

# Trustee Annual Report & Accounts to 31<sup>st</sup> March 2023



## Malcolm Fryer - an Artist's Perspective on Life

“Along the way there is always hope - we're all artists  
- all we need to be taught, is how to see”



The Queen's Award  
for Voluntary Service

delivering exceptional compassionate care for over 30 years



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**Avid artist Malcolm Fryer, who was cared for by #teamqueenscourt, spoke to two of our medical students, Tara Desert and Natasha Goss, about his life as a painter.**

What he revealed during their conversation was that with the care and support of #teamqueenscourt, he had been able to maintain his creativity, even teaching one of his Queenscourt at Home nurses how to paint!

Malcolm, 84, was born in Manchester and spent his life and career as an artist – teaching in secondary schools, then as a lecturer at Blackpool School of Arts, before becoming Director of an art school based in Scotland.

He had two daughters, Katie and Juliet, whom he was very close to, and when diagnosed with a life-limiting illness, Malcolm returned to Southport to live with Katie.

Malcolm got to know the Queenscourt at Home Nurses really well, when he was first being supported by the hospice whilst living at home with Katie. During this time, Malcolm took the opportunity to teach one of our nurses how to paint, a skill she was keen to learn.

She commented: “I was thrilled to be able to paint – I never thought I was an artistic person, but Malcolm helped me through, and it brought him so much joy.”

Malcolm hoped that his paintings will be his legacy, stating: “I want my art to speak to folk.”

At the time of the interview, Malcolm was an In Patient on our ward and described Queenscourt as ‘a wonderful place’.

He added: “People often feel hopeless before they arrive, but the hospice gives people hope and shows you that there is always something to hold on to.

“Getting to know the hospice staff has helped me through my time here – I’ve made some tremendous connections.”

“My mother-in-law was also a patient at Queenscourt when it first opened. The positive experience I witnessed at the hospice, seeing the care and compassion she received right up until the end, made me more comfortable coming back as a patient myself.”

