



# THE MARTLETS HOSPICE LIMITED

## LEGAL AND ADMINISTRATIVE INFORMATION

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### Directors and Trustees

|                                      |                              |       |
|--------------------------------------|------------------------------|-------|
| Michael Bedingfield                  | <i>Appointed July 2019</i>   | 4     |
| Karen Blatchford                     |                              | 4     |
| Rebecca Crook                        | <i>Appointed July 2019</i>   | 3     |
| Bec Davison                          | <i>Appointed July 2019</i>   | 5     |
| Barry Egan                           | <i>Reappointed July 2019</i> | 5     |
| Matthew Fletcher                     | <i>Reappointed July 2019</i> | 1,2,6 |
| Andrew Gillies, <i>Treasurer</i>     | <i>Retired May 2019</i>      | 3     |
| Barry Hancock                        | <i>Resigned May 2019</i>     | 3,4   |
| Giles Ings                           |                              | 1,6   |
| Yasmin Khan                          | <i>Appointed July 2019</i>   | 1,2   |
| Harry Richard Knight                 | <i>Retired July 2019</i>     | 4     |
| Emily McWhirter                      | <i>Retired July 2019</i>     | 2     |
| Wayne Murray                         | <i>Appointed July 2019</i>   | 4     |
| Ann Norman                           | <i>Retired July 2019</i>     | 6     |
| Juliet Smith, <i>Chairperson</i>     |                              |       |
| Kevin Smyth                          | <i>Retired July 2019</i>     | 2     |
| Jake Standing, <i>Treasurer</i>      | <i>Appointed July 2019</i>   | 3     |
| Duncan Stewart                       |                              | 4     |
| Christopher Thomas, <i>Secretary</i> | <i>Reappointed July 2019</i> | 1,3   |

### Committees

|   |   |
|---|---|
| Building Enhancement  | 1 |
| Clinical Governance   | 2 |
| Finance and ICT (Information, Communication and Technology) | 3 |
| Income Generation   | 4 |
| People Services and Remuneration                            | 5 |
| Safety, Health and Facilities                               | 6 |

### Leadership Team

|   |       |
|---|-------|
| Imelda Glackin, <i>Chief Executive Officer</i>              | All   |
| Simone Ali, <i>Medical Director</i>                         | 2     |
| Sally Brighton, <i>Director of Income Generation</i>        | 1,4,6 |
| Bobby Dhol, <i>Director of Finance and Support Services</i> | 1,4,6 |
| Sharon Howes, <i>Director of People Services</i>            | 5     |
| Karen Taylor, <i>Director of Clinical Services</i>          | 2     |

|                       |        |                       |          |
|-----------------------|--------|-----------------------|----------|
| <b>Charity Number</b> | 802145 | <b>Company Number</b> | 02326410 |
|-----------------------|--------|-----------------------|----------|

### Principal Address and Registered Office

The Martlets Hospice Limited  
Wayfield Avenue  
Hove  
East Sussex  
BN3 7LW

### Auditors

TC Group  
The Courtyard, Shoreham Road  
Upper Beeding, Steyning  
West Sussex  
BN44 3TN

### Lead Banking Partner

Barclays Bank PLC  
139/142 North Street  
Brighton  
East Sussex  
BN1 1RU

### Discretionary Fund Manager

Rathbone Brothers PLC  
1 Curzon Street  
London  
W1J 5FB

# THE MARTLETS HOSPICE LIMITED

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# **THE MARTLETS HOSPICE LIMITED**

## **TRUSTEES' REPORT, INCORPORATING THE STRATEGIC REPORT**

### **FOR THE YEAR ENDED 31 MARCH 2019**

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#### **Introduction**

The Martlets Hospice Limited Trustees and Directors present their Annual Report (including the Directors' Report and Strategic Report) for the year ended 31 March 2019 together with the Consolidated Accounts for the Charity and its subsidiaries.

The accounts comply with the requirements of the Companies Act 2006, the Charities Act 2011, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

#### **The Martlets Hospice Limited**

The Martlets Hospice Limited (Martlets, the Hospice, the Charity, the Company) is constituted as a company limited by guarantee and governed by its Memorandum and Articles of Association. In April 1997 a purpose-built, 18-bed Martlets Hospice opened, ready to care for the people in and around the Brighton and Hove community. It brought together three charities, Coppercliff Hospice, the Turner Home and the Macmillan Day Services. Six months later the Day Hospice opened, and Hospice at Home was launched five years later. This report covers the 21st year of operations, for the period April 2018 through to March 2019.

#### **Objectives of the Charity and Principal Activities and Organisation of our Work**

As a Charity, we provide people affected by terminal illness in Brighton and Hove and neighbouring areas the very best care and support. We are much more than a hospice and we're working to change perceptions of hospice care. We help people do the things they love with the time they have. Our life-changing hospice care gives people living with terminal illness hope, purpose and possibility.

Since 1997, Martlets have provided care and support to those affected by terminal illness in and around Brighton and Hove. We continue to extend our reach to help as many people in our community as possible, ensuring that patients, family and friends have access to our services. Our work is made possible only by the generosity of our supporters. The Charity achieves these objectives by:

- a) Providing care which is free at the point of delivery to adults with serious and life-threatening illness;
- b) Operating a service at one's home that takes specialist palliative care professionals, including medical consultants, clinical nurse specialists and hands-on care professionals, into the homes of patients;
- c) Operating a service at one's home that takes skilled, hands-on hospice care into the homes of patients;
- d) Operating a respite service that supports the carers of patients;
- e) Providing a bereavement service for relatives and carers;
- f) Providing a range of day services for patients and carers to support their health and well-being; and
- g) Working in partnership with the NHS, charities and organisations to extend and maximise reach and impact.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives and in the planning of future activities.

# **THE MARTLETS HOSPICE LIMITED**

## **TRUSTEES' REPORT, INCORPORATING THE STRATEGIC REPORT**

### **FOR THE YEAR ENDED 31 MARCH 2019**

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#### **Service Provision and Highlights**

Overall Martlets supported and cared for 1,547 patients and provided services directly to 1,217 carers during the period from April 2018 through to March 2019. Many more carers were supported informally. Following are updates on the progress that Martlets have made in the financial year ending March 2019:

#### **a) Transfer of the Community Palliative Care Team to Martlets**

Martlets had previously operated a community service, caring for patients in their homes or other normal place of residence. Such service had been operated in partnership with a local NHS Trust, The Sussex Community NHS Foundation Trust (SCFT), and commissioned by Brighton and Hove Clinical Commissioning Group (B&H CCG). As from 1 September 2018 the service changed. B&H CCG is now commissioning Martlets solely for this community service, which has resulted in 30 staff being transferred from SCFT to Martlets. This team includes palliative care medical consultants, doctors, clinical nurse specialists and administration staff. The financial impact of the transfer has increased both revenue and expenses of Martlets by £0.6m. We know that a third of care is delivered in the community and this ratio will extend further in the future. This completed transition will support our strategic vision to grow the community services required.

#### **b) In-Patient Services**

The In-Patient Unit has 18 beds including 10 single rooms and two 4-bedded bays. In the year 2018-2019, the In-Patient Unit cared for a total of 277 patients who had 314 admissions. The average occupancy of the In-Patient Unit was 75%, which is consistent with previous years. The majority of the patients cared for on the In-Patient Unit have a diagnosis of cancer (88%). Around 65% of patients were cared for at end of life and died in the Hospice. One third of patients were discharged home or to a care home. The In-Patient Unit also provides respite for carers by caring for the patient for a booked week-long period, and during the year 2018-2019 there were 32 respite admissions.

#### **c) Community Services**

The Community Team consists of clinical nurse specialists, nurses in the Hospice at Home Team and doctors. Other health and social care professionals including social workers, occupational therapists, chaplains and counsellors, as well as a range of volunteers, also provide services to patients and their families in the community as part of the wider Community Service. A total of 1,556 patients and carers were supported and cared for by the Community Team in the year 2018 to 2019. Face-to-face visits totalling 7,574 were made to 962 individual patients. The Community Team supported 54% of patients who died at home or in their usual place of residence.

