021 as restated
	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(27,624)	460,894
Adjustments for:		
Depreciation charges	158,961	158,802
(Profit) / Loss on disposal of fixed assets	-	27
Amortisation charges	-	-
(Increase)/Decrease in debtors	(514,738)	(185,410)
(Increase)/ Decrease in stock	(677)	-
Increase / (Decrease) in creditors	(36,932)	(327,384)
Net cash provided by (used in) operating activities	(421,010)	106,929

2 Reconciliation of net cash flow to movement in net funds

	2022	2021 as restated
	£	£
Cash outflow / (inflow)	176,661	206,149
Movement in net funds	176,661	206,149
Net funds at 1 April 2021	1,507,412	1,301,263
Net funds at 31 March 2022	1,684,073	1,507,412

3 Analysis of net funds

	At 1 April 2021	Cashflow	At 31 March 2022
	£	£	£
Cash at bank and in hand	1,507,412	176,661	1,684,073
	1,507,412	176,661	1,684,073

Notes to the Financial Statements

For the year ended 31 March 2022

1 Accounting policies

Basis of preparing the financial statements

The financial statements of the group and parent charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 October 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value. The financial statements are presented in sterling which is the functional currency of the charity.

The statement of financial activities (SOFA) and balance sheet consolidate the financial statements of the Charity and its subsidiary undertakings. The results of the subsidiary undertakings are consolidated on a line by line basis.

The Charity is a company limited by guarantee. The members of the company include the trustees named in the report of the trustees. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably. Legacies and grants are recognised in the Statement of Financial Activities when they become receivable and it is reasonably certain that they will be received and can be measured with sufficient reliability. Income tax is recoverable monthly on completion of the documentation. Income is deferred only when the Charity has to fulfil conditions before becoming entitled to it. Gifts in kind are included at valuation, with the exception of food where the total involved is not material. Goods donated for resale are included as income when sold. No amounts are included in the financial statements for services donated by volunteers.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

The expenses of operating the Charity shops including depreciation of fixed assets employed in the shops relate entirely to fundraising. Also included in fundraising are separately identifiable expenses incurred at the main hospice building and in local support groups in connection with specific fundraising activities.

Tangible fixed assets

All assets costing more than £5,000 are capitalised.

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

Notes to the Financial Statements

For the year ended 31 March 2022

1 Accounting policies (continued)

Freehold Land:	NIL
Freehold Buildings:	Between 2% and 4% per annum of cost
Leasehold Improvements:	10% per annum of cost
Equipment:	Between 10% and 50% per annum of cost
Fixtures and Fittings:	Between 4% and 20% per annum of cost
Motor Vehicles:	Between 17% and 20% per annum of cost

Investments

Fixed asset investments and shares are included at market value at the balance sheet date.

Investment property is shown at most recent valuation.

The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The Group contributed to the personal pension plans of 79 (2020: 89) of its employees. The pension cost charge represents contributions for the period payable to by the Group. Superannuation employers' contributions are paid for employees remaining in the NHS pension scheme.

Notes to the Financial Statements

For the year ended 31 March 2022

1 Accounting policies (continued)

Operating leases

Rentals applicable to operating leases are charged to the SOFA on a straight line basis over the term of the lease.

Taxation

The Company is a registered charity and consequently there is no liability to taxation. The subsidiary companies are subject to UK Corporation Tax on profits not covenanted to the parent charity.

Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received. A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

Judgements and key sources of estimation uncertainty

In the application of the Group'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. The trustees do not believe that there are any estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities.

Going concern

The trustees assess whether the use of going concern is appropriate i.e whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Group to continue as a going concern. The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements.

The Covid-19 pandemic had a significant impact on the operations of the Group. The Group was forced to close all of its retail shops and cancel a number of fundraising events. The trustees and management reviewed and monitored the situation. The Group has received government support and funding via Hospice UK, the Coronavirus Job Retention Scheme (furlough) and retail grants. Budgets have been revised to reflect the changes in income streams and are being reviewed regularly. The trustees are reviewing all areas of the organisation to assess ongoing cost savings.

The trustees have concluded that the Group has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Group's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

Notes to the Financial Statements (continued)

For the year ended 31 March 2022

2 Donations and Legacies

	2022	2021
		as restated
GROUP	£	£
Donations	53,449	544,116
Legacies	1,029,655	749,022
Remembrance gifts	143,249	157,094
Gift Aid and GAYE	122,817	192,838
Regular and other donations	553,522	216,250
	<u>1,902,692</u>	<u>1,859,320</u>
	2022	2021
		as restated
CHARITY	£	£
Donations	53,449	544,116
Legacies	1,029,655	749,022
Remembrance gifts	143,249	157,094
Gift Aid and GAYE	122,817	192,838
Regular and other donations	553,522	216,250
	<u>1,902,692</u>	<u>1,859,320</u>

Legacy income includes £150,000 which has been restricted for future building acquisitions.

3 Other Trading Activities

Queenscourt Hospice Enterprises Limited, a wholly owned subsidiary company, operates lotteries. The Charity owns the issued share capital of 2 fully paid shares of £1 each (2021: 2 shares)

Queenscourt Hospice Retail Limited, a wholly owned subsidiary company, manages the charity shops. The Charity owns the issued share capital of 92,000 fully paid shares of £1 each. (2021: 92,000 shares).

An analysis of Group fundraising income and expenditure is shown below:

Notes to the Financial Statements (continued)

For the year ended 31 March 2022

3 Other Trading Activities (continued)

	Retail 2022	Lottery 2022	Support Groups and General Fundraising 2022	Group Total 2022	Group Total 2021
	£	£	£	£	£
Income	434,678	420,284	82,213	937,175	804,425
Covenant Income	-	-	447,127	-	-
Recharges to Subsidiary	-	-	41,004	-	-
Other Income	467	-	-	467	521
Total Fundraising Income	435,145	420,284	570,344	937,642	804,946
Coronavirus Grants	16,001	-	-	16,001	218,846
Insurance claims	121,854	-	-	121,854	69,986
Deposit Interest	-	1	-	1	1
Sub total	573,000	420,285	570,344	1,075,498	1,093,779
Fundraising Trading Costs	(344,555)	(160,408)	(312,905)	(812,829)	(830,105)
Recharges from Parent	(10,044)	(30,960)	-	-	-
Covenanted to Charity	(218,210)	(228,917)	-	-	-
Net Profit	191	-	257,439	262,669	263,674
Tax charge	-	-	-	-	(8,588)
Profit after Tax	191	-	257,439	262,669	255,086
Reserves as at 31 March 2022	191	13,766			

The Retail subsidiary has generated income of £13,182 (2021: £13,105) from gift aided donations.

4 Other income

	2022	2021
GROUP	£	£
Covid grants (Unrestricted)	16,001	322,155
Insurance claims (Unrestricted)	121,854	69,986
NHSE Hospice UK (Restricted)	190,569	778,494
	<u>328,424</u>	<u>1,170,635</u>
CHARITY	2022	2021
	£	£
Covid grants (Unrestricted)	-	103,309
NHSE Hospice UK (Restricted)	190,569	778,494
	<u>190,569</u>	<u>881,803</u>

Notes to the Financial Statements (continued)

For the year ended 31 March 2022

5 Investment Income

	2022	2021
	£	£
GROUP		
Interest income	<u>254,980</u>	<u>274,080</u>
CHARITY		
Interest income	<u>254,979</u>	<u>274,079</u>

6 Income from charitable activities

	2022	2021
	£	£
GROUP		
Southport & Formby and West Lancashire CCG	821,079	821,078
Other External Funding	1,018,232	993,365
Medical Income, Course Fees and End of Life Training	<u>282,964</u>	<u>216,028</u>
Total	<u>2,122,275</u>	<u>2,030,471</u>

	2022	2021
	£	£
CHARITY		
Southport & Formby and West Lancashire CCG	821,079	821,078
Other External Funding	1,018,232	993,365
Medical Income, Course Fees and End of Life Training	<u>282,964</u>	<u>216,028</u>
Total	<u>2,122,275</u>	<u>2,030,471</u>

Income for external services from the Clinical Commissioning Groups included £116,950 (2021: £116,950) provided to them by agreement.

The balance of £704,129 (2021: £704,128) represents a contribution of around 19% (2021: 19%) to the core costs of the Hospice including Queenscourt at Home.

Notes to the Financial Statements (continued)

For the year ended 31 March 2022

7 Charitable activities costs

	Direct Costs (see note 7)	Support Costs (see note 8)	2022	2021 as restated
	£	£	£	£
GROUP				
Day Services	759,767	31,388	791,155	848,020
Inpatient Services	2,242,453	41,812	2,284,265	2,316,967
Education	244,892	33,662	278,554	268,195
Queenscourt at Home	491,993	14,453	506,446	509,187
Queenscourt in Community	899,625	763	900,388	906,084
	4,638,730	122,078	4,760,808	4,848,453
CHARITY				
Day Services	759,767	30,128	789,895	836,105
Inpatient Services	2,242,453	40,552	2,283,005	2,305,101
Education	244,892	32,402	277,294	268,193
Queenscourt at Home	491,993	13,193	505,186	509,236
Queenscourt in Community	899,625	763	900,388	906,084
	4,638,730	117,038	4,755,768	4,824,719

8 Direct costs of charitable activities

	2022	2021 as restated
	£	£
GROUP		
Staff costs	4,101,663	4,191,401
Premises	212,246	220,314
Communications	9,544	17,954
Postage and stationery	42,574	20,159
Other Expenses	26,294	14,727
Nursing Supplies	19,625	54,443
Food	25,001	25,573
Cleaning and Laundry	28,284	29,821
Patient Transport	92	15
Vehicle Expenses	249	1,021
Other Professional Fees	16,150	16,805
Depreciation	157,008	157,206
	4,638,730	4,749,439

Notes to the Financial Statements (continued)

For the year ended 31 March 2022

8 Direct costs of charitable activities (continued)

	2022	2021 as restated
	£	£
CHARITY		
Staff costs	4,101,663	4,169,605
Premises	212,246	219,804
Communications	9,544	17,954
Postage and stationery	42,574	20,159
Other Expenses	26,294	14,727
Nursing Supplies	19,625	54,443
Food	25,001	25,573
Cleaning and Laundry	28,284	29,821
Patient Transport	92	15
Vehicle Expenses	249	1,021
Other Professional Fees	16,150	16,805
Recharge ex Lottery	-	1,253
Depreciation	157,008	157,206
	<u>4,638,730</u>	<u>4,728,386</u>

9 Support Costs

	Human Resources	Governance costs	Totals
	£	£	£
GROUP			
Day Services	17,194	14,193	31,387
Inpatient Services	27,618	14,193	41,811
Education	19,469	14,194	33,663
Queenscourt at Home	260	14,194	14,454
Queenscourt in Community	763	-	763
	<u>65,304</u>	<u>56,774</u>	<u>122,078</u>

Notes to the Financial Statements (continued)

For the year ended 31 March 2022

9 Support Costs (continued)

Support costs, included in the above, are as follows:

	Day Services	Inpatient Services	Education	Queenscourt at Home	Queenscourt in Community	2022 Total activities	2021 Total activities
	£	£	£	£	£	£	£
Training and IT Support	17,194	27,618	19,469	260	763	65,304	38,001
Wages	9,737	9,737	9,738	9,738	-	38,950	41,820
Auditors' remuneration	2,537	2,537	2,538	2,538	-	10,150	11,550
Auditors' remuneration for non-audit work	660	660	660	660	-	2,640	3,875
Bank charges	1,259	1,259	1,258	1,258	-	5,034	3,768
	31,387	41,811	33,663	14,454	763	122,078	99,014

	Human Resources	Governance costs	Totals
	£	£	£
CHARITY			
Day Services	17,194	12,934	30,128
Inpatient Services	27,618	12,934	40,552
Education	19,469	12,933	32,402
Queenscourt at Home	260	12,933	13,193
Queenscourt in Community	763	-	763
	65,304	51,734	117,038

Notes to the Financial Statements (continued)

For the year ended 31 March 2022

9 Support Costs (continued)

Support costs, included in the above, are as follows:

	Day Services	Inpatient Services	Education	Queenscourt at Home	Queenscourt in Community	2022 Total activities	2021 Total activities
	£	£	£	£	£	£	£
Training and IT Support	17,194	27,618	19,469	260	763	65,304	38,001
Wages	9,737	9,737	9,738	9,738	-	38,950	39,139
Auditors' remuneration	1,562	1,562	1,563	1,563	-	6,250	11,550
Auditors' remuneration for non-audit work	375	375	375	375	-	1,500	3,875
Bank charges	1,259	1,259	1,258	1,258	-	5,034	3,768
	30,128	40,552	32,402	13,193	763	117,038	96,333

10 Net income/(expenditure)

GROUP

Net income/(expenditure) is stated after charging/(crediting):

	2022	2021
	£	£
Auditors' remuneration	10,150	15,910
Auditors' remuneration for non-audit work	2,640	3,875
Depreciation - owned assets	158,961	158,802
Rentals – operating lease – Property	82,545	71,398
Rentals - operating lease - Equipment	2,290	2,785

CHARITY

Net income/(expenditure) is stated after charging/(crediting):

	2022	2021
	£	£
Auditors' remuneration	6,250	11,550
Auditors' remuneration for non-audit work	1,500	3,875
Depreciation - owned assets	157,007	157,206
Rentals – operating lease – Property	82,545	71,398
Rentals - operating lease	2,290	2,785

Notes to the Financial Statements (continued)

For the year ended 31 March 2022

11 Trustee's remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 March 2022 nor for the year ended 31 March 2021.

Trustees' expenses

No Council members received re-imbursed expenses (2021: £NIL).

12 Staff costs

GROUP	2022	2021
		as restated
	£	£
Wages and salaries	3,939,966	3,960,528
Social security costs	334,861	351,858
Other pension costs	328,935	334,157
	4,603,762	4,646,543
 CHARITY	 2022	 2021
		as restated
	£	£
Wages and salaries	3,773,220	3,727,472
Social security costs	327,111	338,796
Other pension costs	313,359	327,887
	4,413,690	4,394,155

Notes to the Financial Statements (continued)

For the year ended 31 March 2022

12 Staff costs (continued)

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

GROUP	Full time	Part time	Bank	Total 2022	Total 2021
Medical	2	3	-	5	6
Nursing	24	40	10	74	77
Therapists	3	3	-	6	5
Catering	1	5	-	6	6
Housekeeping	-	6	1	7	7
Fundraising & administration	12	21	1	34	32
Education	3	8	-	11	8
Maintenance	1	-	-	1	1
Retail	5	3	7	15	15
Lottery	-	2	1	3	4
	<u>51</u>	<u>91</u>	<u>20</u>	<u>162</u>	<u>161</u>

CHARITY	Full time	Part time	Bank	Total 2022	Total 2021
Medical	2	3	-	5	6
Nursing	24	40	10	74	77
Therapists	3	3	-	6	5
Catering	1	5	-	6	6
Housekeeping	-	6	1	7	7
Fundraising & Administration	12	21	1	34	32
Education	3	8	-	11	8
Maintenance	1	-	-	1	1
	<u>46</u>	<u>86</u>	<u>12</u>	<u>144</u>	<u>142</u>

Staff numbers excludes 14 (2021: 11) Council members, all non-executive.

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2022	2021
£60,000 - £70,000	1	4
£70,001 - £80,000	3	-
£80,001 - £90,000	-	1
£90,001 - £100,000	-	1
£100,001 - £110,000	1	-
£110,001 - £120,000	-	-
£120,001 - £130,000	1	1

Notes to the Financial Statements (continued)

For the year ended 31 March 2022

The key management personnel comprises of the 3 Executive Directors being the Medical Director, the Director of Clinical Services and the Corporate Services Director with total employee benefit costs of £234,545 (2021: £255,919).

In addition, a great amount of time, the value of which is impossible to reflect in these financial statements, is donated by volunteers.

Along with a standard defined contribution scheme, the company operates an exempt approved defined benefit scheme, namely the National Health Superannuation Scheme. The assets of this scheme are held separately and contributions to the scheme are charged to the statement of financial activities so as to spread the cost of pensions over employees' working lives with the company. This scheme does not have a real pension fund, but as a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and employers are paid to the Exchequer, which meet the cost of increasing benefits each year by the rate of inflation. This extra cost is not met by contributions from scheme members and employers, As a result of the nature of the scheme there are no separately identifiable assets and liabilities which can be identified as relating to Queenscourt Hospice therefore, as permitted by FRS102, the scheme has been accounted for as a defined contribution scheme.

