

REGISTERED COMPANY NUMBER: 2102320 (England and Wales)
REGISTERED CHARITY NUMBER: 518801

**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



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

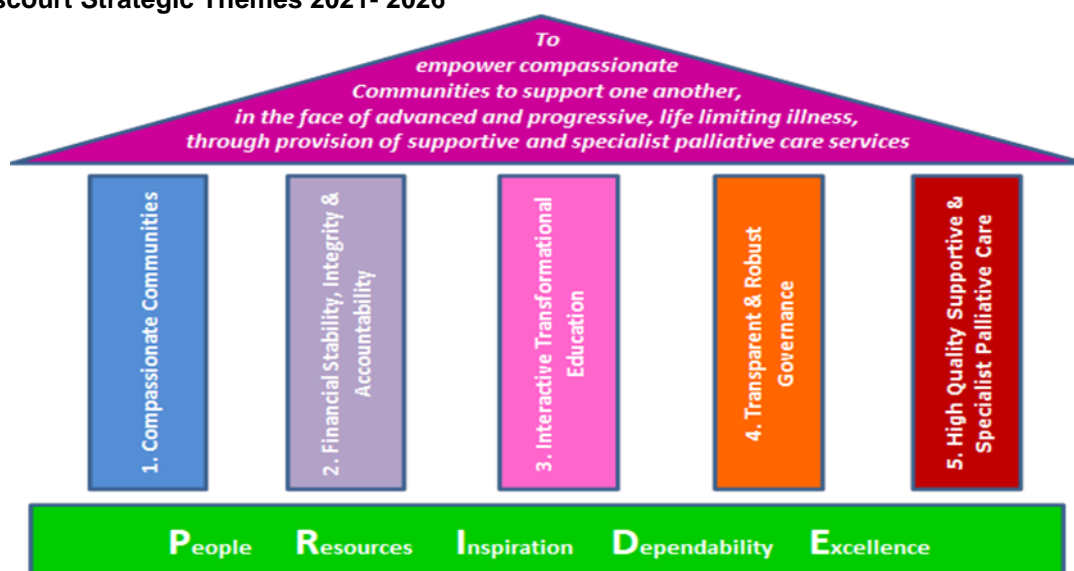
So how have we adapted our strategy in light of the impact of Coronavirus? The answer is, not as much as might have been imagined and certainly not in some of the ways that we would have assumed. Our aims to embrace technology were accelerated exponentially by the response to Covid-19 and the need to 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.

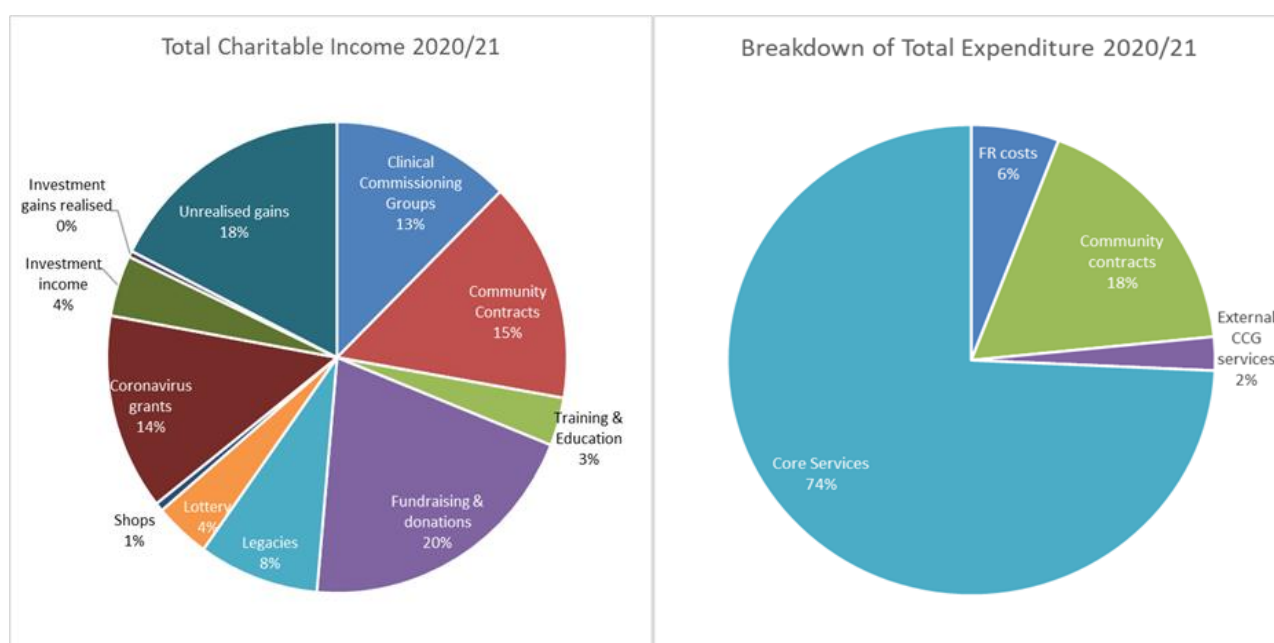
**Report of the Trustees (continued)
for the Year Ended 31 March 2021**

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.