The Hospice at Home Team cared for 418 individual patients in the year 2018-2019. This includes a total of 370 patients receiving end of life care and 72 patients receiving respite care in their own home. The Hospice at Home Team provided 2,424 face-to-face visits to patients at end of life and a total of 1,834 visits for respite.

The Hub telephone service offers advice and support to patients, carers and health and social care professionals 24 hours a day, 7 days a week. In the year 2018-2019, 23,567 calls were received and made, with 18% of these calls occurring at weekends.

# **THE MARTLETS HOSPICE LIMITED**

## **TRUSTEES' REPORT, INCORPORATING THE STRATEGIC REPORT**

### **FOR THE YEAR ENDED 31 MARCH 2019**

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#### **d) Day Services and Outpatients**

Outpatient services at Martlets consist of a range of different services including a clinical nurse specialist clinic, a doctor's clinic, acupuncture, complementary therapies, rehabilitation clinic, welfare benefits support and various groups and events such as coffee mornings, choir, t'ai chi, gardening and mindfulness. New services have been tested and introduced in the past year including seated yoga and sound bath sessions. The Day Services Team saw a total of 539 patients (67%) and carers (33%), who received a total of 2,425 face-to-face contacts. In particular, the Rehabilitation Team, consisting of physiotherapy and occupational therapy, saw 78 patients for 497 clinic sessions. The Day Services clinical nurse specialist saw 86 patients in 261 clinic appointments. The complementary therapy service, which includes massage, reiki, shiatsu and reflexology, delivered 488 therapy sessions to 189 patients and carers.

Most of these patients had a diagnosis of cancer (73%), with 27% of patients having non-cancer diagnoses such as motor neurone disease, chronic respiratory disease, heart failure and dementia.

Patients and carers are members of the Martlets Good Vibrations Choir, also made up of staff, volunteers and members of the local community. The choir has performed at 18 events in the past 12 months. These events included two school projects, two care home projects and four large external choir concerts.

#### **e) Bereavement Services**

The bereavement service offers one-to-one counselling with qualified counsellors and one-to-one support from trained bereavement volunteers, as well as group counselling specifically for men in the form of a group held at a local allotment and bereavement support in a social evening setting. Counselling sessions are offered on all days except Sundays and the service is available in the evenings as well as during the daytime. In the year 2018-2019, a total of 262 clients accessed 981 bereavement counselling sessions. This includes sessions delivered by both staff counsellors and volunteer counsellors. Of these sessions 36% were accessed outside of the hours of 9am to 5pm Monday to Friday. The bereavement volunteers supported 21 clients with a total of 140 visits. A total of 99 individuals made 315 attendances at the bereavement social evenings. A total of 538 family members and friends were supported through bereavement meetings on the In-Patient Unit. Time to Remember events are held throughout the year and a total of 122 people attended these in 2018-2019.

#### **f) Patient Safety**

A new database is being developed to roll out across the organisation and all staff will have access to report any accidents, incidents and near misses. This will enable increased consistency in reporting and investigating and eliminate any paper-based reporting. The new database is expected to increase both the efficiency and accuracy of regular reports on accidents, incidents and near misses across the organisation.

#### **g) Clinical Effectiveness**

We are developing our process for triaging patients on referral to our services to improve efficiency, multidisciplinary working and the measurement of clinical outcomes. A new structure and process for triaging all new referrals into all clinical services has been designed and tested during two separate phases. This has involved incorporating patient outcome measures into the triage process and has demonstrated quicker response times to new referrals. The testing phases have allowed for modifications to be made to the processes and continue to inform the resource requirements and further planning.

# **THE MARTLETS HOSPICE LIMITED**

## **TRUSTEES' REPORT, INCORPORATING THE STRATEGIC REPORT**

### **FOR THE YEAR ENDED 31 MARCH 2019**

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#### **h) Patient Experience**

We have set up a working group to review all elements of patient feedback and engagement used throughout the Hospice and formulate a unified approach to this across all services. A group has been set up with ratified terms of reference and with a core membership representing key areas across the organisation. The group meets every two months and reports to the Clinical Governance Group. The Service User Engagement Group has reviewed the existing methods of obtaining feedback and views from our service users and has refined some of the existing tools in use, for example, the Rehabilitation Service and the Complementary Therapy evaluation forms. The group is working towards introducing face-to-face methods of obtaining service users' views on these and other services. A plan for ensuring a greater depth of service user engagement is integrated into clinical services is currently being developed and the group is continuing to establish itself as a point of reference and guidance for service user engagement throughout the organisation.

#### **i) Safety and Health**

Martlets have invested further in safety and health through the training of 24 team managers and staff all of whom completed and passed the three-day course "Managing Safely" from the Institution of Occupational Safety and Health (IOSH). Martlets have continued to expand the breadth of those engaged in leading us safely.

#### **j) Data Governance**

Martlets concluded significant efforts to conform to the General Data Protection Regulation requirements as from May 2018. To complement this and ongoing governance Martlets have assigned Data Governance to a specific manager. In addition, Martlets have formally appointed the role of Senior Information Risk Owner to a member of the Leadership Team. All resources work closely as part of the Information Governance Committee to ensure there is organisational breadth on ongoing data governance.

#### **k) People Services**

Martlets have developed and introduced an agreed project management approach and key personnel to support project approval, planning, delivery and governance processes. This has advanced the delivery of projects across the organisation.

Improvements to sickness absence reporting and poor attendance has contributed to a reduced loss of working time, now below 3%, which is less than healthcare providers and organisations of a similar size.

A pensions review assured our provision of a defined pension contribution plan, alongside the NHS pension for those qualifying staff.

A Freedom to Speak Up Guardian was introduced to support staff raising concerns and those who may need protected disclosures.

Martlets have published their second gender pay gap report showing that females are paid 3% more than males. This compares to the UK average, where females are paid 17.5% less than males. The median gender pay gap shows that females are paid 5% more than males, the UK average shows females being paid 19.2% less than males.

# **THE MARTLETS HOSPICE LIMITED**

## **TRUSTEES' REPORT, INCORPORATING THE STRATEGIC REPORT**

### **FOR THE YEAR ENDED 31 MARCH 2019**

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#### **l) Organisational Development**

A fixed programme of mandatory and statutory training has continued in the financial year, alongside e-learning modules including Equality, Diversity and Inclusion (EDI), data protection, health and safety. Martlets continued to roll out a management development training programme to ensure foundations are built for enhancing the skills of our managers. We were proud to deliver new "RESPECT" training to general practitioners (GPs) in Brighton and Hove and we continue to operate "End of Life Care" training courses to Brighton and Hove City Council. The Martlets' apprentice levy has been utilised with additional levy secured from one of our local NHS Trusts allowing us to develop exciting new apprentice posts.

#### **m) Snailspace**

In the autumn of 2018 Martlets held their second public art trail, Snailspace. The collaboration with Wild in Art saw 50 giant snail sculptures displayed on the streets of Brighton and Hove. These were joined by 57 small snails as part of the Junior Snailway project working with schools and youth groups across the city. The large snails were auctioned in December 2018 to raise funds for Martlets. Overall the trail was an enormous success, raising £300k financially for the organisation, raising awareness of Martlets and engaging with the community.

#### **n) Building Enhancement**

Martlets have an objective to create single occupancy In-Patient rooms, all with en-suite facilities, to enhance the experience of patients arriving at the Hospice. Day services, rehabilitation, counselling and other services are growing with the need to accommodate this. Trustees have approved initial plans to enhance the existing Hospice site. A new Committee, the Martlets Building Enhancement Committee, has been formed to govern the project.



# **THE MARTLETS HOSPICE LIMITED**

## **TRUSTEES' REPORT, INCORPORATING THE STRATEGIC REPORT**

### **FOR THE YEAR ENDED 31 MARCH 2019**

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#### **Financial Summary**

Martlets have generated a consolidated surplus of £383k, achieving objectives to break even within the financial year. Following is further commentary on the yearly financial performance.

#### **Expenditure**

Costs related to Hospice services have amounted to £4,778k, an increase of 19% over the prior financial year (2017-2018: £4,026k). The reason for the increase within the service expense base has been the novation of consultants, doctors, clinical nurse specialists and supporting administration staff and associated costs to Martlets. These community palliative services were previously commissioned by Brighton and Hove Clinical Commissioning Group to a local NHS Trust and were transferred to Martlets part way through the year, effective as from 1 September 2018. These costs are covered by an additional grant.