The contributions to the superannuation scheme were substantially defrayed by the Clinical Commissioning Groups.

13 Tangible fixed assets

GROUP	Freehold property	Fixtures & fittings	Motor vehicles	Equipment	Totals
	£	£	£	£	£
Cost					
At 1 April 2021	4,302,407	880,793	35,900	406,688	5,625,788
Additions	-	2,464	-	-	2,464
Disposals	-	(134)	(35,900)	-	(36,034)
At 31 March 2022	4,302,407	883,123	-	406,688	5,592,218
Depreciation					
At 1 April 2021	1,139,506	498,868	35,899	320,978	1,995,251
Charge for year	95,772	37,502	-	25,687	158,961
Eliminated on disposal	-	-	(35,899)	-	(35,899)
At 31 March 2022	1,235,278	536,370	-	346,665	2,118,313
Net book value					
At 31 March 2022	3,067,129	346,753	-	60,023	3,473,905
At 31 March 2021	3,162,901	381,925	1	85,710	3,630,537

Notes to the Financial Statements (continued)

For the year ended 31 March 2022

13 Tangible fixed assets (continued)

CHARITY	Freehold property	Fixtures & fittings	Motor vehicles	Equipment	Totals
	£	£	£	£	£
Cost					
At 1 April 2021	4,298,197	880,793	35,900	405,207	5,620,097
Additions	-	-	-	-	-
Disposals	-	(134)	(35,900)	-	(36,034)
At 31 March 2022	4,298,197	880,659	-	405,207	5,584,063
Depreciation					
At 1 April 2021	1,135,714	498,868	35,899	319,501	1,989,982
Charge for year	95,352	35,968	-	25,687	157,007
Eliminated on disposal	-	-	(35,899)	-	(35,899)
At 31 March 2022	1,231,066	534,836	-	345,188	2,111,090
Net book value					
At 31 March 2022	3,067,131	345,823	-	60,019	3,472,973
At 31 March 2021	3,162,482	381,925	1	85,706	3,630,114

Included in cost or valuation of land and buildings is freehold land of £30,000.

All tangible fixed assets are used for direct charitable purposes except for shop and lottery equipment which have net book values of £nil (2021: £421) and are used for fundraising purposes.

Notes to the Financial Statements (continued)

For the year ended 31 March 2022

14 Fixed asset investments

GROUP

	Shares in group undertakings	Listed investments	Totals
	£	£	£
Market value			
At 1 April 2021	-	6,596,989	6,596,989
Disposals	-	(600,000)	(600,000)
Revaluations	-	508,560	508,560
At 31 March 2022	-	6,505,549	6,505,549
Net book value			
At 31 March 2022	-	6,505,549	6,505,549
At 31 March 2021	-	6,596,989	6,596,989

CHARITY

	Shares in group undertakings	Listed investments	Totals
	£	£	£
Market value			
At 1 April 2021	92,002	6,596,989	6,688,991
Disposals	-	(600,000)	(600,000)
Revaluations	-	508,560	508,560
At 31 March 2022	92,002	6,505,549	6,597,551
Net book value			
At 31 March 2022	92,002	6,505,549	6,597,551
At 31 March 2021	92,002	6,596,989	6,688,991

There were no investment assets outside the UK.

Notes to the Financial Statements (continued)

For the year ended 31 March 2022

15	Investment property		
	GROUP		Totals
			£
	Market value		
	At 1 April 2021		1,295,000
	Revaluations		75,000
			<u>1,370,000</u>
	At 31 March 2022		<u>1,370,000</u>
	Net book value		
	At 31 March 2022		<u>1,370,000</u>
	At 31 March 2021		<u>1,295,000</u>
	CHARITY		Totals
			£
	Market value		
	At 1 April 2021		1,295,000
	Revaluations		75,000
			<u>1,370,000</u>
	At 31 March 2022		<u>1,370,000</u>
	Net book value		
	At 31 March 2022		<u>1,370,000</u>
	At 31 March 2021		<u>1,295,000</u>
16	Debtors: Amounts falling due within one year		
	GROUP	2022	2021
			as restated
		£	£
	Trade and other debtors	239,112	150,911
	Prepayments and accrued income	676,811	242,867
	Income tax recoverable	11,567	16,098
	VAT reclaim	16,185	19,061
		<u>943,675</u>	<u>428,937</u>

Notes to the Financial Statements (continued)

For the year ended 31 March 2022

16 Debtors: Amounts falling due within one year (continued)

CHARITY	2022	2021 as restated
	£	£
Amounts owed by group undertakings	136,175	91,829
Trade debtors	239,112	150,911
Prepayments and accrued income	651,272	237,154
Income tax recoverable	11,567	16,098
VAT reclaim	16,185	19,061
	<u>1,054,311</u>	<u>515,053</u>

17 Creditors: Amounts falling due within one year

GROUP	2022	2021 as restated
	£	£
Trade and other creditors	125,480	157,391
Accruals and deferred income	<u>312,244</u>	<u>317,269</u>
	<u>437,724</u>	<u>474,659</u>

CHARITY	2022	2021 as restated
	£	£
Trade and other creditors	106,657	19,736
Accruals and deferred income	<u>238,213</u>	<u>305,892</u>
	<u>344,870</u>	<u>325,628</u>

18 Leasing agreements

Lessee

Minimum lease payments under non-cancellable operating leases fall due as follows:

GROUP/ CHARITY	Land & Buildings		Other operating leases	
	2022 £	2021 £	2022 £	2021 £
Expiring:				
Within one year	82,067	23,957	2,290	2,784
Between two and five years	53,100	2,025	926	2,764
	<u>135,167</u>	<u>25,982</u>	<u>3,216</u>	<u>5,548</u>

Notes to the Financial Statements (continued)

For the year ended 31 March 2022

18 Leasing agreements (continued)

Lessor

The operating leases represent leases of properties to third parties. These leases are negotiated over terms between 6 months and 1 year. There are options for both parties to extend the lease terms.

At the reporting end date the charity had contracted with tenants for the following minimum lease payments:

GROUP	2022 £	2021 as restated £
Expiring: Within one year	51,450	51,450
	51,450	51,450

19 Analysis of net assets between funds

GROUP	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds as restated £
Fixed assets	3,473,905	-	3,473,905	3,630,537
Investments	7,875,549	-	7,875,549	7,891,989
Current assets	2,423,678	205,820	2,629,498	1,937,422
Current liabilities	(437,724)	-	(437,724)	(474,659)
	13,335,408	205,820	13,541,228	12,985,289
CHARITY	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds as restated £
Fixed assets	3,472,973	-	3,472,973	3,630,114
Investments	7,967,551	-	7,967,551	7,983,991
Current assets	2,224,503	205,820	2,430,323	1,681,751
Current liabilities	(344,870)	-	(344,870)	(325,628)
	13,320,157	205,820	13,525,977	12,970,228

Notes to the Financial Statements (continued)

For the year ended 31 March 2022

20 Movement in funds

Designated Funds

Designated Funds represent a part of the Unrestricted Funds that have been set-aside by the Trustees for specific purposes, these being:

Tangible Fixed Assets This is required in order to fund future depreciation charges.

Budget Deficit This is to provide cover for the forthcoming year's forecast deficit with the exception of depreciation charges which are included within tangible fixed assets.

Capital Investment This is to provide funds for both committed and planned capital investment with the exception of where the Charity are holding any restricted funds for this purpose.

Contingency This comprises funds set aside in the event that any future organisational restructure may require non-recurring expenditure.

GROUP	At 1 April 2021 as restated	Net movement in funds	Transfers between funds	At 31 March 2022
	£	£	£	£
Unrestricted funds				
General fund	7,334,909	410,385	57,141	7,802,435
Designated Fund				
- Tangible Fixed Assets	3,630,114	-	(157,141)	3,472,973
- Budget Deficit	950,000	-	100,000	1,050,000
- Capital Investment	10,000	-	-	10,000
- Contingency	1,000,000	-	-	1,000,000
	<u>12,925,023</u>	<u>410,385</u>	<u>-</u>	<u>13,335,408</u>
Restricted funds				
Restricted funds	<u>60,266</u>	<u>145,554</u>	<u>-</u>	<u>205,820</u>
Total funds	<u>12,985,289</u>	<u>555,939</u>	<u>-</u>	<u>13,541,228</u>

Notes to the Financial Statements (continued)

For the year ended 31 March 2022

20 Movement in funds (continued)

CHARITY	At 1 April 2021 as restated	Net movement in funds	Transfers between funds	At 31 March 2022
	£	£	£	£
Unrestricted funds				
General fund	7,319,848	410,195	57,141	7,787,184
Designated Fund				
- Tangible Fixed Assets	3,630,114	-	(157,141)	3,472,973
- Budget Deficit	950,000	-	100,000	1,050,000
- Capital Investment	10,000	-	-	10,000
- Contingency	1,000,000	-	-	1,000,000
	12,909,962	410,195	-	13,320,157
Restricted funds				
Restricted funds	60,266	145,554	-	205,820
Total funds	12,970,228	555,749	-	13,525,977

Net movement in funds, included in the above are as follows:

GROUP	Incoming resources	Resources expended	Gains and losses	Movement in funds
	£000	£'000	£'000	£'000
Unrestricted funds				
Unrestricted funds	5,204,544	(5,377,722)	583,563	410,385
	5,204,544	(5,377,722)	583,563	410,385
Restricted funds				
Restricted funds	341,469	(195,915)	-	145,554
Total funds	5,546,013	(5,573,637)	583,563	555,939

Notes to the Financial Statements (continued)

For the year ended 31 March 2022

20 Movement in funds (continued)

CHARITY	Incoming resources	Resources expended	Gains and losses	movement in funds
	£	£	£	£
Unrestricted funds				
Unrestricted funds	4,699,390	(4,872,758)	583,563	410,195
Restricted funds				
Restricted funds	341,469	(195,915)	-	145,554
Total funds	5,040,859	(5,068,673)	583,563	555,749

An analysis of Restricted Funds is shown below.

	Opening balance	Income	Capital Expenditure	Revenue Expenditure	Closing balance
	£	£'000	£'000	£'000	£'000
Equipment	2,109	-	-	-	2,109
Others	2,784	300	-	(405)	2,679
Staff Benevolent Fund	673	100	-	(641)	132
Grounds, Furniture, Man Shed	2,729	-	-	-	2,729
Education Fund	39,362	-	-	(2,639)	36,723
Compassionate Communities Training	10,000	-	-	-	10,000
Child Bereavement Services	2,609	-	-	(1,407)	1,202
Fixtures & Fittings	-	500	-	(254)	246
Bed Capacity/ Community Support	-	190,569	-	(190,569)	-
Bequest for purchase of a property for Retail or for generating rental income	-	150,000	-	-	150,000
	60,266	341,469	-	(195,915)	205,820

Equipment:

This fund relates to monies received for the purchase of equipment for all areas of the Hospice.

Others:

Other service funds represent monies received for the provision of specific Hospice services.

Notes to the Financial Statements (continued)

For the year ended 31 March 2022

20 Movement in funds (continued)

Staff Benevolent Fund:

This fund relates to donations given specifically of the benefit of staff.

Grounds, Furniture, Man Shed:

This fund relates to funds received for the purchase and maintenance of garden equipment/furniture for the Hospice.

Education Fund:

This fund is used to support staff in learning new skills, increase knowledge and skillsets to better meet the needs of the communities and the Hospice.

Compassionate Communities Training:

This fund relates to training and supporting Compassionate Community Connectors who support the wellbeing of their community through compassionate conversations and encouraging social connections.

Child Bereavement Services:

This fund is for supporting children who have suffered loss and their parents/carers through counselling, group work and individual therapy.

Fixtures & Fittings:

This fund relates to monies received for the purchase of fixtures and fittings for the Hospice.

Bed Capacity & Community Support:

The NHSE awarded funding to allow the hospice to make available bed capacity and community support from December 2021 to March 2022 to provide support to people with complex needs in the context of the COVID-19 situation.

Bequest for purchase of a property for Retail or for generating rental income:

This fund is specifically for the purchase of retail property with the object of reducing the amount spent on renting such property or the purchase of retail or residential property for the purposes of generating income.

21 Contingent liabilities

The Charity has undertaken to repay any legitimate claims in respect of the donated unclaimed client monies/ bequests of £4,799 (Hodge Halsall £15, Cook & Talbot £1,032 and Coyne Learmonth £3,752) (2021: Nil)

22 Contingent assets

Within the year there were material contingent assets of £296,535 (2021: £nil)) in respect of legacies to which the charity has a future right to income, but which are contingent upon certain legal processes completing in a future period. As such, the probability and measurement of these legacies is not reliable enough to provide in full for these assets at this point in time.

Notes to the Financial Statements (continued)

For the year ended 31 March 2022

24 Related party transactions (continued)

Queenscourt Hospice Enterprises Limited (QHE)

During the year, recharges of £10,044 (2021 £10,032) were made to Queenscourt Hospice Enterprises Limited, a subsidiary company of Queenscourt Hospice, in respect of allocated costs.

QHE covenanted £228,917 (2021 £255,600) to Queenscourt Hospice throughout the year. At the year-end £35,446 (2021 £33,254) remained outstanding.

At the year end an additional amount of £9,710 (2021 £16,460) was due from QHE. In total, QHE owed Queenscourt Hospice £45,156 (2021 £49,714).

25 Donated goods

The Charity shops income figure included donated goods and the Council considers it appropriate to include them in shop income rather than donations.

26 Drugs

Southport & Formby Clinical Commissioning Group contributed £30,537 (2021: £29,321) towards drugs supplied by Southport and Ormskirk NHS Trusts.

27 Prior period adjustment

	2021
	£
Reserves as originally stated	12,868,852
Prior period adjustment:	
Holiday pay adjustment	(79,600)
Accrued legacy's	196,037
	<u>12,985,289</u>

Prior period adjustments have been identified and adjusted for in respect of the following balances:

Holiday pay accrual – to account for the accrued element of holiday entitlement not taken by employees at the year end in accordance with the accounting standard FRS 102. An adjustment was required to restate accruals and deferred income and salary costs, reducing the surplus generated in the prior financial period.

Accrued legacies – to account for the legacies notified, probable and measurable at the prior balance sheet date and which were received in the current financial period, in accordance with the Statement of Recommended Practice (1 October 2019). An adjustment was required to restate prepayments and accrued income and legacy income, increasing the surplus generated in the prior financial period.

Notes to the Financial Statements (continued)

For the year ended 31 March 2022

Prior financial year – as restated

GROUP	Note	Unrestricted funds £	Restricted funds £	Total 2021 £
Income and Endowments from				
Donations and legacies		1,823,810	35,510	1,859,320
Charitable activities		2,030,471	-	2,030,471
Other trading activities		804,946	-	804,946
Investment income		274,080	-	274,080
Other Income – including Coronavirus grants and Insurance claims		392,141	778,494	1,170,635
Total income		5,325,448	814,004	6,139,452
Expenditure on				
Raising funds		830,105	-	830,105
Charitable Activities		4,066,677	781,776	4,848,453
Total expenditure		4,896,782	781,776	5,678,558
Net incoming / (outgoing) resources before other gains and losses		428,666	32,228	460,894
Net gains/(losses) on investments		1,173,918	-	1,173,918
Net Income /(Expenditure)		1,602,584	32,228	1,634,812
Taxation		(8,588)	-	(8,588)
Transfers between funds		57,290	(57,290)	-
Net movement in funds		1,651,286	(25,062)	1,626,224
Reconciliation of Funds				
Total funds brought forward		11,273,737	85,328	11,359,065
Total Funds Carried Forward		12,925,023	60,266	12,985,289

Continuing operations

All income and expenditure has arisen from continuing activities.

A separate statement of financial activities for the Charity alone is shown with comparative figures for the previous year.

The notes form part of these financial statements.

Notes to the Financial Statements (continued)

For the year ended 31 March 2022

Prior financial year – as restated

CHARITY	Note	Unrestricted funds £	Restricted funds £	Total 2021 £
Income and Endowments from				
Donations and legacies		1,823,810	35,510	1,859,320
Charitable activities		2,030,471	-	2,030,471
Other trading activities		513,765	-	513,765
Investment income		274,079	-	274,079
Other Income		103,309	778,494	881,803
Total income		4,745,434	814,004	5,559,438
Expenditure on				
Raising funds		327,850	-	327,850
Charitable Activities		4,042,943	781,776	4,824,719
Total expenditure		4,370,793	781,776	5,152,569
Net incoming / (outgoing) resources before other gains and losses		374,641	32,228	406,869
Net gains/(losses) on investments		1,173,918	-	1,173,918
Net Income /(Expenditure)		1,548,559	32,228	1,580,787
Taxation		-	-	-
Transfers between funds		57,290	(57,290)	-
Net movement in funds		1,605,849	(25,062)	1,580,787
Reconciliation of Funds				
Total funds brought forward		11,304,113	85,328	11,389,441
Total Funds Carried Forward		12,909,962	60,266	12,970,228

Continuing operations

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements.