**“ Along the way there is always hope – we’re all artists  
– all we need to be taught, is how to see.”**

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**Notice of Meeting**

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**Notice of Meeting**

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

**Ordinary Business**

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

*Dated: 25<sup>th</sup> September 2023*

*By order of the Council*

**Chair**

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

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

## **Chair's Foreword**

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

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

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

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

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

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

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

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

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

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

**Report of the Trustees for the year ended 31<sup>st</sup> March 2023 (continued)**

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

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

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

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

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

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

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

**Anthony Crewe**  
**Chair of Trustees**

## 1. What is Queenscourt and what do we do?

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

### **Queenscourt Connect Services**

#### ***Outpatient Service***

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

#### ***Keep in Touch (KIT) Team***

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

### **Queenscourt Inpatient Services**

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

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

### **Queenscourt In Community**

#### ***Queenscourt at Home***

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

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

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

### ***Supportive Palliative Care Services***

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

### **Carer & Family Services**

#### ***Carers***

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

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

#### ***Children & Schools Support Team (CaSST)***

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

#### ***Bereavement***

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

### **Education Services**

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

### **Hotel Services**

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

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

### **Corporate Services**

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

### **Measuring our Success**

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

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

### **Transitioning from COVID working to 'Future Proofed' Services**

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

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

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

## **2. Our Staff and Volunteers.**

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

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

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

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

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

### 3. The future and Queenscourt Strategy<sup>1</sup>

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

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

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

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

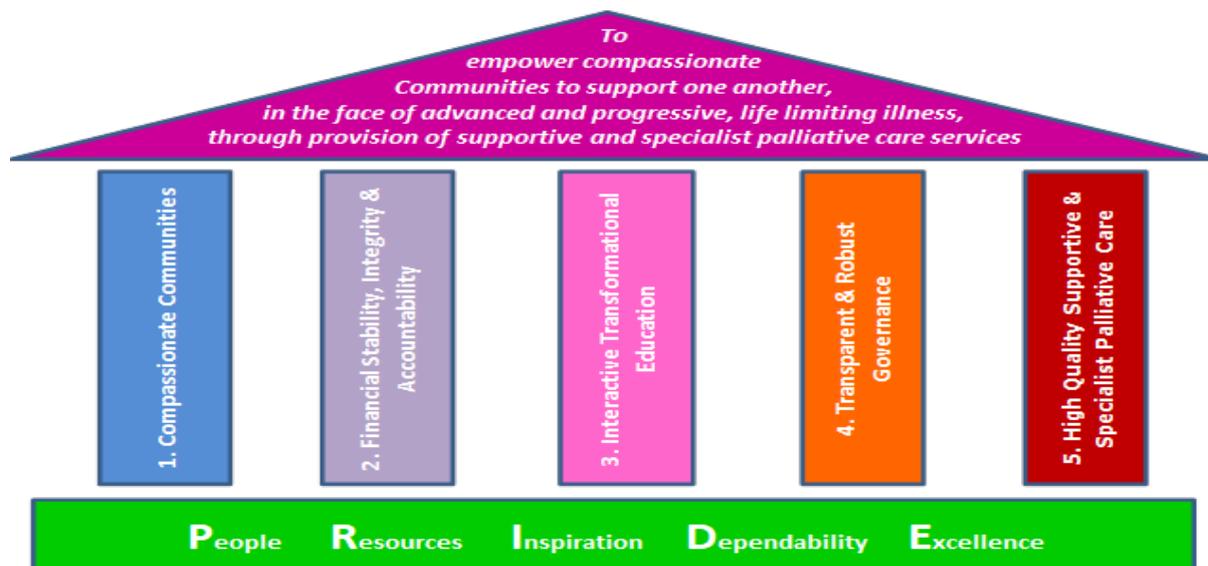
Our Honorary Treasurer has designed mechanisms that will allow us to accurately forecast the impact of fluctuations in expenditure and income over the coming 3 years. Our Finance Committee will adopt this approach to support us in managing the significant financial risk we face, whilst still supporting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

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

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<sup>1</sup> Queenscourt Strategic Direction 2021-2026

Queenscourt Strategic Themes 2021- 2026



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

Strategic Map

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

#### 4. Where does our money come from?

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

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

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

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

#### 5. How we carry out our fundraising

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

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

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

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

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

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

DPA - Compliant with Data Protection Act 2018

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

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

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

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

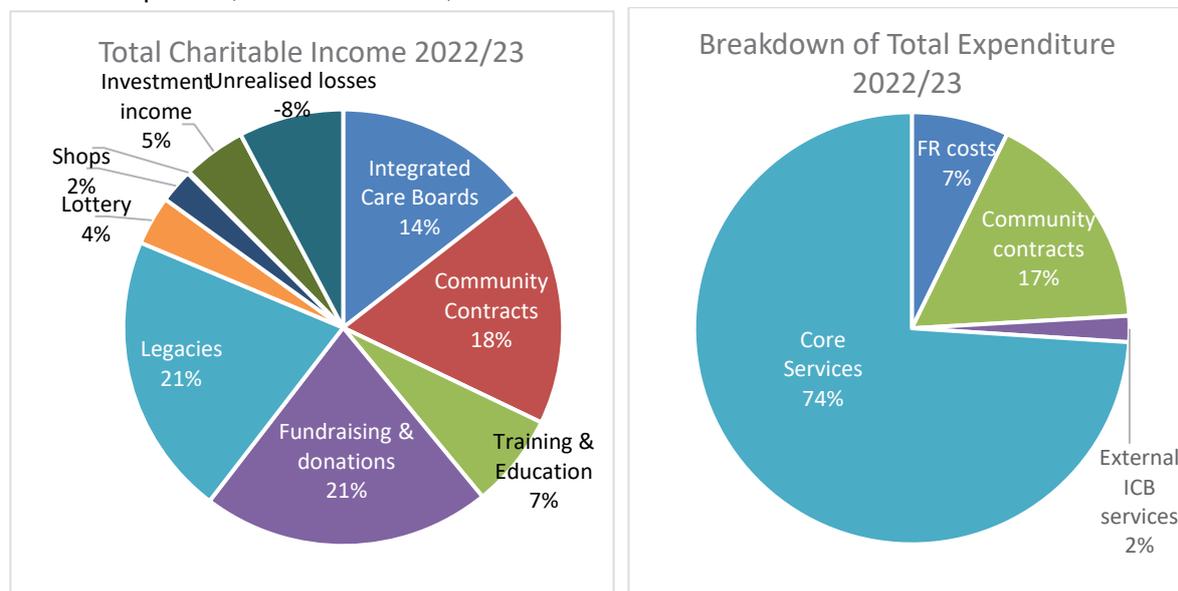
Queenscourt's fundraising is PCI (Payment Card Industry) compliant, and the necessary attestation process is carried out on an annual basis. Queenscourt is registered with the Phone-paid Services Authority (PSA): [www.psauthority.org.uk](http://www.psauthority.org.uk) for any "Text To Donate" facility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