Support Costs concluded the year at £2,647k, (2017-2018: £2,340k), an increase of 13%. Such expenses have been a part of a budgeted programme to bring the support infrastructure for the whole organisation to the levels required.

#### **NHS Grant Income**

NHS grant income that Martlets received in the previous financial year has remained constant at £1,484k. (2016-2017: £1,489k). This income is contracted on a rolling 12-month basis. In addition to these core grants Martlets have been awarded, through novation, the additional contract for community palliative services resulting in an additional grant of £644k within the financial year. This contract has been agreed for three years commencing 1 September 2018. The new total grant income in the financial year was £2,128k, which makes up 19% of total Group income.

#### **Income Generation**

Donations and legacies produced an income of £4,184k (2017-2018: £6,413k). Legacies again were Martlets' largest source of income with £3,076k making up 28% of all income. This contribution, while not reaching the record levels of £5,346k in the prior year, was positive relative to a five-year average of £2,857k. Other donations amounted to £1,109k (2017-2018: £1,068k), a 4% increase on prior year. Martlets lottery continues to generate a significant contribution with 5% growth of income to £703k (2017-2018: £669k). This is 6% of all income.

Martlets continue to operate their two subsidiaries to produce additional income generation to fund service delivery. Both legal entities generated a net income to the Martlets Group of £316k, an improvement of 18% compared to prior year. While generating income both subsidiaries are contributing to our local community; Martlets Care is fulfilling domiciliary care and Martlets Trading Company is supporting sustainability through the selling of mainly donated goods. Both organisations play a valuable role as a communication channel for the parent company and the services offered.

#### **Reserves Policy**

Martlets have maintained their reserves policy to maintain a level of free reserves relative to the budgeted total expense base of the Hospice, such number is £8,252k for the new financial year ending March 2020. Martlets aim to hold a minimum level of cover equivalent to 75% of annual budgeted costs in times of investment and between 100% and 200% cover at other times. Free reserves are defined as unrestricted funds less tangible fixed assets. The financial year has concluded with free reserves of £7,125k amounting to coverage of 86%. The designation of £2.5m to the Building Enhancement Project is the investment that has justified the cover fall between 75% and 100%.

# THE MARTLETS HOSPICE LIMITED

## TRUSTEES' REPORT, INCORPORATING THE STRATEGIC REPORT

### FOR THE YEAR ENDED 31 MARCH 2019

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#### Investment Performance

Martlets seek to optimise the use of their reserves to offer income and capital growth while managing risk, guided by investment policy. The investment portfolio is diversified in cash and cash deposits, residential property and an investment portfolio managed by a discretionary fund manager. Cash deposits have returned 0.95%. We have increased residential properties from two to three hence an increase from £950k last year to £1,232k. Such opportunity has arisen through property bequeathed to Martlets. The net return from letting such residential property is 4%. The investment portfolio has grown by 5.4% in the financial year concluding at £3,103k. The dividend income from the portfolio within the financial year has been 2.5%.

#### Governance

##### The Structure of the Hospice

The Board of Trustees is responsible for the overall governance of Martlets, which includes overseeing strategy, performance and compliance with all legislation. Martlets have two subsidiaries, The Martlets Trading Co Limited and Martlets Care Limited, both of which have been established to provide income for the Charity and each governed by its own elected Board of Directors. Collectively the legal entities are referred to in the Financial Statements as the Group. Governance is an umbrella term for the systems, processes and types of behaviour that enables Trustees to hold the organisation in trust, steer its work and optimise the benefit to current and future beneficiaries. This is achieved through the Board creating further sub-committees to ensure the appropriate oversight of key strategic and operational areas. All committees offer advice direct to the Board of Directors and are listed below.

- **The Building Enhancement Committee:** A new Committee set up in the financial year to specifically oversee the large project to enhance the Hospice building to further patient care and service delivery.
- **The Clinical Governance Committee:** This Committee oversees the quality of patient care and ensures compliance. As per the Care Quality Commission's (CQC) framework, we ensure the care is safe, effective, caring, responsive and well led.
- **The Finance and Information, Communication and Technology Committee:** This Committee's role is to develop key financial and technology related policies, oversee the technologies strategy, and review budgets, forecasts and monthly management accounting reports.
- **The Income Generation Committee:** Its purpose is the governance of income generating and marketing operations and providing strategic direction, particularly in relation to the longer-term view to ensure sustainability.
- **The People Services and Remuneration Committee:** The Committee supports the responsibilities for issues of recruitment, retention and management of employees and volunteers.
- **The Safety, Health and Facilities Committee:** This new Committee was set up in 2017 with the responsibility to oversee and ensure compliance in all organisational safety and health and facilities matters.

Following is further information on Trustee governance:

##### a) Directors and Trustees

All Trustees are Directors of The Martlets Hospice Limited. The Board of Trustees has the power to appoint additional Trustees as it considers appropriate. Trustees serve up to a maximum of three terms of three years each. The Board, against the criteria of a skills matrix, appoints new Trustees and following a recruitment drive six new Trustees have started in July 2019 replacing six departing Trustees, two of whom left in May 2019 and four in July 2019. Trustees meet as the Board in person every two months and adds extraordinary meetings if they are required. There are additional Board days to support strategic planning. The number of Trustees has been maintained at 13 members within the financial year. All new Trustees receive an induction programme when joining Martlets.

# **THE MARTLETS HOSPICE LIMITED**

## **TRUSTEES' REPORT, INCORPORATING THE STRATEGIC REPORT**

### **FOR THE YEAR ENDED 31 MARCH 2019**

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#### **b) Risk Assessment and Management**

Martlets operate an active Risk Register that is split into categories that are each reviewed at the appropriate committee meetings. These documents are constantly reviewed to assess existing risk and document new subjects as they come up. A core part of the Register is mitigating actions to alleviate identified risks where possible to do so. Martlets have evolved their Business Continuity Plan with increased scenario planning simulations with team managers to practice events and work on learnings from such simulations.

#### **c) Leadership Team Remuneration**

Remuneration of the Martlets Leadership Team is governed by the People Services Committee that reports to the Board of Trustees. To facilitate this, confidential benchmarking was undertaken in collaboration with a selection of hospices in the South East and considered alongside benchmarking completed by the Croner organisation, a human resources specialist company.

#### **d) Recruitment Policy**

Martlets makes reasonable adjustments in the recruitment process to ensure that no applicant is disadvantaged because of their disability. Guidance available from Martlets sets out how we aim to eliminate bias from our recruitment process as this is the best way to reflect diversity, be fair to all applicants and encourage under-represented groups to apply for work or volunteering opportunities with us. We wish to reflect the diversity of the local community as far as possible, as we believe it can enrich our services and enhance our social and cultural life.

#### **e) Equality, Diversity and Inclusion Policy**

During employment Martlets ascertain sensitively whether a staff member requires reasonable adjustments and therefore plan accordingly to meet any continuing health care needs or management of long-term conditions. This may include reasonable adjustments to working conditions or the physical environment where that help would overcome the practical effects of any disability.

Martlets will make reasonable adjustments to selection procedures for training or the training arrangements themselves. This could involve changing the way we conduct training, changes to the premises that we use or providing extra aids, services or equipment to remove barriers for disabled staff.

# **THE MARTLETS HOSPICE LIMITED**

## **TRUSTEES' REPORT, INCORPORATING THE STRATEGIC REPORT**

### **FOR THE YEAR ENDED 31 MARCH 2019**

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#### **Future Focus**

The following core objectives continue to drive Martlets' strategy forward so that we can achieve our vision, which is that people of Brighton and Hove and neighboring areas with a terminal illness can still feel hope, purpose, and possibility.

#### **a) Increase our reach**

Through the delivery of our clinical strategy we will identify gaps and opportunities for people who should have access to Martlets services in a timely and effective way. This will address all areas of care and support services and will include how we work collaboratively with the wider community and hospital teams to achieve this. To remain financially sustainable, we will continue to widen our donor and supporter base.