Accounts

**Report of the Trustees and
Audited Financial Statements for the Year Ended 31 March 2021
for
Queenscourt Hospice**

Notice of Meeting

Notice is hereby given that the thirty third Annual General Meeting of Queenscourt Hospice, a company limited by guarantee, will be held at Queenscourt Hospice, Town Lane, Southport PR8 6RE, on Tuesday 19th October 2021 at 6pm, to transact the following:

Ordinary Business

1. to receive and consider the Report of the Council for the year to 31st March 2021,
2. to receive and consider the accounts with Auditors' report thereon for the year to 31st March 2021,
3. to re-elect Rev. M Abrams who retires by rotation as a member of the Council,
4. to re-elect Mr P Cutner who retires by rotation as a member of the Council,
5. to re-elect Ms Y Burns who retires by rotation as a member of the Council,
6. to elect Ms J Campbell as a member of the Council,
7. to elect Ms L Hooton as a member of the Council,
8. to elect Mr D Kemp as a member of the Council,
9. to elect Dr K Matthews as a member of the Council,
10. to elect Mr T McGraw as a member of the Council,
11. to elect Mr K Wallis as a member of the Council
12. to appoint auditors of the company,
13. to authorise the Council to fix the auditors' remuneration.

Special Business

Special Resolution

Pursuant to Chapter 2 of Part 13 of the Companies Act 2006 and the Company's Articles of Association, which set out the provisions for the making of a resolution in writing by the Company members, the members of the Company hereby pass the following resolution and agree that this resolution shall, for all purposes, be valid and effective.

For all purposes below, "Article" or "Articles" refer to the Company's Articles of Association.

It is hereby resolved as follows:

1. Article 5 shall be amended so that it reads as follows:

"5. Subject to the Act, the Company shall hold an Annual General Meeting within 18 months of incorporation and afterward once in every calendar year and not more than 15 months shall pass between one annual general meeting and the next. The Council may in exceptional circumstances suspend an annual general meeting in a given year if holding the annual general meeting would present significant safety or other risk to the Members, and/or the Company, and/or the wider public. In exercising this power of suspension, the Council must provide for the business of the annual general meeting to be dealt with in other ways as appropriate to the circumstances. All general meetings other than Annual General Meetings shall be called Extraordinary General Meetings."

2. There shall be added Article 5A:

"5A. The Annual General Meeting and any Extraordinary General Meeting may be held either in person or by suitable electronic means as determined by the Council (which may include a combination of attendance in person and by electronic means) provided all participants may communicate simultaneously with all other participants."

3. Article 10 shall be amended so that it reads as follows:

"10. No business shall be deemed special that is transacted at any General Meeting unless a quorum of members is present at the time when the meeting proceeds to business; save as herein otherwise provided, six members present in person or by electronic means shall be a quorum. If within half an hour from the time appointed for the meeting a quorum is not present, the meeting, if convened upon the requisition of members shall be dissolved; in any other case it shall stand adjourned to the same day in the next week, at the same time and place, or to such other day and at such other time and place as the Council may determine."

4. There shall be added Article 47A:

"47A. Meetings of the Council and any subcommittee may be held either in person or by suitable electronic means as determined by the Council (which may include a combination of attendance in person and by electronic means) provided all participants may communicate simultaneously with all other participants."

5. Article 48 shall be amended so that it reads as follows:

"48. The quorum necessary for the transaction of the business of the Council may be fixed by the Council, and unless so fixed shall be two and may be met by remote attendance through electronic means."

Dated: 29 July 2021

By order of the Council

A handwritten signature in blue ink, appearing to be 'A. Lee', with a horizontal line underneath.

Chair

No person other than a member of the Council retiring at the meeting shall, unless recommended by the Council, be eligible for election to the office of member of the Council at any General Meeting unless, not less than three nor more than twenty days before the date appointed for the meeting, there shall have been left at the registered office of the Company notice in writing signed by a member duly qualified to attend and vote at the meeting for which such notice is given, of his intention to propose such person for election and also notice in writing signed by that person of his willingness to be elected.

Members who wish to vote by proxy may do so. A form for this purpose is enclosed. To be valid, this form should be returned to the Secretary, Queenscourt Hospice, Town Lane, Southport PR8 6RE not later than 5pm on Sunday 17th October 2021.

**Report of the Trustees
for the Year Ended 31 March 2021**

Chair's Foreword

This is my first foreword as Chair of the Queenscourt Council and it is an honour to provide the opening words to this report. The first and rather obvious point I would like to make is that this has not been a normal year; in fact, it has been an extraordinary one.

In previous reports, my predecessors highlighted the fact that each year we present to you an historical account of what we have done, rather than a current account of what we are doing. This year, with a report covering the period from 1st April 2020 to 31st March 2021, this is particularly marked. As you read this, the country will hopefully be returning to something approaching normality as vaccines are rolled out which should, variants permitting, allow far greater social interaction.

Since the last annual report, the country has gone through a year of business and social upheaval as well as enduring periods of lockdown which have had, and are still having, a significant effect on society. I want this to be a fully rounded view of Queenscourt, as a Hospice linked to a small group of businesses, and the governance which we apply to meet our statutory, legal and financial obligations. It would be impossible to do this without making mention of the COVID-19 pandemic, a genuinely major event in world history.

The onset of the pandemic during March 2020, and the responses which Queenscourt subsequently implemented, fundamentally changed many of the ways in which we operated during the early stages of the pandemic. Some of these changes will undoubtedly also have a longer-term impact. Through the dedication of our staff, we maintained an inpatient function, and provided medical, clinical, and community services necessary to support our patients.

Understandably, in line with Government guidance, there were times when we had considerable restrictions on visits by friends and relatives, but the overwhelming majority of people accepted and observed these restrictions with admirable stoicism in the most unimaginably difficult circumstances. We did install awnings to allow visitors to see their loved ones through the windows, in relative comfort even in inclement weather. This was just one of many small improvements and adjustments we made in response to the sometimes bizarre situation. Our staff also ensured that, even though they may not have had family or friends at close hand, patients always had compassionate human contact when they needed it most. I cannot praise the commitment and compassion of **#teamqueenscourt** too highly.

Out in the community, we adjusted and adapted our services in line with the ever-changing guidance and restrictions and, sometimes our support has been more distanced than we would have liked. However, this was essential and reflected our clear obligation and desire to make sure that the needs and safety of our patients, families, friends, and our staff have been protected and everyone has been kept as safe as possible.

On the administrative side, we took advantage of Government assistance and furloughed office staff where this was practicable, both to protect their wellbeing and to aid our finances. I know this was hard for many of those individuals and I am very grateful to all of them for the good grace and understanding with which they accepted the situation. One of the most challenging aspects of the Covid-19 situation was that our wonderful band of volunteers also had to step away for almost the whole of the twelve months. I know this was hard on them and we have missed them and their support dearly.

I would also like to express special thanks to the corporate staff who continued to provide essential support and continued to work on the premises in very difficult and restricted conditions. Along with the patient facing staff, their dedication and commitment to Queenscourt is outstanding and is the bedrock of our continuing existence.

The strategic direction and governance of Queenscourt is the responsibility of the Council of Trustees. The Council operates within the framework of laws and practice established by several regulatory authorities, and their requirements mean that the Council is held to very high standards of professionalism in the performance of its duties. As Chair, I am gratified that without exception, our Council members meet all the requirements.

**Report of the Trustees (continued)
for the Year Ended 31 March 2021**

Whilst this happened after the year end, I think it is nonetheless appropriate that I mention here, with sincere regret, that my immediate predecessor as Chair, Chris Leather sadly passed away in May and he will be deeply missed by all those who knew and worked with him. His contribution to Queenscourt in terms of his time, expertise, warmth and humanity was immense. I am fortunate in taking over as Chair that I stepped into a management structure which works incredibly smoothly and effectively. The connection between the Council, which provides oversight, governance and strategic direction, and the Executive Directorate, which is responsible for the management of Queenscourt, is made through the Link Meetings. There is an over-riding ethos of collaboration, cooperation and 'no surprises'.

I should like to pay tribute here to our three Executive Directors, Dr Karen Groves, Ms Debbie Lawson and Mrs Helen Birch. Sadly, Helen took the difficult decision to step down from her post this year and her calm demeanour and unruffled professionalism will be greatly missed. However, we are very happy to say that she will remain a part of Queenscourt in a different role. The Director of Nursing post has been filled by Mrs Louise Charnock who will undoubtedly be a very able replacement for Helen. In different ways, I wish them both the best of luck for the future. Queenscourt is fortunate to have such able and dedicated executive leaders. We would not be what we are, and where we are, without them.

Throughout the year under review, our regular schedule of fortnightly Link meetings and monthly Council meetings have taken place via Zoom (a sentence which would have been bewildering for most people eighteen months ago!) We all miss the face-to-face meetings and video conferences lack that human touch. However, we have kept to the same schedule and we have been able to function just as well, despite not being able to be in the same place together.

Previous reports have consistently made the unavoidable point, that the services which are provided by Queenscourt are hugely dependent upon our ability to pay for them. In a usual year, only a fifth, or thereabouts, of our overall income comes from government funds, and the remaining four fifths has to be brought in by our various fundraising teams and activities. The achievements of our fundraising subsidiaries and Income Generation team, and their response to an incredibly difficult 12 months, are described in greater detail within the body of this report. The Council responded to the pandemic by allowing flexibility in adjusting our strategies for fundraising, whilst keeping close control over planned spending.

The year 2020 to 2021 was unique in many ways, not least in that additional, emergency funding was made available to us by NHSE, after successful lobbying by Hospice UK. We were immensely grateful for this 'one off' assistance. It helped greatly to mitigate the financial impact of the pandemic. Nonetheless, we still needed to draw down from our reserves to meet our ongoing current expenditure. We acknowledge that the reserves exist to even out fluctuations in annual income, but on the other hand we cannot continue to consume these on a regular basis and our strategic, financial plans for the future detail how we will address our funding gaps.

2021 is our Pearl Anniversary year and many high-profile events were scheduled. Unfortunately, not all of these will now take place but we will use the occasion to look back over what we have achieved since the Hospice opened 30 years ago and we are also looking at how we can continue to develop and improve to ensure that we are around to provide care and support to the communities of West Lancashire, Formby and Southport for the next 30 years and beyond.

I was elected as Chair in November 2020 and I said at the time that it felt like a great honour that I had been granted to steward our wonderful organisation but I am conscious that my tenure, however long it lasts, will be a short period in the history of Queenscourt. As Chair I will do everything I can to help the Council and Directors continue to support and manage Queenscourt. I hope I can live up to the trust that has been placed in me. I think the pandemic showed us how resilient and flexible we can be and how determined we are to meet our patients' needs, no matter how difficult that can sometimes be. We have a well-deserved reputation for excellence and I know that our Staff, Trustees and Volunteers will always endeavour to maintain and enhance that reputation.



Anthony Crewe
Chair

**Report of the Trustees (continued)
for the Year Ended 31 March 2021**

1. What is Queenscourt and what do we do?

Queenscourt Hospice is an independent charitable organisation and our purpose is to provide and promote the best possible Consultant led, specialist palliative care for adults, within West Lancashire, Southport and Formby, who are clinically referred with the agreement of their doctor and for whose clinical needs our services are appropriate. Our services are free of charge. All of our charitable activities are undertaken to further our objectives for the public benefit. During the Covid-19 pandemic, which occupied the entire year 2020-21, our services adapted to meet the needs of patients and families, those caring for them and the guidance, regulations and legislation in place at the time. In normal times we would have the support of many, many volunteers who 'go the extra mile' to help to make services particularly special for patients and their families. Sadly this extra touch has not been possible during the lockdown associated with the Covid-19 pandemic, particularly as many of our volunteers were of an age or had health conditions themselves which meant that they had to shield or isolate, and as we could not afford the risk to a very vulnerable group of patients in having many people circulating in and out of the building.

Queenscourt Connect: Day Services

The constantly changing situation required our Connect services to be flexible and adaptable to the needs of patients, whilst recognizing the risks of moving people unnecessarily. To this end we undertook holistic nursing and medical assessments and therapy appointment consultations using telephone and video technology as well as face to face visits to the patient's home or the patient visiting Queenscourt (with all appropriate safeguards in place) if that was the most appropriate course of action.

Since day Therapy could not support groups of people within the building, the service was quickly redesigned to deliver support for patients, and separately for carers, online. This took the form of innovative new sessions such as dog walks, cooking tips and quizzes for example. Support was provided in bereavement calls to all those who were important to the patient. Telephone contact was made to offer condolences, support and signposting.

Queenscourt Inpatient Services

The impact of the risk of Covid-19 meant that we used the flexible walls in the four bedded bays constantly during this year to help us create six, safe, single sex, en-suite spaces for patients. We were able to continue to offer short in-patient stays as usual (average 9 days) for skilled symptom control and crisis intervention, thereby supporting patients to remain in the community, where the majority wished to be, for as much of their illness as possible. We did not offer respite care or provide a preferred place of care for those who did not wish to be cared for and to die at home as is our usual practice. Discharge planning was started from the day of admission and we strove to keep people away from their own homes for as short a time as possible. Our bed occupancy varied according to the stage of the pandemic and what was happening in other healthcare settings. During this period the care was provided by nursing and medical staff, without the usual support of volunteers who were unable to help and were sorely missed.

Queenscourt Outside

Queenscourt at Home

Our 'at home' service continued to provide care in the home for those approaching the end of life, who wished to remain in their own homes. We provided extra care to that currently provided statutorily, thereby filling gaps in care and clinical support to do so. During this period Queenscourt Outside volunteers were unable to provide companionship and social support to those who need it as they would usually do and their roles here were also missed.

Queenscourt in Community & Queenscourt in Hospital (Specialist Palliative Care Services)

This Consultant led service consists of Palliative Care Nurse Specialists and Palliative Medicine Doctors working with GP practices and District Nurses in the community and doctors and nurses in the hospital. The service has a 7-day Central Access Administrative Hub based at Queenscourt through which all referrals and queries are dealt with for patients registered to our services. Our volunteer service which offers companionship and comforting touch for people at end of life in hospital, who may not have family available or near has been unavailable during this period, however we have supported the hospital with members of staff who have helped in the hospital environment.

**Report of the Trustees (continued)
for the Year Ended 31 March 2021**

Supportive Palliative Care Services

Transform Facilitators support, educate and empower patients, families and health professionals, who are residents of Southport & Formby, to ensure the best possible end of life care in all health care settings. They promote the key enablers for end of life care, common documentation and systems, the End of Life Skillset Challenge for staff in hospital and the Six Steps to Success programmes for End of Life care in care homes.

Carer & Family Services

Carers

We recognise that various members of families have different needs at a range of times throughout the patient's illness. Day and night 'at home' services provide support and caring to enable families to carry on caring and to give them confidence in doing so.

We encourage carers to voice their own concerns, express emotions and listen to their fears and worries. Carers often have the answers to their own struggles if they are encouraged to consider what would help them and staff are trained to assist them to do this. When the patient is in Queenscourt, staff will take time talking and listening to families, helping to support them practically and emotionally. Accommodation would normally be provided to allow them to stay over with a very ill or dying patient where needed but this has not been possible during the pandemic. Our Carers' programme, where they can obtain a variety of support, was quickly redesigned to be delivered in an online format at the beginning of the pandemic.

Children & Schools Support Team (CaSST)

We are acutely aware of the special and individual needs of children facing loss and dealing with bereavement. We also recognise the needs of those who support them in addition to their own families, in particular teachers and support workers. We have, for many years, run educational programmes for teachers and social support staff to help them to assist children in these situations and have in place a troubleshooting team who can provide point of care facilitation for a group of teachers, workers or a school involved with a situation where one or more child is facing loss / bereavement. Additionally, we are building resources and expertise to support young family members and individual children with particular needs. During the pandemic this service has been available online supplemented with telephone or face to face sessions where necessary.