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

## **6. Financial Review**

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

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



## 7. Reserves and Investments

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

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

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

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

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

**Report of the Trustees for the year ended 31<sup>st</sup> March 2023 (continued)**

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

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

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

## **8. Our Constitution and Administrative Details**

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

Queenscourt Hospice has two wholly owned subsidiaries:

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

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

### The Council

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

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

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

### Executive Directors

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

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

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

Other details:

**Auditors:** MHA Moore and Smalley LLP, Exchange Station, Tithebarn Street, Liverpool, L2 2QP

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

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

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

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

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

## **9. Our Governance and Administration**

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

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

## **10. How we manage risk**

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

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

## **11. Members and the Election and Appraisal of Trustees**

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

## 12. Council's Responsibility for the Accounts

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

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

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

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

In so far as the Trustees are aware:

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

## 13. Auditors

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

## 14. Disclosure of information to auditor

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

**By order of the Council**



**Anthony Crewe**  
Chair

**Date:** 20/09/2023

## Executive Directors' Impact Statement

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

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

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

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

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

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

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

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

**Clare Finnegan, Louise Charnock & Debbie Lawson**  
Executive Directors

## **Opinion**

We have audited the financial statements of Queenscourt Hospice (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

### **In our opinion the financial statements:**

- give a true and fair view of the state of the group and charitable company's affairs as at 31 March 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

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

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

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

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

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

## **Independent Auditors' Report**

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

We have nothing to report in this regard.

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

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

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

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

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

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### **Responsibilities of the trustees**

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect

**Independent Auditors' Report**

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

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

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

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

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

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



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

Exchange Station  
Tithebarn Street  
Liverpool  
L2 2QP

Date: 20/09/2023

Queenscourt Hospice (Registered company number 2102320)

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

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

**Continuing operations**

All income and expenditure has arisen from continuing activities.

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

The notes form part of these financial statements.

**Queenscourt Hospice (Registered company number 2102320)**

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

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

**Continuing operations**

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statement

Queenscourt Hospice (Registered company number 2102320)

Consolidated Balance Sheet  
As at 31 March 2023

GROUP	Notes	Total 2023 £	Total 2022 as restated £
<b>Fixed Assets</b>			
Tangible assets	11	3,250,859	3,473,905
Intangible assets			
<b>Investments</b>			
Investments	12	6,083,886	6,505,549
Investment property	13	1,465,000	1,370,000
		<u>10,799,745</u>	<u>11,349,454</u>
<b>Current Assets</b>			
Stock		1,327	1,750
Debtors	14	1,231,015	943,675
Cash at bank and in hand		1,458,322	1,682,781
		<u>2,690,664</u>	<u>2,628,206</u>
<b>Creditors</b>			
Amounts falling due within one year	15	(1,147,020)	(437,723)
<b>Net Current Assets</b>		<u>1,543,644</u>	<u>2,190,483</u>
<b>Total assets less current liabilities</b>		<u>12,343,389</u>	<u>13,539,937</u>
<b>Net Assets</b>		<u>12,343,389</u>	<u>13,539,937</u>
<b>Funds</b>			
Unrestricted funds	18	12,017,453	13,334,117
Restricted funds		325,936	205,820
<b>Total Funds</b>		<u>12,343,389</u>	<u>13,539,937</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: 20/09/2023