#### **b) Ensure we communicate the services we provide to our community and receive feedback**

Widening access to services relies on patients, professionals and families having the full understanding of the services provided. At the same time, we need to ensure that patients and their families are reviewing and advising us on their experience and their needs. Martlets use multiple communication channels to get our messages and information to the various groups of people.

#### **c) Maximise our income to enable service development and sustainability**

We will continue to focus on creating a robust income generation strategy, understand collaboration opportunities to reduce costs, introducing new and innovative business ventures, ensuring clarity with donors and securing all available statutory funding.

#### **d) Measure impact and outcomes**

Demonstrating impact through a suite of measurable outcomes is a key priority in all areas of the organisation. Within the clinical services measures have been designed and are evolving both locally and at a national level. The purpose is to continually demonstrate the value and the impact of what is delivered.

**Following are two specific initiatives that fulfil the core strategies in the new financial year ahead.**

#### **e) Building Enhancement Project**

Martlets have developed a multi-year project plan to enhance the existing Hospice building in efforts to improve services offered on site. We know from patient and family feedback that people prefer to have their own room and bathroom when they are on the In-Patient Unit. We currently have two four-bedded bays which means people have to share the room. Therefore, we need to ensure our building meets the needs of patients and their families both now and in the future. We need to ensure we provide privacy and respect people's dignity. Our plan is to move this to an 18-bedded single occupancy In-Patient Unit with en-suite facilities. Within the new financial year two core components of this project plan will be taking shape. The first aspect will be the design of the building enhancements where our chosen architects will be leading the possibilities, canvassing feedback and input of the many groups that use our building while also utilising the latest evolutions in health care design on other recent national hospice projects. The second aspect will be the funding of the project. Martlets have designated £2.5m of their own funds towards the project and in the New Year a feasibility study will be concluded so that Trustees and the Leadership Team can financially plan for such a significant investment.

# **THE MARTLETS HOSPICE LIMITED**

## **TRUSTEES' REPORT, INCORPORATING THE STRATEGIC REPORT**

### **FOR THE YEAR ENDED 31 MARCH 2019**

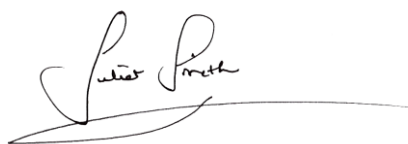
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#### **f) Integration of the Community Palliative Care Team**

A big success for Martlets in the financial year ending March 2019 has been the novation of the community services commissioned by Brighton and Hove Clinical Commissioning Group from an NHS Trust to Martlets, effective from 1 September 2018. While such services always partnered heavily with Martlets in the past, we can now fully integrate these services with those of Martlets and ensure we are all moving forward with the same strategic vision. Plans are already under way to reorganise the offices within the Hospice building to create greater integration of the community services. This is one part of a multi-stranded plan to grow our community services to our service users.

So far as the Trustees are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the Company's Auditors are unaware, and each Trustee has taken all the steps that they ought to have taken as a Trustee to make themselves aware of any relevant audit information and to establish that the Company's Auditors are aware of that information.

The Trustees Report incorporating the Strategic Report was approved by the Board of Trustees on 19 July 2019 and signed on its behalf by:



**Juliet Smith**  
**Chairperson**



**Christopher Thomas**  
**Secretary**

# **THE MARTLETS HOSPICE LIMITED**

## **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

### **FOR THE YEAR ENDED 31 MARCH 2019**

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The Trustees, who are also the Directors of The Martlets Hospice Limited for company law, are responsible for preparing the Trustees' Report (incorporating the Strategic Report) and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard FRS102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

Company law requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the Charity and Group and of the incoming resources and application of resources, including the income and expenditure, of the Charitable Company and the Group for that year.

In preparing these accounts, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent; and
- Prepare the accounts on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

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

- The Charity is operating effectively and efficiently;
- Its assets are safeguarded against unauthorised use or disposition;
- Proper records are maintained, and financial information used within the Charity or for external publication is reliable;
- The Charity complies with relevant laws and regulations; and
- A system of effective clinical governance is in place.

The systems of internal controls are designed to provide reasonable, but not absolute, assurance against material misstatement or loss. They include:

- An annual budget approved by the Board;
- Regular forecasts to predict the likely outcome for the financial year;
- Regular monitoring of actual performance against budgets and forecasts;
- Delegation of authority to managers for expenditure within budget limits;
- Segregation of duties; and
- Identification and management of risk.

# **REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF THE MARTLETS HOSPICE LIMITED FOR THE YEAR ENDED 31 MARCH 2019**

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## **Opinion**

We have audited the financial statements of The Martlets Hospice Limited ("the Charitable Company") and its subsidiaries ("the Group") for the year ended 31 March 2019, which comprise the Consolidated Statement of Financial Activities, the Group Balance Sheet, the Charity Balance Sheet, the Cashflow 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, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the Group's and the parent Charitable Company's affairs as at 31 March 2019 and of its incoming resources and application of resources for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

## **Basis for Opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charitable Group 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**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Group's or the Company's ability to continue to adopt the going concern basis of accounting for a period of at least 12 months from the date when the financial statements are authorised for issue.

## **Other Information**

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

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

We have nothing to report in this regard.

# **REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF THE MARTLETS HOSPICE LIMITED FOR THE YEAR ENDED 31 MARCH 2019**

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## **Opinions on Other Matters Prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken during the audit:

- The information given in the Trustees' Report, which includes the Directors' Report (and the Strategic Report) prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Directors' Report (and the Strategic Report) included within the Trustees' Report have 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 its environment obtained during the audit, we have not identified material misstatements in the Directors' Report (or the Strategic Report) included within the Trustees' Report.

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

- Adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of Trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

## **Responsibilities of Trustees**

As explained more fully in the Trustees' responsibilities statement, 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 Group's and the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.



# **REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF THE MARTLETS HOSPICE LIMITED FOR THE YEAR ENDED 31 MARCH 2019**

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## **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements 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 based on these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at:

This description forms part of our Auditor's Report.

## **Use of our Report**

This report is made solely to the Group's and the 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 Group's and to the Company's members those matters we are required to state to them in an Auditor's 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 Group and the Group's members as a body, for our audit work, for this report, or for the opinions we have formed.

*TC Group*

## **Mr Mark Cummins FCCA (Senior Statutory Auditor)**

for and on behalf of TC Group

Statutory Auditors

Office | Steyning, West Sussex

Dated: 22<sup>nd</sup> July 2019

**THE MARTLETS HOSPICE LIMITED**  
**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
**(INCLUDING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 MARCH 2019**

|                                       |       | Unrestricted<br>Funds | Designated<br>Funds | Restricted<br>Funds | Total<br>2019     | Total<br>2018     |
|---------------------------------------|-------|-----------------------|---------------------|---------------------|-------------------|-------------------|
| <u>Income from</u>                    | Notes | £                     | £                   | £                   | £                 | £                 |
| Donations and legacies                | 3     | 4,055,693             | -                   | 128,636             | 4,184,329         | 6,413,335         |
| Other trading activities              | 4     | 4,401,742             | -                   | -                   | 4,401,742         | 4,071,091         |
| Charitable activities                 | 5     | 2,158,280             | -                   | 23,333              | 2,181,613         | 1,609,877         |
| Investments                           | 6     | 153,066               | -                   | -                   | 153,066           | 115,846           |
| Other income                          | 7     | 11,333                | -                   | -                   | 11,333            | 16,282            |
| <b>Total income</b>                   |       | <b>10,780,114</b>     | <b>-</b>            | <b>151,969</b>      | <b>10,932,083</b> | <b>12,226,431</b> |
| <u>Expenditure on:</u>                | 8/9   |                       |                     |                     |                   |                   |
| <b>Raising funds</b>                  |       |                       |                     |                     |                   |                   |
| Commercial trading and fundraising    |       | 3,774,976             | -                   | -                   | 3,774,976         | 3,450,750         |
| <b>Charitable activities</b>          |       |                       |                     |                     |                   |                   |
| Hospice running costs                 |       | 6,734,748             | -                   | 218,937             | 6,953,685         | 5,905,090         |
| <b>Total expenditure</b>              |       | <b>10,509,724</b>     | <b>-</b>            | <b>218,937</b>      | <b>10,728,661</b> | <b>9,355,840</b>  |
| Net gains/(losses) on investments     | 13/17 | 179,296               | -                   | -                   | 179,296           | 105,598           |
| <b>Net income/(expenditure)</b>       |       | <b>449,686</b>        | <b>-</b>            | <b>(66,968)</b>     | <b>382,718</b>    | <b>2,976,189</b>  |
| <b>Transfers between funds</b>        | 23/24 | <b>(2,496,963)</b>    | <b>2,500,000</b>    | <b>(3,037)</b>      | <b>-</b>          | <b>-</b>          |
| <b>Net movement in funds</b>          |       | <b>(2,047,277)</b>    | <b>2,500,000</b>    | <b>(70,005)</b>     | <b>382,718</b>    | <b>2,976,189</b>  |
| Fund balances at 1 April 2018         |       | 10,173,858            | -                   | 2,248,576           | 12,422,434        | 9,446,245         |
| <b>Fund balances at 31 March 2019</b> |       | <b>8,126,581</b>      | <b>2,500,000</b>    | <b>2,178,571</b>    | <b>12,805,152</b> | <b>12,422,434</b> |