Bereavement

We recognise that the bereaved receive most of their support from their family, friends and community and we encourage this. We document bereavement risk factors in order to recognise those who may find grieving more difficult than others. We provide care in the immediate couple of days following death, with invitations to a formal online or telephone appointment at 8-12 weeks following the death and to online remembering evenings, some months later. We signpost to more formal bereavement support where assessment indicates this is needed.

We have been acutely aware of the Tsunami of grief resulting from the pandemic and the particularly difficult situations in which patients and their families found themselves during this time. We joined forces with Southport & Ormskirk NHS Trust to consider joint responses to these needs and provided resources for those who have been bereaved on our website, offered support to the bereaved and those staff from care homes who had suffered multiple bereavements, contributed to the online hospital memorial service in November and joined in the creation of a temporary (ribbons) and permanent (bulb planting) memorial in front of the fencing between the hospital and Queenscourt.

Education Services

The Terence Burgess Education Centre (TBEC) provides palliative care education for our own staff and other health professionals through a rolling programme of sessions, courses, placements and a resource library. We have continued to provide this education in a new, yet still interactive, online format and designed sessions specifically to meet the requests from different groups of professionals e.g. care home staff.

We work with local universities to provide placements for undergraduate health care professionals in training and in partnership with them to deliver postgraduate modules and have developed a Postgraduate Certificate and Master's degree in Integrated Palliative and End of Life Care. We recognise and accept that the cost of educating health professionals may be greater than the revenue from the Education Centre.

**Report of the Trustees (continued)
for the Year Ended 31 March 2021**

Hotel Services

All our catering is provided in-house. The catering team is particularly skilled at providing tiny, tasty, treats for those with poor appetites; liquidised and reformed food for those with swallowing difficulties and fortified food for those who struggle with volume. The catering team also provides meals for staff and TBEC.

We are able to provide a high quality service responsive to individual patient needs in clean and pleasant surroundings because of our dedicated housekeeping team and our volunteer gardeners. Increased infection control measures have been implemented during the pandemic, including the use of the new ultraviolet decontamination system by the housekeeping service.

Corporate Services

All of our patient facing services are enabled and supported by our Corporate Teams, including Administration, Human Resources and Volunteering, I.T. and Web, Information Governance and Data, Finance, Estates and Income Generation.

Additional Services during the Covid-19 pandemic

Oasis Ward

During the first wave of the pandemic Queenscourt nursing and medical staff joined forces with hospital staff to open a ward on the hospital site to care for those who were being admitted to hospital with Covid-19 and clearly dying. This provided the best possible palliative and end of life care for this group of very symptomatic patients and supported their families for seven weeks.

Oasis project

Following the closure of the ward three members of Queenscourt staff were seconded to Southport & Ormskirk Hospital NHS Trust for a six month period, to support various wards in the hospital in rotation, at the request of the Director of Nursing, to develop their holistic assessment and care.

Oasis Communication Team

The next phase of this project was to support family communication during periods of restricted visiting. Two members of Queenscourt staff were seconded to provide this online facilitation service to patients and families who wished to communicate in this way.

Care Homes MDT

Transform Facilitators and Palliative Care Nurse Specialists supported an ad hoc MDT team created to help support care homes overwhelmed by Covid-19 outbreaks during both the first and third waves at the beginning of the year. They joined forces with staff members from other community services as a combined force to provide whatever the care homes needed at the time to help them get through that difficult period and provide the best possible care for their residents.

Anticipatory Clinical Management Planning

A Transform Facilitator worked solely on Anticipatory Clinical Management Planning for residents living in care homes. For a few weeks she was joined by Dr Ella Sykes, Consultant in Elderly Medicine. This work involved liaising with care home managers to identify residents who might benefit from Anticipatory Clinical Management Planning, speaking with them, their families, their GP and the staff caring for them to establish whether there were any predictable situations which might be helpful to clinically plan for to help support and provide clinical guidance for those clinicians who were present at a time of crisis.

ECHO Networks

Prior to the start of the pandemic, we had become an ECHO (Extending Community Health Outcomes) Hub as part of the Hospice UK ECHO Project and had installed, and been trained to use, the necessary technology to deliver ECHO education. This was fortuitous as we were able to put this into practice immediately the pandemic struck and from the end of March 2020, we were able to provide 5 different weekly ECHO Networks to offer support and education immediately to care homes in 3 areas, primary care and district nurses.

Measuring our Success

We are regulated by the Care Quality Commission whose reports are published and also appear on our website. We were rated 'Good' in all areas when last inspected. We are measured against quality indicators for each of our community services sub contracts.

**Report of the Trustees (continued)
for the Year Ended 31 March 2021**

Our surveys and focussed discussions with patients, families, staff and volunteers help us to identify what is necessary to meet their needs. We monitor reviews and comments from our social media for more informal feedback. We also monitor evaluation materials from our Education Centre. In addition, we have identified key performance questions within our strategic matrix and measures within our quality dashboard assist us in measuring progress.

2. COVID Impact and Response

The coronavirus rapidly made "business as usual" a phrase from the distant past. There has been no "usual" during these uncertain times. Queenscourt has striven to outmanoeuvre uncertainty and create a resilience that our communities could count on, no matter what changes were to come.

LION (Leading Innovatively on Novel-Coronavirus) Command consisting of the Executive Directors and Senior Team from all areas of the organisation met, initially three times daily, to plan, monitor and manage the evolving situation, providing regular situation reports to Trustees and guidance updates to staff, volunteers and the wider community. Trustees were also kept informed through the regular Link meetings between the Directors and the Chair and Vice Chairs, which moved to a more regular, weekly frequency, albeit virtually by Zoom. The Directors participated in the National Hospice UK weekly clinical and business continuity ECHO networks that assisted in keeping LION fully updated on guidance and developments. This was a key activity in building networks and resilience and resulted in direct income from NHSE.

The Trustees supported recommendations that the vacancies in the fundraising team should be frozen and that the remaining members of the team should be kept in work rather than be furloughed. The remaining team members were directed to focus their time on supporting online events and consistent messaging across our communities. This approach ensured that we benefitted from over £85,000 for virtual events and the Keep Queenscourt in Service (KQIS) campaign. We also experienced a 350% increase in general donations, against the prior year. Whilst it is not possible to directly attribute all of this increase to the consistent messaging of the fundraising team, we feel it is reasonable to assume that our messaging has played a key part in the upturn. Our finance team also worked tirelessly to access any government grants available and to provide the information needed for numerous furlough and insurance claims.

The Lottery team continued to operate as usual and achieved great success over the year, succeeding in exceeding the net profit that was budgeted. Canvassing was impossible for most of the year, so the team adapted to have a greater online presence and to promote 'ticketless' raffles, achieving significant income with greatly reduced expenditure. They improved the ease of sign up online and managed to keep player numbers fairly static; a great achievement, given the challenges on the public purse and the inability to canvass in person.

The majority of the Retail team were furloughed for all periods where the shops were unable to trade. The area managers were part furloughed to allow them to complete a review and make recommendations to the Retail board on the future direction of Queenscourt Retail. Unfortunately, as a result of the review, 2 outlets were permanently closed, and an unavoidable programme of redundancy was undertaken. The Retail Board and Senior Management team then took the opportunities, provided by the changing, national Retail landscape, to streamline operations, renegotiate leasing arrangements, review and update policy and practice, and restructure in preparation for a reinvigorated, commercial approach to trading from April 2021.

The technological changes, facilitated by the 'can do attitude' which has prevailed during the pandemic, meant that access to the Remote Desktop and SystmOne Live rather than the SystmOne Mobile version became possible for those clinicians working remotely and the use of Zoom, and subsequently AccuRx, made remote consultations possible. Our IT team, with support from the Trust IT team, worked tirelessly to put into place the systems and equipment necessary to facilitate remote working for the majority of corporate staff. HR and IT worked quickly to ensure that risk assessments and controls were put in place for every individual working remotely and handling sensitive information. All of **#teamqueenscourt** responded willingly and flexibly to the demands of responding to Covid, whether that meant agreeing to be furloughed on reduced salary, moving to work remotely or remaining onsite, often covering tasks that would normally be undertaken by our volunteers.

**Report of the Trustees (continued)
for the Year Ended 31 March 2021**

It was clear from the very beginning of the pandemic that the impact of care homes would be enormous. We established an ECHO Network at the end of March 20 to run weekly for all care homes who were interested. This evolved, for various reasons, into two separate weekly Networks at different times – one for Southport & Formby Care Homes and one for West Lancashire Care Homes. We were then invited to set up another ECHO Network to support care homes in South Sefton. These ECHO Networks continued to run for 10 weeks and were invaluable to those who attended. From Queenscourt's perspective, we received additional funding to supply the South Sefton ECHO Network, which helped to mitigate lost income in other areas. Other training was also delivered by Zoom to care homes. Through virtual means, we managed to retain as much education income as possible whilst still supporting colleagues, both professionally and emotionally, in their front facing roles.

An Oasis ward was opened in the hospital to provide care for those dying from Covid-19, and hospital teams were supported by medical & nursing clinicians and educators from Queenscourt. Queenscourt was able to recharge the time of staff, due to the hospital being able to access Covid-19 emergency funding. When the OASIS ward closed, after the first wave, the Trust requested that the clinical staff remain to work on standard wards and role model best practice. Queenscourt ensured that we were, once again, able to recharge for this activity.

So, what have we learned for the future, as a result of responding to this pandemic?

Removing bureaucratic processes and barriers appears to have enabled clinicians in many areas to develop agile systems which can respond to patient needs in a timely manner and change quickly in the light of effectiveness. Remote consultations appear possible for even the very ill & elderly who can manage technology. Integrated Palliative Care Services working across and into all healthcare settings are capable of flexible agile working to meet individual and organisational demands and rapid changes in need.

Families, of those who were dying, really appreciated frequent conversations on the telephone (often repeating previous conversations), Zoom face to face calls, window visiting and visiting on the ward in PPE. They appreciated being able to see staff and knew that they could contact someone quickly if they needed them, but also knew that, when they went home, their loved one was close to others.

Bereavement support of families was crucial and appreciated during this period, but perhaps demonstrated how much support is not offered at other times. It is clear that the grieving is far from over and that the bereavement bubble is yet to burst.

The ECHO Networks were very well received and positively evaluated. Many care homes have huge potential to provide good, consistent and continuing care, given the support, education and encouragement needed to do so. The willingness to care for residents in the best way possible was very evident. Recognition and acknowledgement of their efforts is due to them. ECHO Networks may be a way forward as part of this.

How can we ensure that the local learning during this pandemic flourishes, develops and grows to encompass a renewed culture of compassion and care for patients and families? How do we continue the streamlining of systems and services, recognition of the importance of staff empowerment and encouragement and greater collaboration and teamwork in all areas? What is certain is that the foundations of transformation were laid through necessity: What we build can, and will, be influenced by compassion and collaboration.

3. Our Staff and Volunteers

#teamqueenscourt, made up of our staff and volunteers, is our greatest asset. All volunteers, without whom Queenscourt would normally not be able to function, were stepped down at the beginning of the pandemic to reduce footfall in the building and to respect their need for shielding and self-isolation to reduce personal risk. Volunteer duties were undertaken by members of staff whose usual role was no longer possible e.g. Income Generation staff on the reception desk. All patients, staff and visitors to the building, as well as patients and families being visited at home were screened prior to contact.

#teamqueenscourt was depleted throughout the pandemic by shielding, self-solation, illness, furlough and loss of the volunteers. The clinical and medical teams worked tirelessly to, not only provide all of Queenscourt's services, albeit adapted to the circumstances, but also to support the whole local health and care system.

**Report of the Trustees (continued)
for the Year Ended 31 March 2021**

Support was provided at the hospital, in the community and in care homes, where the challenges were overwhelming for care staff that were supporting people at the end of their lives on a daily basis, as well as the families who were unable to be with them. The ECHO networks were a great source of support to the staff in the care homes and Queenscourt sent cards of appreciation to every staff member, offering access to confidential support.

Led primarily by the HR and volunteering team; regular contact with staff and volunteers continued throughout the pandemic, with an emphasis being made on providing information and support around coping and wellbeing. The volunteering team helped to cover a range of activities that would normally have been covered by volunteers, to ensure that our clinical teams had as much help as possible to deliver individualised, specialist and supportive care for people and families during very difficult circumstances. The volunteering team also ensured that our volunteers felt supported and valued throughout the pandemic by maintaining regular contact by email and phone and organising Zoom activities, such as quizzes and coffee mornings. Our volunteers were sorely missed and we are glad to be able to gradually orchestrate their return.

We will need to consider the future impact of Covid-19 on all of **#teamqueenscourt**. As our Medical and Education Director has identified, we know there is a 'tsunami of grief' to emerge following the past months. Also, patients will likely present with late diagnoses/short prognosis, have more physically complex challenges and be more psychologically distressed. We are very aware of the likely future impact on our team of cumulative stress and tiredness that will likely begin to emerge, despite our best efforts to offer support. It has been a very difficult time for all of **#teamqueenscourt**.

4. Our Strategy

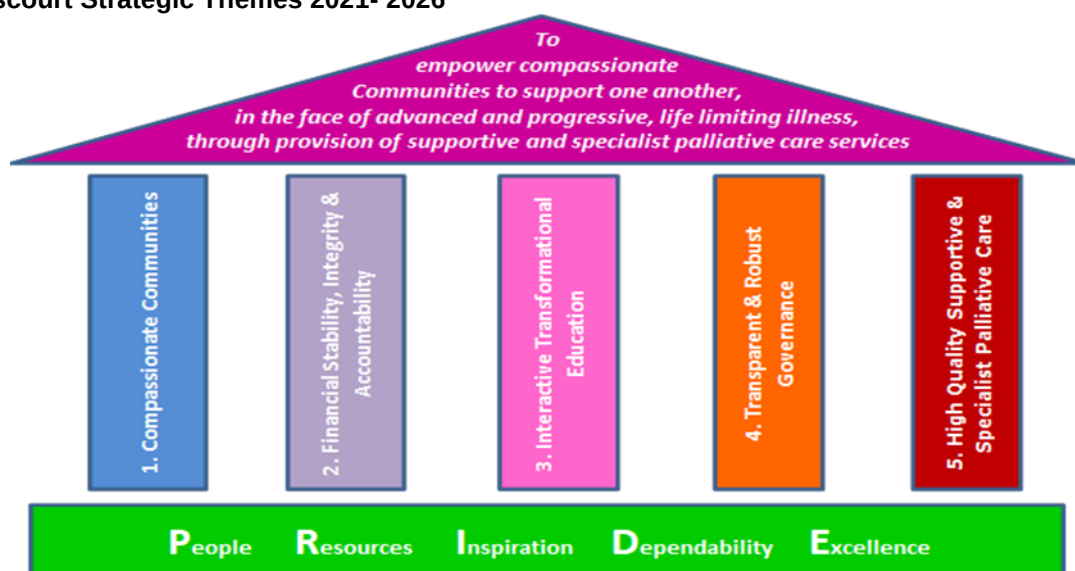
So how have we adapted our strategy in light of the impact of Coronavirus? The answer is, not as much as might have been imagined and certainly not in some of the ways that we would have assumed. Our aims to embrace technology were accelerated exponentially by the response to Covid-19 and the need to work remotely across all areas of the organisation. The launch of our Compassionate Communities approach also occurred earlier than planned, due to the nature of our communications and appeals for community support.

The most surprising aspect of our response to the pandemic is perhaps the 'breathing space' that was offered by the move to different models of service delivery or the closure of Retail for prolonged periods of time. As referenced earlier, rather than furloughing all staff affected by events like this, the Trustees supported the recommendations of the executive directors and senior team that we use the time available to undertake service reviews and implement reorganisation quickly. We had already established our Strategic Project Group in January 2020, which has overseen an initial work programme, focussed on our financial sustainability, and launched our Strategic Direction for the next 5 years.

Our Strategic Direction and our annual business plan have been updated to reflect our considerations of the ongoing impact of Covid-19. There would appear to be light at the end of the tunnel and a road map back to some kind of 'normality'. However, as Trustees, we have already agreed that the demands of working with Covid-19 led us to take opportunities and accelerate technological advances in our ways of working, that we would not now seek to change.

The work done by our senior team and directors in networking, building relationships, lobbying and collaborating with local and national partners enabled us to access over £1M of emergency funding that has assisted us in achieving a position of surplus at year end. It feels therefore, to be a perverse situation in which we find ourselves financially. We start the next year in a far stronger financial position than the last few and with significantly more progress made toward developing services and ensuring our sustainability; strange perhaps, but that is indeed where we find ourselves. Although the hard work to close the gap between income and expenditure without emergency funding has already begun again; It seems that our Strategic Direction is working, and the Trustees are committed to continuing to support **#teamqueenscourt** on that journey.