Queenscourt Hospice (Registered number: 2102320)

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 Care 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.

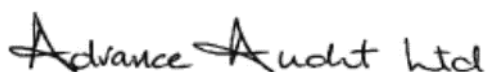
Report of the Independent Auditors to the Members of Queenscourt Hospice (Registered number: 2102320)

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.

Handwritten signature in black ink that reads "Advance Audit Ltd".

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

Queenscourt Hospice (Registered number: 2102320)

**Consolidated Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the Year Ended 31 March 2021**

GROUP	Notes	2021		2020	
		Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
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.

Queenscourt Hospice (Registered number: 2102320)

**Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the Year Ended 31 March 2021**

CHARITY	Notes			2021	2020
		Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
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)
		<u>1,346,326</u>	<u>752,575</u>
NET CURRENT ASSETS			
		<u>1,346,326</u>	<u>752,575</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		12,868,852	11,359,065
		<u>12,868,852</u>	<u>11,359,065</u>
NET ASSETS			
		<u>12,868,852</u>	<u>11,359,065</u>
FUNDS	19		
Unrestricted funds		12,808,586	11,273,737
Restricted funds		<u>60,266</u>	<u>85,328</u>
TOTAL FUNDS		<u>12,868,852</u>	<u>11,359,065</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)
		<u>1,239,686</u>	<u>692,828</u>
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>12,853,791</u>	<u>11,389,441</u>
FUNDS	19		
Unrestricted funds		12,793,525	11,304,113
Restricted funds		<u>60,266</u>	<u>85,328</u>
TOTAL FUNDS		<u>12,853,791</u>	<u>11,389,441</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	<u>216,250</u>	<u>216,892</u>
	<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	<u>216,250</u>	<u>216,892</u>
	<u>1,663,283</u>	<u>1,188,942</u>

Queenscourt Hospice (Registered number: 2102320)

**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 2021 £	Lottery 2021 £	Support Groups and General Fundraising 2021 £	Group Total 2021 £	Group Total 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

<u>GROUP</u>	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>

<u>CHARITY</u>	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	<u>157,206</u>	<u>136,463</u>
	<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	<u>157,206</u>	<u>136,463</u>
	<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>-</u>	<u>-</u>	<u>-</u>
	<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	942	942	942	942	3,768	4,354
	<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>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	942	942	942	942	3,768	4,354
	<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	<u>334,157</u>	<u>317,583</u>
	<u><u>4,566,943</u></u>	<u><u>4,765,431</u></u>

CHARITY

	2021 £	2020 £
Wages and salaries	3,647,872	3,816,545
Social security costs	338,796	327,721
Other pension costs	<u>327,887</u>	<u>310,192</u>
	<u><u>4,314,555</u></u>	<u><u>4,454,458</u></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	<u>(26,925)</u>	<u>(70,936)</u>	<u>-</u>	<u>(62,798)</u>	<u>(160,659)</u>
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	<u>(26,925)</u>	<u>(71,091)</u>	<u>-</u>	<u>(62,783)</u>	<u>(160,799)</u>
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	<u>-</u>	<u>(3,729)</u>	<u>-</u>	<u>(27,708)</u>	<u>(31,437)</u>
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	<u>-</u>	<u>(3,729)</u>	<u>-</u>	<u>(27,708)</u>	<u>(31,437)</u>
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>	Shares in group undertakings £	Listed investments £	Totals £
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	2020
			Total funds	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

<u>CHARITY</u>	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
	<hr/>	<hr/>	<hr/>	<hr/>
	11,304,112	1,432,122	57,290	12,793,525
Restricted funds				
Restricted Funds	85,328	32,228	(57,290)	60,266
	<hr/>	<hr/>	<hr/>	<hr/>
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:

<u>GROUP</u>	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
	<hr/>	<hr/>	<hr/>	<hr/>
	5,129,411	(4,817,182)	1,173,918	1,486,147
Restricted funds				
Restricted funds	814,004	(781,776)	-	32,228
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>5,943,415</u>	<u>(5,598,958)</u>	<u>1,173,918</u>	<u>1,518,375</u>

<u>CHARITY</u>	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
	<hr/>	<hr/>	<hr/>	<hr/>
	4,549,397	(4,291,193)	1,173,918	1,432,122
Restricted funds				
Restricted funds	814,004	(781,776)	-	32,228
	<hr/>	<hr/>	<hr/>	<hr/>
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.

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.