Net income (expenditure) and total comprehensive income attributable to The Martlets Hospice Limited for the year amounted to £144,599 (2018: £2,957,973). Total income of the Charity (including gains) amounted to £8,370,039 (2018: £9,816,077) and total expenditure of the Charity amounted to £8,225,440 (2018: £6,858,104).

All activities are classified as continuing. There are no recognised gains or losses other than those reported on the Statement of Financial Activities.

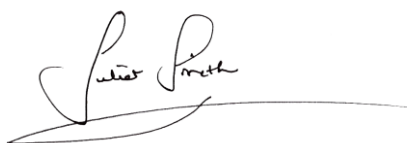
# THE MARTLETS HOSPICE LIMITED

## CONSOLIDATED BALANCE SHEET

### AS AT 31 MARCH 2019

|  |       | 2019                     | 2018                     |
|--|-------|--------------------------|--------------------------|
|  | Notes | £                        | £                        |
| <b>Fixed assets</b>  |       |                          |                          |
| Tangible assets  | 15    | 3,044,672                | 2,899,151                |
| Intangible assets  | 16    | 14,175                   | -                        |
| Investment property  | 13    | 1,232,329                | 950,000                  |
| Investments  | 17    | 3,102,538                | 2,942,297                |
|  |       | <u>7,393,714</u>         | <u>6,791,448</u>         |
| <b>Current assets</b>  |       |                          |                          |
| Stocks   | 18    | 47,994                   | 21,988                   |
| Debtors  | 19    | 2,332,249                | 1,806,958                |
| Cash at bank and in hand                                       |       | 3,963,472                | 4,578,658                |
|  |       | <u>6,343,715</u>         | <u>6,407,604</u>         |
| <b>Creditors: amounts falling due within one year</b>          | 20    | <u>(903,308)</u>         | <u>(776,618)</u>         |
| <b>Net current assets</b>                                      |       | <u>5,440,407</u>         | <u>5,630,986</u>         |
| <b>Total assets less current liabilities</b>                   |       | <u>12,834,121</u>        | <u>12,422,434</u>        |
| <b>Creditors: amounts falling due in greater than one year</b> | 21    | (28,969)                 | -                        |
| <b>Net assets</b>  |       | <u><u>12,805,152</u></u> | <u><u>12,422,434</u></u> |
| <b>Income funds</b>  |       |                          |                          |
| Restricted funds   | 23    | 2,178,571                | 2,248,576                |
| Unrestricted income funds                                      |       | 8,126,581                | 10,173,858               |
| Designated funds   | 24    | 2,500,000                | -                        |
|  |       | <u>12,805,152</u>        | <u>12,422,434</u>        |

The accounts were approved by the Board on 19 July 2019.



**Juliet Smith**  
**Chairperson**  
**Company Registration No. 02326410**

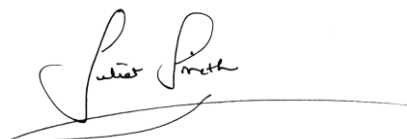
# THE MARTLETS HOSPICE LIMITED

## CHARITY BALANCE SHEET

### AS AT 31 MARCH 2019

|   |       | 2019              |                   | 2018              |   |
|---|-------|-------------------|-------------------|-------------------|---|
|   | Notes | £                 | £                 | £                 | £ |
| <b>Fixed assets</b>                                   |       |                   |                   |                   |   |
| Tangible assets                                       | 14    | 2,999,528         |                   | 2,881,325         |   |
| Investment property                                   | 13    | 1,232,329         |                   | 950,000           |   |
| Investments   | 17    | 3,102,540         |                   | 2,942,299         |   |
|   |       | <b>7,334,397</b>  |                   | <b>6,773,624</b>  |   |
| <b>Current assets</b>                                 |       |                   |                   |                   |   |
| Debtors   | 19    | 2,237,692         | 1,956,646         |                   |   |
| Cash at bank and in hand                              |       | 3,865,988         | 4,392,601         |                   |   |
|   |       | <b>6,103,680</b>  | <b>6,349,247</b>  |                   |   |
| <b>Creditors: amounts falling due within one year</b> | 20    | <b>(723,567)</b>  | <b>(552,952)</b>  |                   |   |
| <b>Net current assets</b>                             |       | <b>5,380,113</b>  |                   | <b>5,796,295</b>  |   |
| <b>Total assets less current liabilities</b>          |       | <b>12,714,510</b> |                   | <b>12,569,919</b> |   |
| <b>Net assets</b>                                     |       | <b>12,714,510</b> |                   | <b>12,569,919</b> |   |
| <b>Income funds</b>                                   |       |                   |                   |                   |   |
| Restricted funds                                      | 23    | 2,178,571         | 2,248,576         |                   |   |
| Unrestricted income funds                             |       | 8,035,939         | 10,321,343        |                   |   |
| Designated funds                                      | 24    | 2,500,000         | -                 |                   |   |
|   |       | <b>12,714,510</b> | <b>12,569,919</b> |                   |   |

The accounts were approved by the Board 19 July 2019.



**Juliet Smith**  
**Chairperson**  
**Company Registration No. 02326410**

**THE MARTLETS HOSPICE LIMITED**  
**CONSOLIDATED CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2019**

|   |                        |                  | 2019                    | 2018                    |
|---|------------------------|------------------|-------------------------|-------------------------|
|   | Notes                  | £                | £                       | £                       |
| <b>Net cash provided by/ (used in) operating activities</b>         | <b>26</b>              |                  | <b>(502,790)</b>        | <b>2,842,433</b>        |
| <b>Cash flows from investing activities:</b>                        |                        |                  |                         |                         |
| Amounts received from dividends and interest                        | 6                      | 121,651          | 115,846                 |                         |
| Amounts received from other investment income                       | 6                      | 31,415           | -                       |                         |
| Purchase of tangible fixed assets                                   | 15                     | (283,288)        | (491,650)               |                         |
| Purchase of intangible fixed assets                                 | 16                     | (18,900)         | -                       |                         |
| Purchase of investments   | 17                     | (405,542)        | (284,841)               |                         |
| Proceeds from sale of investments and fixed assets                  | 17                     | 442,268          | 314,079                 |                         |
| <b>Net cash used in investing activities</b>                        |                        |                  | <b>(112,396)</b>        | <b>(346,566)</b>        |
| <b>Increase/(decrease) in cash and cash equivalents in the year</b> |                        |                  | <b>(615,186)</b>        | <b>2,495,867</b>        |
| <b>Cash and cash equivalents at the beginning of the year</b>       |                        |                  | <b>4,578,658</b>        | <b>2,082,791</b>        |
| <b>Cash and cash equivalents at the end of the year</b>             |                        |                  | <b>3,963,472</b>        | <b>4,578,658</b>        |
| <b>Analysis of net cash:</b>  |                        |                  |                         |                         |
|   | <b>At 1 April 2018</b> | <b>Cash flow</b> | <b>Non-cash changes</b> | <b>At 31 March 2019</b> |
|   | <b>£</b>               | <b>£</b>         | <b>£</b>                | <b>£</b>                |
| Cash at bank and in hand  | 4,578,658              | (615,186)        | -                       | 3,963,472               |

# THE MARTLETS HOSPICE LIMITED, LIMITED BY GUARANTEE

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 MARCH 2019

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#### 1.0 Statutory Information

The Martlets Hospice Limited is a charitable company, limited by guarantee, registered in England and Wales. The Charitable Company's registered number and registered office address can be found in the Legal and Administrative Information section of the accounts.