Queenscourt Strategic Themes 2021- 2026



These themes are underpinned by our core values of PRIDE and summarised in our strategic map:

Strategic Map

Vision	'Queenscourt – where life is for living.....'
Mission	<i>To empower compassionate communities to support one another, in the face of advanced and progressive, life limiting illness, through provision of supportive and specialist palliative care services.</i>
Compassionate Communities (People)	Cultivation of compassionate communities, sensitive to the needs of those who are dying and their families, who support one another in times of need. Wherever possible carers' individual needs are recognised and carers are also supported to develop informal networks of support.
Financial Stability, Integrity and Accountability (Resources)	Seek to influence key stakeholders Hospice UK, NHSE, the local NHS trusts and changing commissioning landscape, negotiating new arrangements and a clear understanding of our role in enhancing delivery. Monitor and consolidate our income generation approach and continue to creatively develop our approaches to our retail business, lottery and fundraising - change and adapt fundraising approaches following COVID. Strengthen our reserves through service review and principles of best value.
Interactive Transformational Education (Inspiration)	Develop both the paid and volunteer workforce and keep under review the skills, training and recruitment required to best support the roles required by Queenscourt. Continue to offer transformative education for professionals, carers and others in the field of palliative care. Develop a clear branded identity for Queenscourt.
Transparent and Robust Governance (Dependability)	Ongoing evaluation of Queenscourt services and determination of our long-term direction. Keep under review the size, skills, training and recruitment of the Council and comply with best governance practice generally. Refine information sharing, performance management and reporting systems.
High Quality Supportive and Specialist Palliative Care (Excellence)	People receive the highest possible standard of free supportive and specialist palliative care for those with far advanced and progressive, incurable illness. Collaborative work with local services and other providers to enable people to be cared for, and to stay, in their own homes as far as possible.
Values	PRIDE

**Report of the Trustees (continued)
for the Year Ended 31 March 2021**

5. Financial impact of Covid-19 pandemic

The pandemic started close to the end of 2019/20, and we expected to be severely impacted during the financial year 2020/21. Our fund-raising activities were of course significantly curtailed and we had to think of alternative ways of raising finance. However, we were fortunate to receive some significant donations during the year as well as direct additional government support. Furthermore, our investments rapidly recovered the losses incurred prior to last year end and continued to increase in value during the year.

We also had to devise new and innovative ways of delivering services, which resulted in savings being made, some of which will continue into the future. Consequently, the Hospice was able to maximise service delivery and achieve a positive financial outcome for the year.

Our two subsidiary companies, Queenscourt Hospice Enterprises Limited (for running our lottery) and Queenscourt Hospice Retail Limited (for our shops), are separate entities and normally have to operate without any financial support from the Hospice (they are after all there to raise funds for the charity, not the other way round). However, 2020 saw the temporary closure of our shops for a significant part of the financial year. Whilst Government support assisted with paying staff who were on furlough, and provided grants towards our fixed costs, it became apparent in November that there was a likelihood that Retail would incur a loss by year end. Given the fact that the company already had accumulated losses of £45k that needed to be recovered, any further losses could have the potential for the company to have to cease trading. This would have resulted in a permanent loss of income for the Hospice, and the Hospice would also be left with financial liabilities of up to £200,000 in respect of residual lease terms as the shops closed (because the Hospice holds the leases and then sub-lets via licences to Retail). With this in mind the Council decided to allow a rent-free period of 5 months from November 2020 to March 2021 at a cost of £43,000 in order to secure a trading future for the Company.

In the meantime, the Hospice, on behalf of the company, continued to pursue an insurance claim for business interruption, and settlement was received late in March (in respect of the first lockdown only) of £70,000. Without the insurance settlement or the rent-free period, Retail would have incurred a loss of £22,000 on top of the £45,000 losses already accumulated. However, the company was able to report a profit of £92,000, which allowed it to not only clear the prior year losses but to also contribute £38,000 to the Hospice (in effect repaying most of the rent-free period), and was set up to start the 2021/22 financial year in a strong position.

6. Where does our money come from?

We have always depended heavily upon the public within our community to provide the financial and practical support that we need to deliver the many services offered at Queenscourt, and this generosity continued where practicable throughout the pandemic. The main part of our income, whether in the form of donations or legacies, or by support for our shops, lottery and our other fundraising ventures, comes from members of the public, and we are eternally grateful to each and every one of them.

We continue to receive vital support, both financial and practical, from the NHS (funding 19% of our core costs) and we are most grateful to Southport and Ormskirk Hospitals NHS Trust and to the two Clinical Commissioning Groups for our area, Southport & Formby and West Lancashire. We continue to work closely with the CCGs in order to foster strong working relationships and ensure good communication. We will continue to provide support to our NHS colleagues during challenging financial times.

The Government also provided additional financial support for Hospices due to the pandemic, with Queenscourt receiving a total sum of £881,803.

Our general fundraising activities, support groups, lottery and shops generated £217,826 (£260,895 in 2019/20) after deducting fundraising expenses whilst other donations and gifts (including gift aid) raised £1,110,298 (£775,433 in 2019/20). Whilst many events were curtailed or postponed, special appeals and "virtual" events were very well supported. Our lottery remains a key part of our fundraising activity and has continued to grow slowly despite the pandemic.

**Report of the Trustees (continued)
for the Year Ended 31 March 2021**

However, the Retail Sector across the country has seen a lot of challenges, which have also been mirrored across our charity shops. As shops were allowed to re-open after the first lockdown, it was apparent that the size and layout of our Tarleton and Ormskirk shops would not be compliant with Covid safety requirements, so it was with regret that we had to close these permanently. However, as explained in section 5 above the various actions taken during the year put our shops in a strong position going forward.

Legacy income was £552,985 in 2020/21 compared to £413,509 the previous year. This source of income is completely unpredictable, yet it provides a substantial contribution towards our costs, without which we would have difficulty sustaining services at existing levels.

7. How we carry out our fundraising

Queenscourt Hospice is a member of the Fundraising Regulator and as such, it adheres to the framework that they have created to ensure respectful, open, honest and accountable fundraising. All organisations listed on the register have shown commitment to good fundraising practice, and to following the Fundraising Regulator's "Code of Fundraising Practice" and the "Fundraising Promise". This information is clearly available on the Queenscourt website in the "Our Supporter Promise" section:

<https://www.queenscourt.org.uk/index.php/fundraising/our-supporter-promise.html>

The Head of Income Generation and Communications is a Member of The Chartered Institute of Fundraising and upholds the high standards of fundraising good practice and donor engagement that are inherent to Institute membership. Where Queenscourt works with third party organisations to fundraise for the charity, a "Commercial Participator's Agreement" is put in place. The template used is the one recommended by the Institute of Fundraising and is a standard tripartite form of agreement between a charity, its trading company and a commercial participator.

In terms of working with a third-party marketing or fundraising company, Queenscourt ensures that all contracts state that the company complies with appropriate legislation and prevailing codes of practice, e.g. those issued by the Fundraiser Regulator for face-to-face, private site and street fundraising. Queenscourt also ensures that the companies adhere to regulations of relevant governing bodies including the Gambling Commission, Institute of Fundraising and the Fundraising Regulator, for example, around Problem Gamblers and Vulnerable People.

Fundraising has been undertaken by Queenscourt Hospice Retail Limited (our shops) and Queenscourt Hospice Enterprises Limited (our lottery), the financial details of which are shown in Note 3 to our accounts. This note includes £9,400 (2019/20 £33,268) raised by our official Supporter Groups, and Enterprises incurred £6,433 (2019/20 £19,615) on the use of an external telemarketing company who contact lapsed Lottery players about their membership.

All working partnerships with third party agencies are monitored throughout the duration of the partnership, and are subject to change, or indeed termination, where deemed necessary, e.g. where there is a risk of actual harm to an individual working for or supporting the charity, or a risk of reputational damage to an individual or the charity.

Queenscourt is fully committed to upholding the principles stated within the following directives:

DPA - Compliant with Data Protection Act 2018

GDPR – General Data Protection Regulation (Regulation (EU) 2016/679)

To that effect, Queenscourt's policy on handling data can be found on the website under the "Contact Preferences" section of "Our Supporter Promise". The downloadable GDPR document also contains the relevant information on making a query about data processing, withdrawing consent, or initiating a complaint.

Queenscourt complies with the prevailing codes of practice issued by the Fundraising Regulator and also adheres to appropriate internal policies to ensure that that all fundraising activity is conducted in a compliant fashion.

There were no complaints received in respect of fundraising during the past year, but a procedure is in place to ensure the timely investigation and resolution of complaints should they arise.

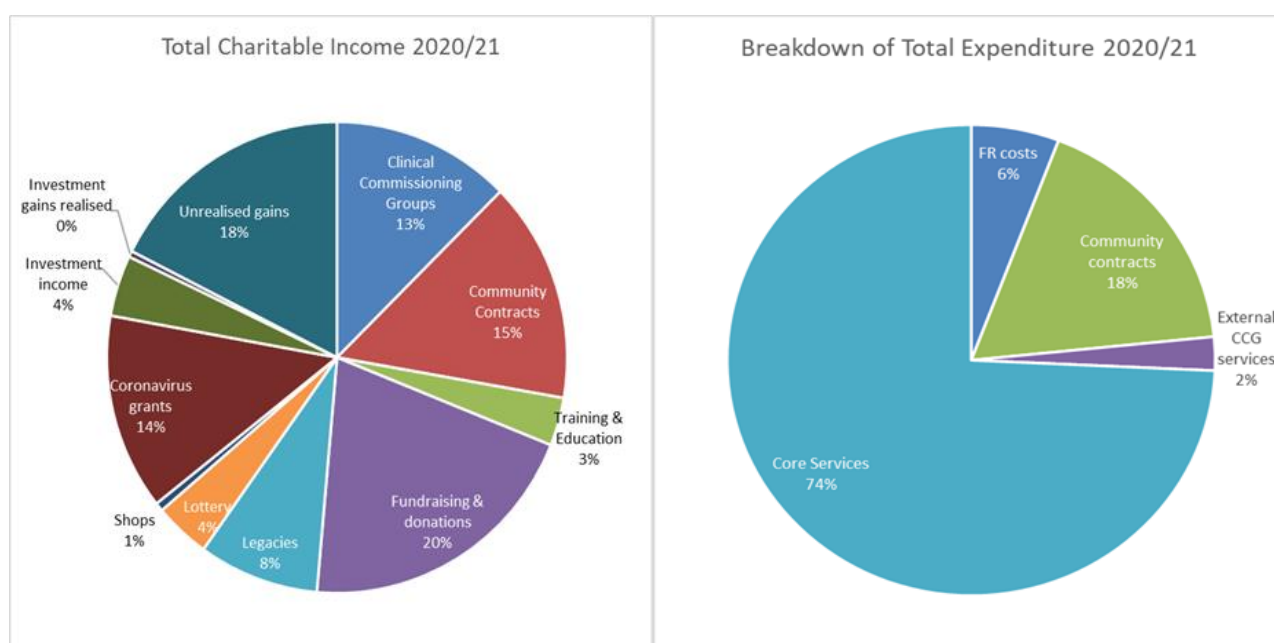
**Report of the Trustees (continued)
for the Year Ended 31 March 2021**

Our Policies relevant to fundraising include: Cash Handling Support Groups; Donors Charter; Corporate Partnerships, Cash & Banking, Money Laundering & Suspicious Transactions, Social Responsibility for Gambling, Security, Data, Problem Gamblers, Vulnerable People and Complaints Policy.

8. Financial Review

The Charity is showing net income in 2020/21 of £1,464,350 which compares to net expenditure of £1,417,682 the previous year. A significant part of this change is from investment gains of £1,174,000 compared to losses of £397,000 the previous year, a swing of £1,571,000. However, excluding the valuation changes and the special Government support, the underlying position was a deficit of nearly £600,000. This will not be sustainable in the longer term, and we are continuing to examine all our options for increasing income and delivering services in new and innovative ways.

Expenditure on the services the Hospice provides cost £10,646 per day compared to £11,709 the year before. Staffing costs are our major expense and these are directly related to the services we provide. These reduced by £111,000 in relation to our core services, whilst other operating costs were down by £35,000. However, income from course provision was also down by £147,000 due to being unable to provide the same level of service due to the national lockdowns and consequent restrictions.



9. Reserves and Investments

Notwithstanding the ongoing financial impact of Covid-19, we have predicted further budget deficits for 2021/22 and future years, and we are now working on three-year financial plans which will seek to scale back our dependence on reserves and generate more income or savings on expenditure.

We have reviewed and updated our designated funds which set aside money for specific purposes; these continuing to be a tangible fixed assets fund required for future depreciation charges, a budget deficit fund allocated to support a potential shortfall in the forthcoming year, a capital investment fund to support committed and planned enhancement of our assets, and a contingency fund set aside in the event of non-recurring expenditure requirements. Our general fund of £7,218,000 represents our free reserves, of which up to £1,295,000 may be attributed to being held as investment property rather than cash.

Our policy on reserves is to have a strong cash position to deal with unexpected costs and the occasional shortfall of income or difficulty with cash flow, so we aim to retain about £1m on short term deposit. To ensure the continuity of our services we need a reserve capable of supporting us in the event of a severe and prolonged drop in income, a risk we face and are continually monitoring.

**Report of the Trustees (continued)
for the Year Ended 31 March 2021**

Our policy is for this reserve to be able to support the Charity for up to two years in order to allow time, if necessary, for us to re-organise our funding and operational strategies. As at 31 March 2021 this reserve was estimated to provide support for 23 months.

We recognise that with inflation and low interest rates, cash will lose its value. Nevertheless, we believe that it is sound policy to keep some short-term cash in CCLA's Charities Deposit Fund even though this only paid an average of 0.08% during the year. However, we will consider other reputable deposit takers if better rates are available.

The Trustees have wide investment powers and our other investments are principally in two areas: CCLA's COIF Charities Investment Fund and the BlackRock Catholic Charities Growth and Income Fund. Both funds are invested mainly in equities and aim to at least maintain their real value and to yield a regular annual income.

Income from our investments has yielded £205,000 and whilst we continue to seek ways of improving our levels of income, we will not change our conservative view of risk in order to achieve this. We do not prescribe any requirements for socially responsible investments other than to avoid tobacco shares.

In anticipation of the need to finance our projected deficit this last year we sold £200,000 of our investments, but rising values and additional income meant that we could defer further sales. The sale of these realised a net profit of £27,000 in the year.

We also have investments in a property portfolio of 6 houses which are rented, two flats and a shop, which between them generated a net income of £56,000, and the end of year valuations also recorded a net gain of £16,000.

10. Our Constitution and Administrative Details

Queenscourt's full name is Queenscourt Hospice. It is a registered charity, No 518801, and a company limited by guarantee, registered in England No 2102320 and incorporated in 1987. Its registered office is at Town Lane, Southport, PR8 6RE. It is not normally liable to taxation.

Queenscourt Hospice has two wholly owned subsidiaries:

- Queenscourt Hospice Enterprises Limited set up in 1993. It operates lotteries. Currently the chair of the board of its four directors is a member of the Hospice Council.
- Queenscourt Hospice Retail Limited took over the running of our shops on 1st July 2006. Currently two of its six directors are members of the Hospice Council.

Both companies exist to pay over all their available surpluses to Queenscourt Hospice.

The Council

The members of the Council are the trustees of the charity and directors of the company. The following are trustees at the date of this report. They all served throughout the year except where shown otherwise.

Rev. M Abrams	Mr A Crewe (Chair)	Mr C D Leather
Ms C Bernard (Vice Chair)	Mr P Cutner (Treasurer)	Mrs M H Tarpey
Dr G Boocock	Mr P A Downham (Vice Chair)	Mrs A Throp
Ms Y Burns	Dr D J Unwin	

Executive Directors

Medical & Education Director: Dr Karen E Groves, MBE, MBChB, MSc, MA, FRCP, FRCGP, DRCOG, Dip Ven, Dip Pall Med, FHEA. Karen is also part time Consultant in Palliative Medicine employed by Lancashire & South Cumbria Care Foundation Trust from April 2017 to work in the local community and hospital and Honorary Clinical Professor, Edge Hill University.

Director of Clinical Services: Mrs Lesley Helen Birch, RGN, Dip Health & Social Care Practice, PG Diploma in Palliative Care.

Director of Corporate Services and Company Secretary: Miss Debra Jane Lawson Dip SW, Dip HE, PG Certificate in Human Resource Development.