Queenscourt Hospice (Registered company number 2102320)

Balance Sheet  
As at 31 March 2023

CHARITY	Notes	Total 2023 £	Total 2022 £
<b>Fixed Assets</b>			
Tangible assets	11	3,250,859	3,472,973
<b>Investments</b>			
Investments	12	6,175,888	6,597,551
Investment property	13	1,465,000	1,370,000
		<u>10,891,747</u>	<u>11,440,524</u>
<b>Current Assets</b>			
Debtors	14	1,326,197	1,054,311
Cash at bank and in hand		<u>1,181,349</u>	<u>1,376,015</u>
		2,507,546	2,430,326
<b>Creditors</b>			
Amounts falling due within one year	15	(1,071,099)	(344,870)
		<u>1,436,447</u>	<u>2,085,456</u>
<b>Net Current Assets</b>			
		<u>12,328,194</u>	<u>13,525,980</u>
<b>Total assets less current liabilities</b>			
		<u>12,328,194</u>	<u>13,525,980</u>
<b>Net Assets</b>			
		<u>12,328,194</u>	<u>13,525,980</u>
<b>Funds</b>			
Unrestricted funds	18	12,002,258	13,320,160
Restricted funds		<u>325,936</u>	<u>205,820</u>
		<u>12,328,194</u>	<u>13,525,980</u>
<b>Total Funds</b>			
		<u>12,328,194</u>	<u>13,525,980</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: 20/09/2023

**Consolidated Cash Flow Statement  
For the year ended 31 March 2023**

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

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

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

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

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

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

3. Analysis of net funds

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

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

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**1 Accounting policies**

**Basis of preparing the financial statements**

The financial statements of the group and parent charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 October 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value. The financial statements are presented in sterling which is the functional currency of the charity.

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

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

**Income**

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

**Expenditure**

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

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

**Tangible fixed assets**

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

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

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

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**1 Accounting policies (continued)**

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

**Investments**

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

Investment property is shown at most recent valuation.

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

**Debtors**

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

**Creditors**

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

**Financial instruments**

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

**Fund accounting**

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

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

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

**Pension costs and other post-retirement benefits**

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

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

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**1 Accounting policies (continued)**

**Operating leases**

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

**Taxation**

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

**Government grants**

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

**Judgements and key sources of estimation uncertainty**

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods. The trustees believe that the following estimates and assumptions are significant in respect of the carrying amount of assets and liabilities:

**Valuation of investment properties**

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

**Recognition of legacy income**

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

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

**Going concern**

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

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

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

**2 Donations and Legacies**

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

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

**3 Income from charitable activities**

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

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

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

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

**4 Other Trading Activities**

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

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

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

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

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

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

**5 Investment Income**

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

**6 Other Income**

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

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

7 Costs of charitable activities

GROUP AND CHARITY

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

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

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

## 8 Net income/(expenditure)

### GROUP

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

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

### CHARITY

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

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

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

**9 Trustee's remuneration and benefits**

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

**Trustees' expenses**

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

**10 Staff costs**

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

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

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

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

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

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

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

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

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

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

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

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

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

**11 Tangible fixed assets**

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

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

**11 Tangible fixed assets (continued)**

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

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

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

Notes to the Financial Statements  
For the year ended 31 March 2023**12 Fixed asset investments**

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

There were no investment assets held outside the UK.