#### 2.0 Accounting Policies

##### 2.1 Basis of Preparation

The financial statements have been prepared in accordance with 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, effective 1 January 2015, (Charities SORP, FRS 102) and the Companies Act 2006. The Martlets Hospice Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). There are no material uncertainties about The Martlets Hospice Limited's ability to continue as a going concern. The financial statements are prepared in sterling, which is the functional currency of the Group. Monetary amounts in these financial statements are rounded to the nearest pound.

##### 2.2 Group Financial Statements

The financial statements consolidate the results of the Charity and its wholly owned subsidiaries, Martlets Care Limited and The Martlets Trading Co Limited, on a line by line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the Charity has not been presented as the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

##### 2.3 Income

All income is accounted for in the Statement of Financial Activities (SOFA) when the Group is legally entitled to the income, receipt is probable, and the amount can be quantified with reasonable accuracy. Income from donations is accounted for as received by the Charity. The income from fundraising ventures is shown gross, with the associated costs included in fundraising costs. The value of voluntary work is not included in the financial statements.

Grants are recognised in full in the SOFA in the year in which they are receivable. Grants for the purchase of fixed assets are credited to restricted income when they are receivable. Where the use of the asset is restricted, depreciation is charged against the restricted fund. Where the use of the asset is not restricted it is transferred to the general fund. Other income, including investment income and commissions, is recorded on an accruals basis.

For legacies, entitlement is taken on a case by case basis as the earlier of the date on which the Charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the Charity has been notified of the executor's intention to make a distribution. If the legacy is in the form of an asset other than cash or an asset listed on a recognised stock exchange, recognition is subject to the value of the asset being able to be reliably measured and title to the asset has passed to the Charity. Where legacies have been notified to the Charity or the Charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Gifts in kind are valued at market value and are included in donations.

# THE MARTLETS HOSPICE LIMITED, LIMITED BY GUARANTEE

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 MARCH 2019

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#### 2.4 Expenditure

Costs are included in the Statement of Financial Activities on an accruals basis inclusive of irrecoverable VAT. All costs are allocated between expenditure categories and departments on a basis designed to reflect the use of the resource.

Fundraising expenditure comprises costs incurred in inducing people and organisations to contribute financially to the Charity's work. This includes the cost of advertising for donations and the staging of special events.

Where possible, costs have been allocated directly to the activity to which they relate. However, there are also shared support costs that enable the Group's charitable income generating and administrative activities to be undertaken. These costs have been allocated to the Group's activities using appropriate cost drivers as follows:

- staff numbers for administration, human resources, information management and facilities costs;
- floor area for maintenance costs; and
- direct costs for finance charges.

#### 2.5 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

|                       |                         |
|-----------------------|-------------------------|
| Leasehold buildings   | 2% reducing balance     |
| Furniture & equipment | 15-20% reducing balance |
| Motor vehicles        | 25% reducing balance    |
| Computer equipment    | 25-30% straight line    |

Assets costing less than £5,000 are written off to the Statement of Financial Activities. Assets under construction are not depreciated until the asset is brought into use.

#### 2.6 Intangible fixed assets and amortisation

Intangible fixed assets are stated at cost less amortisation. Amortisation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life as follows:

|         |                   |
|---------|-------------------|
| Website | 25% straight line |
|---------|-------------------|

#### 2.7 Leasing and hire purchase commitments

Assets held under finance leases and hire purchase contracts are capitalised in the balance sheet and depreciated over their expected useful lives. The interest element of leasing payments represents a constant proportion of the outstanding capital.

All other leases are regarded as operating leases and the payments made under them are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

#### 2.8 Investments

Investments are stated at fair value. Realised and unrealised gains and losses on investments are dealt with in the Statement of Financial Activities. Investment income plus associated tax recoverable is credited to income on an accruals basis, using dates of payment for dividends, and daily accrual for interest. Capital and cash accounts held within investment portfolios are included on the Balance Sheet within 'Cash at bank and in hand'.

Investment property is stated at fair value. The fair value has been determined by a valuation conducted by an independent, appropriately qualified individual.

# THE MARTLETS HOSPICE LIMITED, LIMITED BY GUARANTEE

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 MARCH 2019

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#### 2.9 Stock

Stock represents unused medical supplies and trading stock at the balance sheet date. Stock is valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow-moving items.

#### 2.10 Donated Goods and Services

Donated goods and services have not been recognised in these financial statements as it is not practicable to do so as the cost outweighs the benefit.

#### 2.11 Debtors

Trade and other debtors are recognised at the settlement amount due.

#### 2.12 Cash at Bank and in Hand

Cash at bank and in hand includes cash and short term highly liquid investments. The Trustees seek to use short and medium-term deposits where possible to maximise the return on monies held at the bank and to manage cash flow.

#### 2.13 Financial Instruments

The Charity 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.

#### 2.14 Creditors and Provisions

Creditors and provisions 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 or estimated reliably.

#### 2.15 Pension Costs

The Charity operates a defined benefit pension scheme and a defined contribution pension scheme for its staff. The costs charged in the financial statements represent the amounts payable to the schemes for the accounting period.

The Charity is one of many employers in the National Health Service Pension Scheme. It is, therefore, not possible to allocate any actuarial surplus or deficit and, consequently, contributions to the National Health Service Pension Scheme are charged to the SOFA in the year in which they fall due for payment. The scheme has both defined benefits and contributions, any shortfall in the national fund being met by the Exchequer.

The Charity is one of many employees contributing to the Federated Flexiplan No1 Pension Scheme. This is a multi-employer scheme where the assets and liabilities of the scheme applicable to each employer are not separately identifiable. Therefore, the pension charge recorded in these accounts is the amount of contributions payable on a defined contribution basis in the accounting year in accordance with Financial Reporting Standard 102.

#### 2.16 Accumulated Funds

Funds held by the Charity are either:

- Unrestricted general funds; these are funds which can be used in accordance with the charitable objects at the discretion of the Trustees.
- Designated funds; these are funds set aside by Trustees to be used for a specific purpose.
- Restricted funds; donations, bequests or incoming resources for which the donor has earmarked for a specific purpose are treated as restricted funds. These funds may be income only (where the capital must be retained) or income and capital (where the donation and income there from may be utilised).

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

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# THE MARTLETS HOSPICE LIMITED, LIMITED BY GUARANTEE

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 MARCH 2019

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#### 2.17 Taxation

##### Current Tax

The Charitable Company is registered as a charity and all its income falls within the exemptions under Part 11 of the Corporation Tax Act 2010. Any tax charges incurred by the Group is based on taxable profit for the year and included as a liability at the balance sheet date where necessary.

##### Deferred Tax

Deferred tax liabilities are generally recognised for all timing differences. Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled. Movement in deferred tax is charged or credited to the Statement of Financial Activity.

#### 2.18 Critical Estimates and Accounting Judgements

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.

The Trustees do not consider that there are any critical estimates or areas of judgement that need to be brought to the attention of the readers of the financial statements other than the treatment of the accrued legacy income which is fully explained in note 2.3 and note 19 of these accounts.

#### 2.19 Subsidiary Gift Aid payments

Following updates to FRS 102 in December 2017 relating to Gift Aid payments by subsidiary companies (effective for all organisations for accounting periods starting on or after 1 January 2019), the Group has chosen to early adopt the updated accounting treatment and as such, account for subsidiary Gift Aid distributions when paid on the basis that no legal obligation to make the payment was in existence at the reporting date.