**Report of the Trustees (continued)
for the Year Ended 31 March 2021**

Other details

Auditors	Advance Audit Ltd, 71/73 Hoghton Street, Southport, PR9 0PR
Bankers	National Westminster Bank Plc, 130 Lord Street, Southport, PR9 0AB
Solicitors	Hodge Halsall LLP, 2 Liverpool Road, Ainsdale, PR8 3LX Brabners Chaffe Street LLP, Horton House, Exchange Flags, Liverpool L2 3YL
Investment Advisers	CCLA Investment Management Limited. 80 Cheapside, London EC2V 6DZ BlackRock Investment Management (UK) Limited. 12 Throgmorton Avenue, London, EC2N 2DL

11 Our Governance and Administration

Our governing documents are the Memorandum and Articles of Association which the Council keeps under regular review. As members of the Council, we are Trustees of the Charity and Directors of the Company. Responsibility for the management of Queenscourt is vested in the Council which meets ten times a year. We have set up governance and administrative arrangements whereby the day to day running of the hospice is delegated as appropriate to the Executive Directors who in turn attend Council meetings and report as necessary.

The Chair and Vice Chairs hold a fortnightly Link meeting with the three Executive Directors to review strategy and governance and to make recommendations to the Council. A Finance Committee oversees the financial aspects of the charity, reviews investments and reserves and makes recommendations to the Council. Our Strategic Direction details our vision for 5 years at a time and our Business Plan is reviewed each year to ensure we have tangible goals to monitor. An Integrated Governance Group, which includes outside professionals and two Trustees, reports to the Council providing an assessment of our clinical and non-clinical governance. A Succession Committee considers future proofing and succession issues. The Visiting Group make quarterly unannounced visits, talk to patients, staff, volunteers, carers and families about all aspects of their experience and present their report to the Council for consideration. A Risk Management Monitoring Group oversees risk management and is further described below.

12. How we manage risk

We maintain a Risk Register and policies with defined review dates, to ensure that we keep all Queenscourt's activities under review. We also review our Risk Management Strategy annually. The Risk Management Monitoring Group helps us to oversee the risks that Queenscourt faces and monitor risk management.

From the outset of the pandemic, the operational and financial impacts of Covid-19 were highlighted as key risks on our Risk Register. A bespoke Risk Assessment was undertaken, published and kept under constant review in order to ensure that the building and services were kept 'Covid secure'.

Although Trustees stopped attending the site immediately to assist in reducing footfall and meeting infection control measures, all other Council meetings and sub-committee meetings continued with their usual frequency. Meetings moved online through Zoom, and other communication methods, such as email and Moodle, increased to ensure that Trustee decision making was fully informed.

LION then coordinated the local response to emerging risks and recommendations, regularly updating the Coronavirus Policy Statement, emailing staff and volunteers with any updates and delegating tasks to managers and other team members.

Individual Risk assessments are consistently conducted for staff members and volunteers regarding:

- Shielding and individual health issues
- Remote working
- Return to working onsite, when appropriate

**Report of the Trustees (continued)
for the Year Ended 31 March 2021**

13. Members and the Election and Appraisal of Trustees

There are some 243 members of the Company who are former or current subscribers to Queenscourt's funds. An important function of the members is to elect or re-elect Trustees, one third of who retire each year at the Annual General Meeting. The Council can and does recommend candidates for election. The Council's policy is to appraise its performance as a Council, using the Council Development Plan. The Chair and Vice Chairs also meet with Trustees individually. We aim to maintain a good mix of skills on the Council and to give new members appropriate induction and instruction. Council committees have delegated responsibility to oversee our financial performance and monitor our performance. At the end of the year 20-21 we had 11 Trustees and were beginning the process of recruiting new Trustees, based on the skills and experience gaps that we had identified in the Development Plan.

14. Council's Responsibility for the Accounts

The trustees (who are also the directors of Queenscourt Hospice for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland". 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

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 accounting 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable Company will continue in operation.

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable Company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

15. Auditors

Advance Audit Ltd are our Auditors. In the interest of good governance Queenscourt are currently reviewing our Audit provision. Advance Audit Ltd is one of the companies included in the review and have indicated that they wish to offer themselves for re-appointment.

By order of the Council



Anthony Crewe
Chair

Date: 29 July 2021

**Report of the Trustees (continued)
for the Year Ended 31 March 2021**

Report of the Medical and Education Director

2020-21 has been an unprecedented year! The Covid-19 pandemic has turned the world upside down and Queenscourt has not been immune. So, what has been different? PPE (personal protective equipment), face coverings, social distancing, increased ventilation, one way systems, visiting restrictions, remote working, virtual meetings, online education, rapidly changing government guidance, emergency legislation, lockdown, loss of social contact, changed routines, self-isolation, testing, vaccinations, and no volunteers around our building.

Initially one of the biggest issues was trying to get hold of the PPE required for clinical staff to be able to do their job safely and it was several weeks into the pandemic before this issue was resolved, with the receipt of the first small government PPE delivery, resulting in a huge cost to Queenscourt. Local businesses and individuals were very supportive and gave us what they could spare, for which we were very grateful.

The Palliative Care Response to Covid-19 included Queenscourt helping wherever it was possible. Staff were seconded to work in partnership with Southport & Ormskirk Hospital NHS Trust to open a temporary Oasis ward to provide the best possible palliative and end of life care for patients recognised to be dying with Covid-19. We wrote cross boundary guidance for symptom control, communication and care after death for all health care settings to meet the needs of these new situations and legislation. We started five, weekly, online ECHO Networks - to support and update Southport & Formby Care Homes, West Lancs Care Homes, South Sefton Care Homes, local GPs and District Nurses which went on for 10 weeks in the first wave and were repeated for the S&F Care Homes in the second and third waves for a total of 20 further weeks. We co-ordinated and supported a team of volunteer clinicians who called bereaved families following all deaths of loved ones which occurred in hospital and, with the Spiritual Care Team, took part in an online memorial service, and helped create the temporary (ribbons on the fence) and permanent (bulbs in the ground) memorials. Staff worked with care homes to help to ensure that where it would be helpful to the patient, anticipatory clinical management plans for their future care were developed to help guidelines clinical decision making at times of crisis. Early in 2021, Palliative Care Nurse Specialists and the Transform Team joined forces with frailty services and the GP Federation to provide a multi professional team input to care homes who were overwhelmed with outbreaks of Covid-19. Some Queenscourt nurses joined the local vaccination teams to help with the vaccine rollout.

In addition to all of this Queenscourt and the Supportive and Specialist Palliative Care Services kept a palliative care service going for those patients who would normally require our assistance, many of whom were anxious about the risks of having health professionals across their doorstep, but really appreciated support, often via video consultation. Those who could stay at home were supported there as far as possible - those who needed an inpatient stay were admitted for as short a time as was necessary to sort out their symptoms or crisis and get them back home.

Queenscourt Connect services probably changed the most with Day Therapy attendance being impossible due to Covid-19 restrictions. However, Connect staff were innovative and creative and developed a programme of online activities delivered using Zoom which patients could access at various times during the week to offer support and education. As the Carers' Support group was also no longer possible, a similar programme was created for carers to support them. For both groups who were often isolated even more than usual, this gave them something to look forward to and created a welcome social distraction. The restrictions in providing a face to face service, unlikely to return anytime soon, meant that we sadly had to make some clinical staff redundant - the first time ever in Queenscourt's history.

The catering and housekeeping teams have been amazing during this period, keeping everyone going with foodie treats and cleaning everything to within an inch of its life, thereby attending to the mental and physical wellness of all. We were able to invest in purchasing 'Violet' an ultraviolet cleaning machine which has been used multiple times every day to ensure regular thorough decontamination of every part of the building.

We were delighted to receive the gardening volunteers back outside when it was safe, and government restrictions were lifted to allow them to do so. It has been lovely to see the gardens cared for and bursting forth with the beauty and new life we need to see to get everyone through these tough times. Volunteers are beginning to come back into the building now, as restrictions change and our risk assessments allow, and it is so lovely to see their faces and hear their cheery voices once more. Although the news really belongs to next year's report, we are absolutely delighted and proud that our volunteers have won the Queens Award for Volunteering during this, our Pearl Anniversary, year. Nothing could be more richly deserved.

**Report of the Trustees (continued)
for the Year Ended 31 March 2021**

Our staff have been stretched to their limits at times during this year and some were furloughed during this period where that was necessary. Some of our volunteer Trustees became the 'PPE drivers' collecting our supplies each week from Lancaster, and later from Burnley. Our shops closed and some shop managers helped to fill gaps in reception duties. Our fundraisers turned their attention to creative messaging online to **'Keep Queenscourt in Service'**. For all those who have shown such flexibility, adaptability and resilience we are truly grateful.

During this year Helen Birch, Director of Nursing, notified the Council of her intention to retire this summer. Helen joined Queenscourt 13 years ago to launch and develop the Queenscourt at Home service. It is a testament to the excellent job that she undertook that the service has gone from strength to strength and that she was then seconded to set up a mirror service for South Sefton at Woodlands Hospice. When appointed to the Director of Nursing post, Helen then applied the same skills, commitment and dedication to a different role and has steered a well-run ship, with admirable serenity and equanimity, for which we are truly grateful. A recruitment process began mid-year and we are delighted that Louise Charnock has been successful in being appointed to commence in post in July 2021. We wish both well for the future as Louise takes over and Helen retires and returns to continue working part-time in another role, remaining part of **#teamqueenscourt**.

Another longstanding member of staff Laura Webster also retired this year. Laura joined us 24 years ago as part of the outpatient service and has undertaken various roles, ending her career as Clinical Services Manager. We are grateful to Laura for all she has done over many years and her presence will be sorely missed.

Chris Leather stood down as Chairman of Trustees during 2020-21 after many years sterling service. Chris was involved in a number of charities in the town and led the Queenscourt Council of Trustees with his characteristic expertise and skills. We are very grateful for all that he has done. Sadly, Chris has recently died suddenly and our thoughts and prayers are with his family and friends. We welcome Anthony Crewe as Chair of Trustees and wish him well in his new role.

We continue to be proud of, and grateful to, the leaders of each part of our clinical services for the great job they do - Kristina Ackers - inpatient unit; Cath Ainsworth - Queenscourt Connect; Julie Davidson - Queenscourt at Home; Angela McKenna - Palliative Care Team; Fiona Mee - Transform Team; just as we are proud of the services themselves. None of this could happen, of course, without our support services, including HR & Volunteering, IT, income generation, finance, estates and maintenance, many of whom have had to work remotely throughout this year. These have been ably led and organised by Debbie Lawson, Director of Corporate Services, and we are truly grateful to them all for the challenges they have overcome. Our staff are too numerous to mention each by name, but individually they are all equally important and greatly valued.

We have continued to deliver education, even experiential courses, online throughout this year, and have met the challenges of technology with a 'can do' attitude! We developed and delivered our third module, Transforming End of Life Communication and Spiritual Care, in partnership with Edge Hill University, for the first time starting in February 2021. We are delighted that a further 7 students have passed all modules and will be awarded a Postgraduate Certificate in Integrated Palliative and End of Life Care this summer, if graduations go ahead. We are grateful to Lorna Chamberlain, who has kept everything in the Terence Burgess Education Centre running and well organised in the strangest of times and learnt lots of new technological skills in the process.

We go into our Pearl Anniversary Year after more than 30 years of constant service to the people of West Lancs, Southport & Formby, having no idea what the next 30 years will bring or what services might look like following the pandemic and its aftermath. The one thing of which we can be certain, is that there will be people who continue to need Queenscourt's care. On behalf of these people and their families, who may not be able to thank our supporters, staff and volunteers themselves, thank you for all you do, have done and will do for Queenscourt and those who need us. Please continue to **'Keep Queenscourt in Service'**!

Dr Karen E Groves

Report of the Independent Auditors to the Members of Queenscourt Hospice (Registered number: 2102320)

Opinion

We have audited the financial statements of Queenscourt Hospice (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the group and charitable company's affairs as at 31 March 2021 and of the group's 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, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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 group'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 trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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

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

Report of the Independent Auditors to the Members of Queenscourt Hospice (Registered number: 2102320)

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

- adequate accounting records have not been kept 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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

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

- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of entity staff in compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

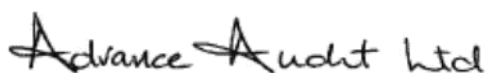
Report of the Independent Auditors to the Members of Queenscourt Hospice (Registered number: 2102320)

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our 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.

A handwritten signature in black ink that reads "Advance Audit Ltd". The signature is written in a cursive, flowing style.

Janice Hurst CA (Senior Statutory Auditor)
for and on behalf of Advance Audit Limited
Statutory Auditor
71/73 Hoghton Street
Southport
Merseyside
PR9 0PR

Date: 29 July 2021

**Consolidated Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the Year Ended 31 March 2021**

GROUP		Unrestricted funds	Restricted funds	2021 Total funds	2020 Total funds
	Notes	£	£	£	£
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	1,627,773	35,510	1,663,283	1,188,942
Charitable activities	5	2,030,471	-	2,030,471	2,159,149
Other trading activities	3	804,946	-	804,946	1,315,480
Investment income	4	274,080	-	274,080	314,522
Other Income – including Coronavirus grants and Insurance claims		392,141	778,494	1,170,635	-
Total income		5,129,411	814,004	5,943,415	4,978,093
EXPENDITURE ON					
Raising funds	3	798,194	-	798,194	1,102,847
Charitable Activities	6	4,018,988	781,776	4,800,764	4,943,529
Total expenditure		4,817,182	781,776	5,598,958	6,046,376
Net incoming / (outgoing) resources before other gains and losses		312,229	32,228	344,457	(1,068,283)
Net gains/(losses) on investments		1,173,918	-	1,173,918	(396,814)
NET INCOME/(EXPENDITURE)		1,486,147	32,228	1,518,375	(1,465,097)
Taxation		(8,588)	-	(8,588)	1,969
Transfers between funds	19	57,290	(57,290)	-	-
Net movement in funds		1,534,849	(25,062)	1,509,787	(1,463,128)
RECONCILIATION OF FUNDS					
Total funds brought forward		11,273,737	85,328	11,359,065	12,822,193
TOTAL FUNDS CARRIED FORWARD		12,808,586	60,266	12,868,852	11,359,065

CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.

A separate statement of financial activities for the Charity alone is shown with comparative figures for the previous year.

The notes form part of these financial statements.

**Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the Year Ended 31 March 2021**

CHARITY		Unrestricted funds	Restricted funds	2021 Total funds	2020 Total funds
	Notes	£	£	£	£
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	1,627,773	35,510	1,663,283	1,188,942
Charitable activities	5	2,030,471	-	2,030,471	2,159,149
Other trading activities	3	513,765	-	513,765	726,270
Investment income	4	274,079	-	274,079	314,494
Other income – Coronavirus grants		<u>103,309</u>	<u>778,494</u>	<u>881,803</u>	<u>-</u>
Total income		4,549,397	814,004	5,363,401	4,388,855
EXPENDITURE ON					
Raising funds	3	295,939	-	295,939	465,375
Charitable Activities	6	<u>3,995,254</u>	<u>781,776</u>	<u>4,777,030</u>	<u>4,944,348</u>
Total expenditure		<u>4,291,193</u>	<u>781,776</u>	<u>5,072,969</u>	<u>5,409,723</u>
Net incoming / (outgoing) resources before other gains and losses		258,204	32,228	290,432	(1,020,868)
Net gains/(losses) on investments		<u>1,173,918</u>	<u>-</u>	<u>1,173,918</u>	<u>(396,814)</u>
NET INCOME/(EXPENDITURE)		1,432,122	32,228	1,464,350	(1,417,682)
Taxation		-	-	-	-
Transfers between funds	19	<u>57,290</u>	<u>(57,290)</u>	<u>-</u>	<u>-</u>
Net movement in funds		1,489,412	(25,062)	1,464,350	(1,417,682)
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>11,304,113</u>	<u>85,328</u>	<u>11,389,441</u>	<u>12,807,123</u>
TOTAL FUNDS CARRIED FORWARD		<u><u>12,793,525</u></u>	<u><u>60,266</u></u>	<u><u>12,853,791</u></u>	<u><u>11,389,441</u></u>

CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements.