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

**13 Investment Property**

**GROUP AND CHARITY**

**Totals**

**Market value**

£

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

At 31 March 2023	1,465,000
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**Net book value**

At 31 March 2023	1,465,000
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At 31 March 2022	1,370,000
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**14 Debtors: Amounts falling due within one year**

**GROUP**

**2023**

**2022**

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

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

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

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

15 Creditors: Amount falling due within one year

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

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

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

**16 Leasing agreements**

**Lessee**

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

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

**Lessor**

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

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

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

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

## 17 Analysis of net assets between funds

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

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

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18 Movement in funds

**Designated Funds**

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

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

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

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

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

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

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

## 18 Movement in funds (continued)

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

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

**18 Movement in funds (continued)**

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

<b>GROUP</b>	<b>Incoming resources</b>	<b>Resources expended</b>	<b>Gains and losses</b>	<b>Movement in funds</b>
	<b>£000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Unrestricted funds</b>				
Unrestricted funds	<u>5,552,151</u>	<u>(6,425,213)</u>	<u>(443,602)</u>	<u>(1,316,664)</u>
<b>Restricted funds</b>				
Restricted funds	<u>226,981</u>	<u>(106,865)</u>	<u>-</u>	<u>120,116</u>
<b>Total funds</b>	<u>5,779,132</u>	<u>(6,532,078)</u>	<u>(443,602)</u>	<u>(1,196,548)</u>

<b>CHARITY</b>	<b>Incoming resources</b>	<b>Resources expended</b>	<b>Gains and losses</b>	<b>movement in funds</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Unrestricted funds</b>				
Unrestricted funds	<u>5,081,362</u>	<u>(5,955,662)</u>	<u>(443,602)</u>	<u>(1,317,902)</u>
<b>Restricted funds</b>				
Restricted funds	<u>226,981</u>	<u>(106,865)</u>	<u>-</u>	<u>120,116</u>
<b>Total funds</b>	<u>5,308,343</u>	<u>(6,062,527)</u>	<u>(443,602)</u>	<u>(1,197,786)</u>

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

An analysis of Restricted Funds is shown below

	Opening balance	Income	Capital Expenditure	Revenue Expenditure	Closing balance
	£	£'000	£'000	£'000	£'000
Equipment	2,109	11,536	-	1,748	11,897
Others	2,679	86,259	-	76,691	12,247
Staff Benevolent Fund	132	-	-	95	37
Grounds, Furniture, Man Shed	2,729	2,706	-	3,442	1,993
Education Fund	36,723	-	-	1,907	34,816
Compassionate Communities Training	10,000	10,000	-	7,700	12,300
Child Bereavement Services	1,202	-	-	1,202	-
Fixtures & Fittings	246	13,038	-	5,638	7,646
Bequest for purchase of a property for Retail or for generating rental income	150,000	95,000	-	-	245,000
Professional Development Fund	-	8,442	-	8,442	-
	205,820	226,981	-	106,865	325,936

Equipment:

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

Others:

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

Staff Benevolent Fund:

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

Grounds, Furniture, Man Shed:

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

Education Fund:

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

Compassionate Communities Training:

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

Child Bereavement Services:

This fund is for supporting children who have suffered loss and their parents/carers through counselling, group work and individual therapy.

Fixtures & Fittings:

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

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

**18 Movement in funds (continued)**

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

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

Professional Development Fund

Funds received are used to cover fees for University accredited palliative care courses including degree, masters and PHD level programmes and modules from the same.

**19 Contingent liabilities**

The Charity has undertaken to repay any legitimate claims in respect of donated, unclaimed client monies/bequests of £35,215 (2022: £4,799).

**20 Contingent assets**

Within the year there were material contingent assets of £376,000 (2022: £296,535) in respect of legacies to which the charity has a future right to income, but which are contingent upon certain legal processes completing in a future period. As such, the probability and measurement of these legacies is not reliable enough to provide in full for these assets at this point in time.