#### 3 Income from Donations and Legacies

|                                    | Unrestricted<br>Funds | Restricted<br>Funds | Total<br>2019    | Total<br>2018    |
|------------------------------------|-----------------------|---------------------|------------------|------------------|
|                                    | £                     | £                   | £                | £                |
| Patient related donations          | 204,504               | -                   | <b>204,504</b>   | 247,100          |
| Legacies receivable                | 3,075,541             | -                   | <b>3,075,541</b> | 5,345,819        |
| General donations from individuals | 398,006               | 37,429              | <b>435,435</b>   | 403,829          |
| Corporate donations                | 50,090                | 6,398               | <b>56,488</b>    | 37,999           |
| Donated goods Gift Aid scheme      | 258,902               | -                   | <b>258,902</b>   | 191,149          |
| Charitable Trust donations         | 68,650                | 84,809              | <b>153,459</b>   | 187,439          |
|                                    | <b>4,055,693</b>      | <b>128,636</b>      | <b>4,184,329</b> | <b>6,413,335</b> |

**THE MARTLETS HOSPICE LIMITED, LIMITED BY GUARANTEE**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2019**

**4 Income from Other Trading Activities**

|  | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total<br>2019<br>£      | Total<br>2018<br>£ |
|--|----------------------------|--------------------------|-------------------------|--------------------|
| <b><u>Income from shops and trading activity</u></b> |                            |                          |                         |                    |
| Martlets Trading Limited                             | 1,616,072                  | -                        | <b>1,616,072</b>        | 1,461,541          |
| Martlets Care Limited                                | 1,143,675                  | -                        | <b>1,143,675</b>        | 1,323,245          |
|  | <u>2,759,747</u>           | <u>-</u>                 | <u><b>2,759,747</b></u> | <u>2,784,786</u>   |
| Function and event receipts                          | 919,624                    | -                        | <b>919,624</b>          | 593,350            |
| Collection boxes                                     | 19,742                     | -                        | <b>19,742</b>           | 24,213             |
| Hospice lottery                                      | 702,629                    | -                        | <b>702,629</b>          | 668,742            |
|  | <u>4,401,742</u>           | <u>-</u>                 | <u><b>4,401,742</b></u> | <u>4,071,091</u>   |

**5 Income from Charitable Activities**

|                       | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total<br>2019<br>£      | Total<br>2018<br>£ |
|-----------------------|----------------------------|--------------------------|-------------------------|--------------------|
| Rent receivable       | 8,021                      | -                        | <b>8,021</b>            | 63,670             |
| Primary Care Trust    | 1,636,080                  | -                        | <b>1,636,080</b>        | 999,890            |
| Hospice at Home grant | 347,820                    | -                        | <b>347,820</b>          | 347,816            |
| Continuing care       | 120,937                    | 23,333                   | <b>144,270</b>          | 136,608            |
| Other grants          | 13,761                     | -                        | <b>13,761</b>           | 24,760             |
| Other services        | 31,661                     | -                        | <b>31,661</b>           | 37,133             |
|                       | <u>2,158,280</u>           | <u>23,333</u>            | <u><b>2,181,613</b></u> | <u>1,609,877</u>   |

**6 Income from Investments**

|                                      | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total<br>2019<br>£    | Total<br>2018<br>£ |
|--------------------------------------|----------------------------|--------------------------|-----------------------|--------------------|
| Income from managed fund investments | 89,103                     | -                        | <b>89,103</b>         | 100,916            |
| Income from cash deposits            | 32,548                     | -                        | <b>32,548</b>         | 14,930             |
| Investment property rentals          | 31,415                     | -                        | <b>31,415</b>         | -                  |
|                                      | <u>153,066</u>             | <u>-</u>                 | <u><b>153,066</b></u> | <u>115,846</u>     |

**7 Other Income**

|               | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total<br>2019<br>£ | Total<br>2018<br>£ |
|---------------|----------------------------|--------------------------|--------------------|--------------------|
| Sundry income | 11,333                     | -                        | <b>11,333</b>      | 16,282             |

**THE MARTLETS HOSPICE LIMITED, LIMITED BY GUARANTEE**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2019**

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**8 Total Expenditure**

|                                    | Staff<br>Costs<br>£ | Depreciation<br>& Amortisation<br>£ | Other<br>Costs<br>£ | Total<br>2019<br>£ | Total<br>2018<br>£ |
|------------------------------------|---------------------|-------------------------------------|---------------------|--------------------|--------------------|
| <b>Costs of Raising Funds</b>      |                     |                                     |                     |                    |                    |
| Commercial trading and fundraising |                     |                                     |                     |                    |                    |
| <u>Martlets Trading Limited</u>    |                     |                                     |                     |                    |                    |
| Activities undertaken directly     | 773,031             | 3,565                               | 608,870             | <b>1,385,466</b>   | 1,338,929          |
| Support                            | 84,000              | -                                   | 5,550               | <b>89,550</b>      | 89,400             |
| Total                              | 857,031             | 3,565                               | 614,420             | <b>1,475,016</b>   | 1,428,329          |
| <u>Martlets Care Limited</u>       |                     |                                     |                     |                    |                    |
| Activities undertaken directly     | 740,549             | 4,725                               | 101,630             | <b>846,904</b>     | 944,002            |
| Support                            | 190,916             | -                                   | 4,565               | <b>195,481</b>     | 206,094            |
| Total                              | 931,465             | 4,725                               | 106,195             | <b>1,042,385</b>   | 1,150,096          |
| <u>Other</u>                       |                     |                                     |                     |                    |                    |
| Activities undertaken directly     | 355,688             | -                                   | 714,917             | <b>1,070,605</b>   | 707,708            |
| Support                            | -                   | -                                   | 186,970             | <b>186,970</b>     | 164,617            |
| Total                              | 355,688             | -                                   | 901,887             | <b>1,257,575</b>   | 872,325            |
| Total costs of raising funds       | 2,144,184           | 8,290                               | 1,622,502           | <b>3,774,976</b>   | 3,450,750          |
| <b>Charitable Activities</b>       |                     |                                     |                     |                    |                    |
| <u>Hospice running costs</u>       |                     |                                     |                     |                    |                    |
| Activities undertaken directly     | 3,770,571           | 134,202                             | 872,994             | <b>4,777,767</b>   | 4,025,545          |
| Support costs                      | 1,259,637           | -                                   | 916,281             | <b>2,175,918</b>   | 1,879,545          |
| Total charitable activities        | 5,030,208           | 134,202                             | 1,789,275           | <b>6,953,685</b>   | 5,905,090          |
| <b>Total Expenditure</b>           | <b>7,174,392</b>    | <b>142,492</b>                      | <b>3,411,777</b>    | <b>10,728,661</b>  | <b>9,355,840</b>   |

# THE MARTLETS HOSPICE LIMITED, LIMITED BY GUARANTEE

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 MARCH 2019

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#### 9 Support Costs Including Governance Costs

|                             | <b>Total<br/>2019</b> | <b>Total<br/>2018</b> |
|-----------------------------|-----------------------|-----------------------|
|                             | <b>£</b>              | <b>£</b>              |
| Wages and salaries          | <b>1,534,553</b>      | 1,397,073             |
| Printing and stationery     | <b>36,519</b>         | 13,629                |
| Advertising                 | <b>85,520</b>         | 56,276                |
| Legal and professional fees | <b>186,896</b>        | 141,463               |
| Auditors' remuneration      | <b>18,500</b>         | 18,000                |
| Conference and training     | <b>24,808</b>         | 17,931                |
| ICT costs                   | <b>238,201</b>        | 142,692               |
| Service contracts           | <b>87,077</b>         | 89,696                |
| Repairs and renewals        | <b>103,315</b>        | 106,543               |
| Travel                      | <b>17,628</b>         | 18,494                |
| Rent and rates              | <b>77,380</b>         | 37,309                |
| Heat and light              | <b>9,969</b>          | 8,747                 |
| Phone                       | <b>39,939</b>         | 51,345                |
| Insurance                   | <b>40,975</b>         | 31,697                |
| Other fundraising           | <b>56,044</b>         | 155,352               |
| Recruitment                 | <b>22,922</b>         | 7,706                 |
| Investment management       | <b>23,291</b>         | 18,395                |
| Other                       | <b>44,382</b>         | 27,308                |
|                             | <b>2,647,919</b>      | 2,339,656             |

Included within Support Costs above are Governance Costs. These costs include consolidated amounts payable to the Auditors of £18,500 (2018: £18,000) for audit services and £3,846 (2018: £9,555) for other services.

#### 10 Trustees

None of the Trustees (or any persons connected with them) received any remuneration during the year or received any reimbursement of expenditure.