Queenscourt Hospice (Registered number: 2102320)

**Consolidated Balance Sheet
At 31 March 2021**

		2021 £	2020 £
GROUP	Notes		
FIXED ASSETS			
Tangible assets	12	3,630,537	3,688,419
Intangible assets		-	-
Investments			
Investments	13	6,596,989	5,639,578
Investment property	14	<u>1,295,000</u>	<u>1,278,493</u>
		11,522,526	10,606,490
CURRENT ASSETS			
Debtors	15	233,973	244,600
Cash at bank and in hand		<u>1,507,412</u>	<u>1,301,263</u>
		1,741,385	1,545,863
CREDITORS			
Amounts falling due within one year	16	(395,059)	(793,288)
NET CURRENT ASSETS		<u>1,346,326</u>	<u>752,575</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>12,868,852</u>	<u>11,359,065</u>
NET ASSETS		<u><u>12,868,852</u></u>	<u><u>11,359,065</u></u>
FUNDS	19		
Unrestricted funds		12,808,586	11,273,737
Restricted funds		<u>60,266</u>	<u>85,328</u>
TOTAL FUNDS		<u><u>12,868,852</u></u>	<u><u>11,359,065</u></u>

The notes form part of these financial statements.

The financial statements were approved and authorised for issue by the Board of Trustees and signed on its behalf by:



A Crewe - Chair



C P Cutner - Treasurer

Date: 29 July 2021

Queenscourt Hospice (Registered number: 2102320)

**Balance Sheet
At 31 March 2021**

		2021 £	2020 £
CHARITY	Notes		
FIXED ASSETS			
Tangible assets	12	3,630,114	3,686,540
Investments			
Investments	13	6,688,991	5,731,580
Investment property	14	<u>1,295,000</u>	<u>1,278,493</u>
		11,614,105	10,696,613
 CURRENT ASSETS			
Debtors	15	319,016	267,062
Cash at bank and in hand		<u>1,166,698</u>	<u>1,133,629</u>
		1,485,714	1,400,691
 CREDITORS			
Amounts falling due within one year	16	(246,028)	(707,863)
 NET CURRENT ASSETS		<u>1,239,686</u>	<u>692,828</u>
 TOTAL ASSETS LESS CURRENT LIABILITIES		<u>12,853,791</u>	<u>11,389,441</u>
 NET ASSETS		<u><u>12,853,791</u></u>	<u><u>11,389,441</u></u>
 FUNDS	19		
Unrestricted funds		12,793,525	11,304,113
Restricted funds		<u>60,266</u>	<u>85,328</u>
 TOTAL FUNDS		<u><u>12,853,791</u></u>	<u><u>11,389,441</u></u>

The notes form part of these financial statements.

The financial statements were approved and authorised for issue by the Board of Trustees and were signed on its behalf by:



A Crewe - Chair



C P Cutner - Treasurer

Date: 29 July 2021

Queenscourt Hospice (Registered number: 2102320)

**Consolidated Cash Flow Statement
for the Year Ended 31 March 2021**

GROUP

	Notes	2021 £	2020 £
Cash flows from operating activities:			
Cash generated from operations	1	<u>106,929</u>	<u>(895,617)</u>
Net cash provided by (used in) operating activities		<u>106,929</u>	<u>(895,617)</u>
Cash flows from investing activities:			
Purchase of tangible fixed assets		(100,780)	(442,861)
Purchase of investment property		-	(72,924)
Investment management costs accrued		-	5,004
Sale of fixed asset investments		200,000	1,200,000
		<u> </u>	<u> </u>
Increase / (Decrease) in cash and cash equivalents in the year		<u>206,149</u>	<u>(206,398)</u>

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

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	344,457	(1,066,314)
Adjustments for:		
Depreciation charges	158,802	138,883
(Profit) / Loss on disposal of fixed assets	27	-
Amortisation charges	-	26,000
(Increase)/Decrease in debtors	10,627	(50,623)
Increase / (Decrease) in creditors	<u>(406,984)</u>	<u>56,437</u>
Net cash provided by (used in) operating activities	<u>106,929</u>	<u>(895,617)</u>

2. RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET FUNDS

	2021 £	2020 £
Cash outflow / (inflow)	<u>206,149</u>	<u>(206,398)</u>
Movement in net funds	206,149	(206,398)
Net funds at 1 April 2020	1,301,263	1,507,661
Net funds at 31 March 2021	<u>1,507,412</u>	<u>1,301,263</u>

3. ANALYSIS OF NET FUNDS

	At 1 April 2020 £	Cashflow £	At 31 March 2021 £
Cash at bank and in hand	<u>1,301,263</u>	<u>206,149</u>	<u>1,507,412</u>
	<u>1,301,263</u>	<u>206,149</u>	<u>1,507,412</u>

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

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the group and parent charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value. The financial statements are presented in sterling which is the functional currency of the charity.

The statement of financial activities (SOFA) and balance sheet consolidate the financial statements of the Charity and its subsidiary undertakings. The results of the subsidiary undertakings are consolidated on a line by line basis.

The Charity is a company limited by guarantee. The members of the company include the trustees named in the report of the trustees. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably. Legacies and grants are recognised in the Statement of Financial Activities when they become receivable and it is reasonably certain that they will be received and can be measured with sufficient reliability. Income tax is recoverable monthly on completion of the documentation. Income is deferred only when the Charity has to fulfil conditions before becoming entitled to it. Gifts in kind are included at valuation, with the exception of food where the total involved is not material. Goods donated for resale are included as income when sold. No amounts are included in the financial statements for services donated by volunteers.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

The expenses of operating the Charity shops including depreciation of fixed assets employed in the shops relate entirely to fundraising. Also included in fundraising are separately identifiable expenses incurred at the main hospice building and in local support groups in connection with specific fundraising activities.

Tangible fixed assets

All assets costing more than £5000 are capitalised.

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

Freehold Land:	NIL
Freehold Buildings:	Between 2% and 4% per annum of cost
Leasehold Improvements:	10% per annum of cost
Equipment:	Between 10% and 50% per annum of cost
Fixtures and Fittings:	Between 4% and 20% per annum of cost
Motor Vehicles:	Between 17% and 20% per annum of cost

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

1. ACCOUNTING POLICIES - continued

Investments

Fixed asset investments and shares are included at market value at the balance sheet date.

Investment property is shown at most recent valuation.

The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The Group contributed to the personal pension plans of 79 (2020: 89) of its employees. The pension cost charge represents contributions for the period payable to by the Group. Superannuation employers' contributions are paid for employees remaining in the NHS pension scheme.

Operating leases

Rentals applicable to operating leases are charged to the SOFA on a straight line basis over the term of the lease.

Taxation

The Company is a registered charity and consequently there is no liability to taxation. The subsidiary companies are subject to UK Corporation Tax on profits not covenanted to the parent charity.

Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received. A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

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

1. ACCOUNTING POLICIES - continued

Judgements and key sources of estimation uncertainty

In the application of the Group'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. The trustees do not believe that there are any estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities.

Going concern

The trustees assess whether the use of going concern is appropriate i.e whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Group to continue as a going concern. The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements.

The Covid-19 pandemic had a significant impact on the operations of the Group. The Group was forced to close all of its retail shops and cancel a number of fundraising events. The trustees and management reviewed and monitored the situation. The Group has received government support and funding via Hospice UK, the Coronavirus Job Retention Scheme (furlough) and retail grants. Budgets have been revised to reflect the changes in income streams and are being reviewed regularly. The trustees are reviewing all areas of the organisation to assess ongoing cost savings.

The trustees have concluded that the Group has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Group's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

2. DONATIONS AND LEGACIES

	2021 £	2020 £
<u>GROUP</u>		
Donations	544,116	157,514
Legacies	552,985	413,509
Remembrance gifts	157,094	174,412
Gift Aid and GAYE	192,838	226,615
Regular and other donations	216,250	216,892
	<u>1,663,283</u>	<u>1,188,942</u>
	2021 £	2020 £
<u>CHARITY</u>		
Donations	544,116	157,514
Legacies	552,985	413,509
Remembrance gifts	157,094	174,412
Gift Aid and GAYE	192,838	226,615
Regular and other donations	216,250	216,892
	<u>1,663,283</u>	<u>1,188,942</u>

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

3. OTHER TRADING ACTIVITIES

Queenscourt Hospice Enterprises Limited, a wholly owned subsidiary company, operates lotteries. The Charity owns the issued share capital of 2 fully paid shares of £1 each (2020: 2 shares)

Queenscourt Hospice Retail Limited, a wholly owned subsidiary company, manages the charity shops. The Charity owns the issued share capital of 92,000 fully paid shares of £1 each. (2020: 92,000 shares).

An analysis of Group fundraising income and expenditure is shown below:

	Retail	Lottery	Support Groups and General Fundraising	Group Total	Group Total
	2021	2021	2021	2021	2020
	£	£	£	£	£
Income	131,683	453,056	219,686	804,425	1,313,483
Covenant Income	-	-	294,079	-	-
Other Income	521	-	-	521	1,997
Total Fundraising Income	132,204	453,056	513,765	804,946	1,315,480
Coronavirus Grants	286,649	2,183	-	288,832	-
Deposit Interest	-	1	-	1	28
Sub Total	418,853	455,240	513,765	1,093,779	1,315,508
Fundraising Trading Costs	(326,341)	(199,648)	(295,939)	(798,194)	(1,102,847)
Covenanted to Charity	(38,480)	(255,599)	-	-	-
Net Profit	54,032	(7)	217,826	295,585	212,661
Tax Charge	(8,588)	-	-	(8,588)	1,969
Profit after Tax	45,444	(7)	217,826	286,997	214,630
Reserves as at 31.03.2021	-	13,766			

The Retail subsidiary has generated income of £13,105 (2020: £49,271) from gift aided donations.

4. INVESTMENT INCOME

	2021	2020
<u>GROUP</u>		
	£	£
Interest income	<u>274,080</u>	<u>314,522</u>
<u>CHARITY</u>		
	£	£
Interest income	<u>274,079</u>	<u>314,494</u>

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

5. INCOME FROM CHARITABLE ACTIVITIES

<u>GROUP</u>	2021 £	2020 £
Southport & Formby and West Lancashire CCG	821,078	867,861
Other External Funding	993,365	927,920
Medical Income, Course Fees and End of Life Training	<u>216,028</u>	<u>363,368</u>
TOTAL	<u>2,030,471</u>	<u>2,159,149</u>

<u>CHARITY</u>	2021 £	2020 £
Southport & Formby and West Lancashire CCG	821,078	867,861
Other External Funding	993,365	927,920
Medical Income, Course Fees and End of Life Training	<u>216,028</u>	<u>363,368</u>
TOTAL	<u>2,030,471</u>	<u>2,159,149</u>

Income for external services from the Clinical Commissioning Groups included £116,950 (2020: £115,203) provided to them by agreement.

The balance of £704,128 (2020: £752,658) represents a contribution of around 19% (2020: 18%) to the core costs of the Hospice including Queenscourt at Home.

6. CHARITABLE ACTIVITIES COSTS

GROUP

	Direct costs (see note 7)	Support Costs (see note 8)	2021 Total	2020 Total
	£	£	£	£
Day Services	819,265	29,884	849,149	1,002,777
Impatient Services	2,262,914	29,884	2,292,798	2,117,902
Education	241,613	23,549	265,162	358,275
Queenscourt at Home	486,572	15,597	502,269	573,262
Queenscourt in Community	<u>891,386</u>	<u>-</u>	<u>891,386</u>	<u>891,313</u>
	<u>4,701,750</u>	<u>99,014</u>	<u>4,800,764</u>	<u>4,943,529</u>

CHARITY

	Direct costs (see note 7)	Support Costs (see note 8)	2021 Total	2020 Total
	£	£	£	£
Day Services	808,070	29,214	837,234	1,003,186
Impatient Services	2,251,716	29,214	2,280,930	2,118,312
Education	242,283	22,877	265,160	358,275
Queenscourt at Home	487,242	15,028	502,270	573,262
Queenscourt in Community	<u>891,386</u>	<u>-</u>	<u>891,386</u>	<u>891,313</u>
	<u>4,680,697</u>	<u>96,333</u>	<u>4,777,030</u>	<u>4,944,348</u>

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

7. DIRECT COSTS OF CHARITABLE ACTIVITIES

GROUP

	2021 £	2020 £
Staff costs	4,143,712	4,228,322
Premises	220,314	235,684
Communications	17,954	16,559
Postage and stationery	20,159	26,287
Other Expenses	14,727	32,749
Nursing Supplies	54,443	32,866
Food	25,573	52,166
Cleaning and Laundry	29,821	36,702
Patient Transport	15	834
Vehicle Expenses	1,021	2,748
Other Professional Fees	16,805	34,282
Depreciation	157,206	136,463
	<u>4,701,750</u>	<u>4,835,662</u>

CHARITY

	2021 £	2020 £
Staff costs	4,121,916	4,228,323
Premises	219,804	235,684
Communications	17,954	16,559
Postage and stationery	20,159	26,287
Other Expenses	14,727	32,749
Nursing Supplies	54,443	32,866
Food	25,573	52,166
Cleaning and Laundry	29,821	36,702
Patient Transport	15	834
Vehicle Expenses	1,021	2,748
Other Professional Fees	16,805	34,282
Recharge ex Lottery	1,253	819
Depreciation	157,206	136,463
	<u>4,680,697</u>	<u>4,836,482</u>

8. SUPPORT COSTS

GROUP

	Human resources £	Governance costs £	Totals £
Day Services	14,631	15,253	29,884
Inpatient Services	14,631	15,253	29,884
Education	8,296	15,253	23,549
Queenscourt at Home	443	15,254	15,697
Queenscourt in Community	-	-	-
	<u>38,001</u>	<u>61,013</u>	<u>99,014</u>

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

8. SUPPORT COSTS (continued)

Support costs, included in the above, are as follows:

	Day Services	Inpatient Services	Education	Queenscourt at Home	2021 Total activities	2020 Total activities
	£	£	£	£	£	£
Training and IT Support	14,631	14,631	8,296	443	38,001	58,543
Wages	10,455	10,455	10,455	10,455	41,820	40,220
Auditors' remuneration	2,887	2,887	2,888	2,888	11,550	3,500
Auditors' remuneration for non-audit work	969	969	968	969	3,875	1,250
Bank charges	<u>942</u>	<u>942</u>	<u>942</u>	<u>942</u>	<u>3,768</u>	<u>4,354</u>
	<u>29,884</u>	<u>29,884</u>	<u>23,549</u>	<u>15,697</u>	<u>99,014</u>	<u>107,867</u>

CHARITY

	Human resources £	Governance costs £	Totals £
Day Services	14,631	14,583	29,214
Inpatient Services	14,631	14,583	29,214
Education	8,296	14,583	22,879
Queenscourt at Home	443	14,583	15,026
Queenscourt in Community	<u>-</u>	<u>-</u>	<u>-</u>
	<u>38,001</u>	<u>58,332</u>	<u>96,333</u>

Support costs, included in the above, are as follows:

	Day Services	Inpatient Services	Education	Queenscourt at Home	2021 Total activities	2020 Total activities
	£	£	£	£	£	£
Training and IT Support	14,631	14,631	8,296	443	38,001	58,543
Wages	9,785	9,785	9,785	9,784	39,139	40,220
Auditors' remuneration	2,887	2,887	2,888	2,888	11,550	3,500
Auditors' remuneration for non-audit work	969	969	968	969	3,875	1,250
Bank charges	<u>942</u>	<u>942</u>	<u>942</u>	<u>942</u>	<u>3,768</u>	<u>4,354</u>
	<u>29,214</u>	<u>29,214</u>	<u>22,879</u>	<u>15,026</u>	<u>96,333</u>	<u>107,867</u>

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

9. NET INCOME/(EXPENDITURE)

GROUP

Net income/(expenditure) is stated after charging/(crediting):

	2021	2020
	£	£
Auditors' remuneration	15,910	8,209
Auditors' remuneration for non-audit work	3,875	1,250
Depreciation - owned assets	158,802	138,884
Goodwill amortisation	-	26,000
(Profit)/ Loss on disposal of fixed assets	-	-
Rentals – operating lease – Property	71,398	131,553
Rentals - operating lease - Equipment	<u>2,785</u>	<u>2,785</u>

CHARITY

Net income/(expenditure) is stated after charging/(crediting):

	2021	2020
	£	£
Auditors' remuneration	11,550	3,500
Auditors' remuneration for non-audit work	3,875	1,250
Depreciation - owned assets	157,206	136,463
Rentals - operating lease	<u>2,785</u>	<u>2,785</u>

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2021 nor for the year ended 31 March 2020.

Trustees' expenses

No Council members received re-imbursed expenses (2020: £NIL).