**21 Capital commitments**

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

<b>GROUP</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Authorised and contracted for	-	-
Authorised and not contracted for	11,000	10,000
	<u>11,000</u>	<u>10,000</u>
	<u>11,000</u>	<u>10,000</u>
	<u>11,000</u>	<u>10,000</u>
	<u>11,000</u>	<u>10,000</u>

<b>CHARITY</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Authorised and contracted for	-	-
Authorised and not contracted for	11,000	10,000
	<u>11,000</u>	<u>10,000</u>
	<u>11,000</u>	<u>10,000</u>
	<u>11,000</u>	<u>10,000</u>
	<u>11,000</u>	<u>10,000</u>

Authorised and not contracted for relates to the purchase of a water heater for the Hospice. This commitment has not been provided for in these financial statements, however it has been provided for within the Capital Investment Designated Fund.

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

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**22 Related party transactions**

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

**23 Donated goods**

Queenscourt Hospice Retail Ltd acts as an agent in selling donated goods and charged commission of £1,258 (2022: £467) for these services.

**24 Drugs**

NHS Cheshire & Merseyside ICB (formerly Southport & Formby Clinical Commissioning Group) contributed £34,530 (2022: £30,357) towards drugs supplied by Southport and Ormskirk NHS Trusts.

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

**25 Prior period adjustments**

There are a number of small adjustments to the consolidated (group) accounts which are deemed as immaterial. The changes to the accounts and balance sheet are shown below:

**Amendments to the Consolidated Statement of Financial Activities**

	<b>Period ended 31 March 2022</b>		
	<b>As previously reported</b>	<b>Adjustments</b>	<b>As restated</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Income and Endowments from</b>			
Donations and legacies	1,902,692	-	1,902,692
Charitable activities	2,122,275	-	2,122,275
Other trading activities	937,642	(466)	937,176
Investment income	254,980	2	254,982
Other income	328,424	467	328,891
	<hr/>	<hr/>	<hr/>
<b>Total income</b>	5,546,013	3	5,546,016
	<hr/>	<hr/>	<hr/>
<b>Expenditure on</b>			
Raising funds	812,829	5,042	817,871
Charitable Activities	4,760,808	(5,043)	4,755,765
	<hr/>	<hr/>	<hr/>
<b>Total expenditure</b>	5,573,637	(1)	5,573,636
	<hr/>	<hr/>	<hr/>
<b>Net incoming / (outgoing) resources before other gains and losses</b>	(27,624)	4	(27,620)
Net gains/(losses) on investments	583,563	-	583,563
	<hr/>	<hr/>	<hr/>
<b>Net Income</b>	555,939	4	555,943
	<hr/>	<hr/>	<hr/>
<b>Net movement in funds</b>	555,939	4	555,943
	<hr/>	<hr/>	<hr/>
<b>Reconciliation of Funds</b>			
<b>Total funds brought forward</b>	12,985,289	(1,295)	12,983,994
	<hr/>	<hr/>	<hr/>
<b>Total Funds Carried Forward</b>	13,541,228	(1,291)	13,539,937
	<hr/>	<hr/>	<hr/>

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

## Amendments to the Balance Sheet

	Period ended 31 March 2022		
	As previously reported £	Adjustments £	As restated £
<b>Fixed Assets</b>			
Tangible assets	3,473,905	-	3,473,905
<b>Investments</b>			
Investments	6,505,549	-	6,505,549
Investment property	1,370,000	-	1,370,000
	11,349,454	-	11,349,454
<b>Current Assets</b>			
Stock	1,750	-	1,750
Debtors	943,675	-	943,675
Cash at bank and in hand	1,684,073	(1,292)	1,682,781
	2,629,498	(1,292)	2,628,206
<b>Creditors</b>			
Amounts falling due within one year	(437,724)	1	(437,723)
<b>Net Current Assets</b>	2,191,774	(1,291)	2,190,483
<b>Total assets less current liabilities</b>	13,541,228	(1,291)	13,539,937
<b>Net Assets</b>	13,541,228	(1,291)	13,539,937
<b>Funds</b>			
Unrestricted funds	13,335,408	(1,291)	13,334,117
Restricted funds	205,820	-	205,820
<b>Total Funds</b>	13,541,228	(1,291)	13,539,937