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

11. STAFF COSTS

GROUP

	2021 £	2020 £
Wages and salaries	3,880,928	4,103,962
Social security costs	351,858	343,886
Other pension costs	334,157	317,583
	<u>4,566,943</u>	<u>4,765,431</u>

CHARITY

	2021 £	2020 £
Wages and salaries	3,647,872	3,816,545
Social security costs	338,796	327,721
Other pension costs	327,887	310,192
	<u>4,314,555</u>	<u>4,454,458</u>

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

Group	Full time	Part time	Bank	Total 2021	Total 2020
Medical	2	3	1	6	7
Nursing	24	37	16	77	89
Therapists	3	2	-	5	6
Catering	1	5	-	6	6
Housekeeping	-	6	1	7	7
Fundraising & administration	11	19	2	32	36
Education	4	-	4	8	7
Maintenance	1	-	-	1	1
Retail	5	7	3	15	17
Lottery	-	3	1	4	4
	51	82	28	161	180

Charity	Full time	Part time	Bank	Total 2021	Total 2020
Medical	2	3	1	6	7
Nursing	24	37	16	77	89
Therapists	3	2	-	5	6
Catering	1	5	-	6	6
Housekeeping	-	6	1	7	7
Fundraising & Administration	11	19	2	32	36
Education	4	-	4	8	7
Maintenance	1	-	-	1	1
	46	72	24	142	159

Staff numbers excludes 11 (2020: 13) Council members, all non-executive.

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

11. STAFF COSTS (continued)

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2021	2020
£60,000 - £70,000	4	2
£70,001 - £80,000	-	2
£80,001 - £90,000	1	-
£90,001 - £100,000	1	-
£100,001 - £110,000	-	1
£110,001 - £120,000	-	-
£120,001 - £130,000	1	1

The key management personnel comprises of the 3 Executive Directors being the Medical Director, the Director of Clinical Services and the Corporate Services Director with total employee benefit costs of £255,919 (2020: £224,078).

In addition, a great amount of time, the value of which is impossible to reflect in these financial statements, is donated by volunteers.

Along with a standard defined contribution scheme, the company operates an exempt approved defined benefit scheme, namely the National Health Superannuation Scheme. The assets of this scheme are held separately and contributions to the scheme are charged to the statement of financial activities so as to spread the cost of pensions over employees' working lives with the company. This scheme does not have a real pension fund, but as a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and employers are paid to the Exchequer, which meet the cost of increasing benefits each year by the rate of inflation. This extra cost is not met by contributions from scheme members and employers. As a result of the nature of the scheme there are no separately identifiable assets and liabilities which can be identified as relating to Queenscourt Hospice therefore, as permitted by FRS102, the scheme has been accounted for as a defined contribution scheme.

The contributions to the superannuation scheme were substantially defrayed by the Clinical Commissioning Groups.

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

12. TANGIBLE FIXED ASSETS

GROUP	Freehold property £	Fixtures and fittings £	Motor vehicles £	Equipment £	Totals £
COST					
At 1 April 2020	4,329,579	929,992	35,900	390,196	5,685,667
Additions	(247)	21,737	-	79,290	100,780
Disposals	(26,925)	(70,936)	-	(62,798)	(160,659)
At 31 March 2021	<u>4,302,407</u>	<u>880,793</u>	<u>35,900</u>	<u>406,688</u>	<u>5,625,788</u>
DEPRECIATION					
At 1 April 2020	1,071,715	531,712	35,899	357,922	1,997,248
Charge for year	94,716	38,247	-	25,839	158,802
Eliminated on disposal	(26,925)	(71,091)	-	(62,783)	(160,799)
At 31 March 2021	<u>1,139,506</u>	<u>498,868</u>	<u>35,899</u>	<u>320,978</u>	<u>1,995,251</u>
NET BOOK VALUE					
At 31 March 2021	<u>3,162,901</u>	<u>381,925</u>	<u>1</u>	<u>85,710</u>	<u>3,630,537</u>
At 31 March 2020	<u>3,257,864</u>	<u>398,280</u>	<u>1</u>	<u>32,274</u>	<u>3,688,419</u>
CHARITY					
	Freehold property £	Fixtures and fittings £	Motor vehicles £	Equipment £	Totals £
COST					
At 1 April 2020	4,298,444	862,785	35,900	353,625	5,550,754
Additions	(247)	21,737	-	79,290	100,780
Disposals	-	(3,729)	-	(27,708)	(31,437)
At 31 March 2021	<u>4,298,197</u>	<u>880,793</u>	<u>35,900</u>	<u>405,207</u>	<u>5,620,097</u>
DEPRECIATION					
At 1 April 2020	1,041,420	465,525	35,899	321,370	1,864,214
Charge for year	94,295	37,072	-	25,839	157,206
Eliminated on disposal	-	(3,729)	-	(27,708)	(31,437)
At 31 March 2021	<u>1,135,715</u>	<u>498,868</u>	<u>35,899</u>	<u>319,501</u>	<u>1,989,983</u>
NET BOOK VALUE					
At 31 March 2021	<u>3,162,482</u>	<u>381,925</u>	<u>1</u>	<u>85,706</u>	<u>3,630,114</u>
At 31 March 2020	<u>3,257,024</u>	<u>397,260</u>	<u>1</u>	<u>32,255</u>	<u>3,686,540</u>

Included in cost or valuation of land and buildings is freehold land of £30,000.

All tangible fixed assets are used for direct charitable purposes except for shop and lottery equipment which have net book values of £421 (2020: £1,870) and are used for fundraising purposes.

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

13. FIXED ASSET INVESTMENTS

<u>GROUP</u>	Shares in group undertakings £	Listed investments £	Totals £
MARKET VALUE			
At 1 April 2020	-	5,639,578	5,639,578
Disposals	-	(200,000)	(200,000)
Revaluations	-	<u>1,157,411</u>	<u>1,157,411</u>
At 31 March 2021	-	<u>6,596,989</u>	<u>6,596,989</u>
NET BOOK VALUE			
At 31 March 2021	-	<u>6,596,989</u>	<u>6,596,989</u>
At 31 March 2020	-	<u>5,639,578</u>	<u>5,639,578</u>
<u>CHARITY</u>			
MARKET VALUE			
At 1 April 2020	92,002	5,639,578	5,731,580
Disposals	-	(200,000)	(200,000)
Revaluations	-	<u>1,157,411</u>	<u>1,157,411</u>
At 31 March 2021	<u>92,002</u>	<u>6,596,989</u>	<u>6,688,991</u>
NET BOOK VALUE			
At 31 March 2021	<u>92,002</u>	<u>6,596,989</u>	<u>6,688,991</u>
At 31 March 2020	<u>92,002</u>	<u>5,639,578</u>	<u>5,731,580</u>

There were no investment assets outside the UK.

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

14. INVESTMENT PROPERTY

GROUP	£
MARKET VALUE	
At 1 April 2020	1,278,493
Revaluation	<u>16,507</u>
At 31 March 2021	<u>1,295,000</u>
NET BOOK VALUE	
At 31 March 2021	<u>1,295,000</u>
At 31 March 2020	<u>1,278,493</u>
 CHARITY	 £
MARKET VALUE	
At 1 April 2020	1,278,493
Revaluation	<u>16,507</u>
At 31 March 2021	<u>1,295,000</u>
NET BOOK VALUE	
At 31 March 2021	<u>1,295,000</u>
At 31 March 2020	<u>1,278,493</u>

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

GROUP

	2021	2020
	£	£
Trade and other debtors	150,911	108,872
Prepayments and accrued income	47,903	86,302
Income tax recoverable	16,098	2,118
VAT reclaim	<u>19,061</u>	<u>47,308</u>
	<u>233,973</u>	<u>244,600</u>

CHARITY

	2021	2020
	£	£
Amounts owed by group undertakings	91,829	54,154
Trade and other debtors	150,911	108,872
Prepayments and accrued income	41,117	54,610
Income tax recoverable	16,098	2,118
VAT reclaim	<u>19,061</u>	<u>47,308</u>
	<u>319,016</u>	<u>267,062</u>

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

16. **CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**
GROUP

	2021 £	2020 £
Trade and other creditors	157,391	510,236
Accruals and deferred income	<u>237,668</u>	<u>283,052</u>
	<u>395,059</u>	<u>793,288</u>

CHARITY

	2021 £	2020 £
Trade and other creditors	19,736	434,615
Accruals and deferred income	<u>226,292</u>	<u>273,248</u>
	<u>246,028</u>	<u>707,863</u>

17. **LEASING AGREEMENTS**

Minimum lease payments under non-cancellable operating leases fall due as follows:

GROUP

	Land and buildings		Other operating leases	
	2021 £	2020 £	2021 £	2020 £
Expiring:				
Within one year	23,957	67,280	2,784	2,784
Between two and five years	2,025	25,982	2,764	5,548
Greater than five years	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>25,982</u>	<u>93,262</u>	<u>5,548</u>	<u>8,332</u>

CHARITY

	Land and buildings		Other operating leases	
	2021 £	2020 £	2021 £	2020 £
Expiring:				
Within one year	23,957	67,280	2,784	2,784
Between two and five years	2,205	25,982	2,764	5,548
Greater than five years	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>25,982</u>	<u>93,262</u>	<u>5,548</u>	<u>8,332</u>

18. **ANALYSIS OF NET ASSETS BETWEEN FUNDS**

GROUP

	Unrestricted funds £	Restricted fund £	2021 Total funds £	2020 Total funds £
Fixed assets	3,630,537	-	3,630,537	3,688,419
Investments	7,891,989	-	7,891,989	6,918,071
Current assets	1,681,119	60,266	1,741,385	1,545,863
Current liabilities	<u>(395,059)</u>	<u>-</u>	<u>(395,059)</u>	<u>(793,288)</u>
	<u>12,808,586</u>	<u>60,266</u>	<u>12,868,852</u>	<u>11,359,065</u>

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

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS (continued)

CHARITY

	Unrestricted funds	Restricted fund	2021 Total funds	2020 Total funds
	£	£	£	£
Fixed assets	3,630,114	-	3,630,114	3,686,540
Investments	7,983,991	-	7,983,991	7,010,073
Current assets	1,425,448	60,266	1,485,714	1,400,691
Current liabilities	(246,028)	-	(246,028)	(707,863)
	<u>12,793,525</u>	<u>60,266</u>	<u>12,853,791</u>	<u>11,389,441</u>

19. MOVEMENT IN FUNDS

Designated Funds

Designated Funds represent a part of the Unrestricted Funds that have been set-aside by the Trustees for specific purposes, these being:

Tangible Fixed Assets This is required in order to fund future depreciation charges.

Budget Deficit This is to provide cover for the forthcoming year's forecast deficit with the exception of depreciation charges which are included within tangible fixed assets.

Capital Investment This is to provide funds for both committed and planned capital investment with the exception of where the Charity are holding any restricted funds for this purpose.

Contingency This comprises funds set aside in the event that any future organisational restructure may require non-recurring expenditure.

GROUP

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
Unrestricted funds				
General fund	5,348,697	1,477,559	392,216	7,218,472
Designated Fund				
- Tangible Fixed Assets	3,686,540	-	(56,426)	3,630,114
- Budget Deficit	1,089,000	-	(139,000)	950,000
- Capital Investment	149,500	-	(139,500)	10,000
- Contingency	1,000,000	-	-	1,000,000
	<u>11,273,737</u>	<u>1,477,559</u>	<u>57,290</u>	<u>12,808,586</u>
Restricted funds				
Restricted Funds	85,328	32,228	(57,290)	60,266
	<u>11,359,065</u>	<u>1,509,787</u>	<u>-</u>	<u>12,868,852</u>

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

19. MOVEMENT IN FUNDS - continued

CHARITY

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
Unrestricted funds				
General fund	5,379,073	1,432,122	392,216	7,203,411
Designated Fund				
- Tangible Fixed Assets	3,686,540	-	(56,426)	3,630,114
- Budget Deficit	1,089,000	-	(139,000)	950,000
- Capital Investment	149,500	-	(139,500)	10,000
- Contingency	1,000,000	-	-	1,000,000
	11,304,112	1,432,122	57,290	12,793,525
Restricted funds				
Restricted Funds	85,328	32,228	(57,290)	60,266
TOTAL FUNDS	<u>11,389,441</u>	<u>1,464,350</u>	<u>-</u>	<u>12,853,791</u>

Net movement in funds, included in the above are as follows:

GROUP

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
Unrestricted funds	5,129,411	(4,817,182)	1,173,918	1,486,147
	5,129,411	(4,817,182)	1,173,918	1,486,147
Restricted funds				
Restricted funds	814,004	(781,776)	-	32,228
TOTAL FUNDS	<u>5,943,415</u>	<u>(5,598,958)</u>	<u>1,173,918</u>	<u>1,518,375</u>

CHARITY

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
Unrestricted funds	4,549,397	(4,291,193)	1,173,918	1,432,122
	4,549,397	(4,291,193)	1,173,918	1,432,122
Restricted funds				
Restricted funds	814,004	(781,776)	-	32,228
TOTAL FUNDS	<u>5,363,401</u>	<u>(5,072,969)</u>	<u>1,173,918</u>	<u>1,464,350</u>

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

19. MOVEMENT IN FUNDS - continued

An analysis of Restricted Funds is shown below.

	Opening Balance	Income	Capital Expenditure	Revenue Expenditure	Closing Balance
Equipment	34,485	25,505	(48,665)	(190)	11,135
Equipment for WL Queenscourt at Home patients	207		(207)		-
Others	3,110	1,540	(418)	(269)	3,963
Staff Benevolent Fund	852	50		(229)	673
Grounds, Furniture, Manshed	2,460	65			2,525
Education Fund	40,042			(680)	39,362
Child Bereavement Services	4,172			(1,564)	2,608
PPE		350		(350)	-
Fixtures and Fittings		8,000	(8,000)		-
Bed Capacity and Community Support		778,494		(778,494)	-
	85,328	814,004	(57,290)	(781,776)	60,266

The use of restricted funds for capital expenditure results in a transfer from restricted funds to unrestricted funds. Annual depreciation charges are subsequently funded from unrestricted funds. In cases where the purchase of specific items from a restricted fund have been completed and a balance remains, this is transferred to unrestricted funds.

The NHSE awarded funding to allow the Hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the Covid-19 situation and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose.

20. CONTINGENT LIABILITIES

The Charity has undertaken to pay any taxation that may fall due as a result of the cessation of Queenscourt Hospice Trust. The Charity has also undertaken to repay any legitimate claims in respect of the donated unclaimed bequests of NIL (2020: £3,747 – Hodge Halsall £2,600, Cook Talbot £943 and John Harrild Accountants £204).

21. CAPITAL COMMITMENTS

At the year end Queenscourt Hospice had the following capital commitments:

GROUP

	2021 £	2020 £
Authorised and contracted for	-	-
Authorised and not contracted for	<u>10,000</u>	<u>149,500</u>
	<u>10,000</u>	<u>149,500</u>

CHARITY

	2021 £	2020 £
Authorised and contracted for	-	-
Authorised and not contracted for	<u>10,000</u>	<u>149,500</u>
	<u>10,000</u>	<u>149,500</u>

Authorised and not contracted for relates to the completion of the investment property refurbishment (£5,000) and audio equipment for education centre (£5,000). None of these commitments have been provided for in these financial statements, however these amounts have been provided for within the Capital Investment Designated Fund.

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

22. RELATED PARTY TRANSACTIONS

Amounts due from Queenscourt Hospice Enterprises Limited, a subsidiary company of Queenscourt Hospice, at the year-end totalled £49,714 (2020: £34,890) comprising £33,254 covenant and £16,460 recharges.

Amounts due from Queenscourt Hospice Retail Limited, a subsidiary company of Queenscourt Hospice, at the year-end totalled £42,116 (2020: £19,263) comprising £38,480 covenant and £3,636 recharges.

A recharge of £21,796 (2020: £31,860) was made to Queenscourt Hospice Retail Limited and a recharge of £510 (2020: £11,784) was made to Queenscourt Hospice Enterprises Limited from Queenscourt Hospice in respect of allocated costs.

Queenscourt Hospice Retail Limited made a recharge to Queenscourt Hospice of £51,716 (2020: £197,086) in respect of the cost of undertaking gift aid sales on behalf of the Hospice.

23. DONATED GOODS

The Charity shops income figure included donated goods and the Council considers it appropriate to include them in shop income rather than donations.

24. DRUGS

Southport & Formby Clinical Commissioning Group contributed £29,321 (2020: £54,292) towards drugs supplied by Southport and Ormskirk NHS Trusts.