**THE MARTLETS HOSPICE LIMITED, LIMITED BY GUARANTEE**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2019**

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**11 Comparative Funds – Statement of Financial Activities for the Year Ended 31 March 2018**

| <b><u>Income From:</u></b>                                | <b>Notes</b> | <b>Unrestricted<br/>Funds<br/>£</b> | <b>Restricted<br/>Funds<br/>£</b> | <b>Total<br/>2018<br/>£</b> |
|---|--------------|-------------------------------------|-----------------------------------|-----------------------------|
| Donations and legacies                                    | <b>3</b>     | 6,131,379                           | 281,956                           | <b>6,413,335</b>            |
| Other trading activities                                  | <b>4</b>     | 4,070,991                           | 100                               | <b>4,071,091</b>            |
| Charitable activities                                     | <b>5</b>     | 1,609,877                           | -                                 | <b>1,609,877</b>            |
| Investments   | <b>6</b>     | 115,846                             | -                                 | <b>115,846</b>              |
| Other income  | <b>7</b>     | 16,282                              | -                                 | <b>16,282</b>               |
| <b>Total income</b>                                       |              | <b>11,944,375</b>                   | <b>282,056</b>                    | <b>12,226,431</b>           |
| <b><u>Expenditure On:</u></b>                             | <b>8/9</b>   |                                     |                                   |                             |
| <b>Raising Funds</b>                                      |              |                                     |                                   |                             |
| Commercial trading and fundraising                        |              | 3,450,750                           | -                                 | <b>3,450,750</b>            |
| <b>Charitable Activities</b>                              |              |                                     |                                   |                             |
| Hospice running costs                                     |              | 5,619,967                           | 285,123                           | <b>5,905,090</b>            |
| <b>Total Expenditure</b>                                  |              | <b>9,070,717</b>                    | <b>285,123</b>                    | <b>9,355,840</b>            |
| Net gains on investments                                  |              | 105,598                             | -                                 | <b>105,598</b>              |
| <b>Net Income/(Expenditure) and net movement in funds</b> |              | <b>2,979,256</b>                    | <b>(3,067)</b>                    | <b>2,976,189</b>            |
| Fund balances at 1 April 2017                             |              | 7,194,602                           | 2,251,643                         | <b>9,446,245</b>            |
| <b>Fund Balances at 31 March 2018</b>                     |              | <b>10,173,858</b>                   | <b>2,248,576</b>                  | <b>12,422,434</b>           |

# THE MARTLETS HOSPICE LIMITED, LIMITED BY GUARANTEE

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 MARCH 2019

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#### 12 Staff Costs

##### Number of Employees

The average monthly headcount for the year was as follows:

|                              | 2019       | 2018       |
|------------------------------|------------|------------|
|                              | Number     | Number     |
| Direct charitable activities | 154        | 119        |
| Administration               | 40         | 44         |
| Fundraising                  | 13         | 10         |
| Martlets Care Ltd            | 71         | 72         |
| Martlets Trading Co Ltd      | 39         | 43         |
|                              | <b>317</b> | <b>288</b> |

##### Staff Costs

|                            | 2019             | 2018             |
|----------------------------|------------------|------------------|
|                            | £                | £                |
| Wages and salaries         | 5,916,600        | 4,954,703        |
| Social security costs      | 486,516          | 411,432          |
| Pension costs              | 348,771          | 252,154          |
| NHS Trust – Contract Staff | 422,505          | 738,389          |
|                            | <b>7,174,392</b> | <b>6,356,678</b> |

The number of employees whose annual emoluments were £60,000 or more were:

|                    | 2019     | 2018     |
|--------------------|----------|----------|
|                    | Number   | Number   |
| £60,001 - £70,000  | 3        | 3        |
| £70,001 - £80,000  | 1        | 1        |
| £80,001 - £90,000  | 2        | -        |
| £90,001 - £100,000 | 1        | -        |
|                    | <b>7</b> | <b>4</b> |

Of the employees, whose emoluments exceed £60,000, 6 (2018: 4) have retirement benefits accruing under defined benefit pension schemes. Pension contributions for higher paid employees in the year amounted to £32,609 (2018: £17,941).

The key management personnel of the parent charitable company comprise the Chief Executive, Director of Income Generation, Director of Finance & Support Services, Director of Clinical Services and the Director of Human Resources.

The total employee benefits of the key management personnel (including Employer's National Insurance Contributions) were £397,432 (2018: £373,709).

# THE MARTLETS HOSPICE LIMITED

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 MARCH 2019

#### 13 Investment Property – Charity and Group

|                         | Total<br>£              |
|-------------------------|-------------------------|
| <b>Fair Value</b>       |                         |
| At 1 April 2018         | 950,000                 |
| Additions               | 300,000                 |
| Revaluations            | (17,671)                |
| <b>At 31 March 2019</b> | <b><u>1,232,329</u></b> |

The Charity acquired the investment properties from legacy bequests received between 2017 and 2019. The properties held at 1 April 2018 were formally valued by Cubitt and West at 31 March 2018. These properties were revalued by Trustees at 31 March 2019. The property received by way of a legacy bequest during 2019 has been included in the accounts at probate value.

#### 14 Tangible Fixed Assets – Charity

|                         | Assets Under<br>Construction<br>£ | Leasehold<br>Buildings<br>£ | Furniture &<br>Equipment<br>£ | Computer<br>Equipment<br>£ | Motor<br>Vehicles<br>£ | Total<br>£              |
|-------------------------|-----------------------------------|-----------------------------|-------------------------------|----------------------------|------------------------|-------------------------|
| <b>Cost</b>             |                                   |                             |                               |                            |                        |                         |
| At 1 April 2018         | 421,505                           | 3,229,547                   | 268,088                       | 137,659                    | 4,750                  | 4,061,549               |
| Additions               | 186,910                           | -                           | -                             | 32,402                     | 33,093                 | 252,405                 |
| Transfers               | (600,048)                         | 600,048                     | -                             | -                          | -                      | -                       |
| <b>At 31 March 2019</b> | <b><u>8,367</u></b>               | <b><u>3,829,595</u></b>     | <b><u>268,088</u></b>         | <b><u>170,061</u></b>      | <b><u>37,843</u></b>   | <b><u>4,313,954</u></b> |
| <b>Depreciation</b>     |                                   |                             |                               |                            |                        |                         |
| At 1 April 2018         | -                                 | 888,198                     | 201,484                       | 85,792                     | 4,750                  | 1,180,224               |
| Charge for the year     | -                                 | 58,827                      | 24,903                        | 44,067                     | 6,405                  | 134,202                 |
| <b>At 31 March 2019</b> | <b><u>-</u></b>                   | <b><u>947,025</u></b>       | <b><u>226,387</u></b>         | <b><u>129,859</u></b>      | <b><u>11,155</u></b>   | <b><u>1,314,426</u></b> |
| <b>Net Book Value</b>   |                                   |                             |                               |                            |                        |                         |
| <b>At 31 March 2019</b> | <b><u>8,367</u></b>               | <b><u>2,882,570</u></b>     | <b><u>41,701</u></b>          | <b><u>40,202</u></b>       | <b><u>26,688</u></b>   | <b><u>2,999,528</u></b> |
| At 31 March 2018        | 421,505                           | 2,341,349                   | 66,604                        | 51,867                     | -                      | 2,881,325               |

The net book value of fixed assets is applied:

|                    |                     |                         |                      |                      |                      |                         |
|--------------------|---------------------|-------------------------|----------------------|----------------------|----------------------|-------------------------|
| Restricted funds   | -                   | 2,048,820               | -                    | -                    | 8,006                | 2,056,826               |
| Unrestricted funds | 8,367               | 833,750                 | 41,701               | 40,202               | 18,682               | 942,702                 |
| <b>Total</b>       | <b><u>8,367</u></b> | <b><u>2,882,570</u></b> | <b><u>41,701</u></b> | <b><u>40,202</u></b> | <b><u>26,688</u></b> | <b><u>2,999,528</u></b> |

The Charity's main property at Wayfield Avenue, Hove, is held on a 99-year lease expiring 27 February 2095.

**THE MARTLETS HOSPICE LIMITED**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2019**

**15 Tangible Fixed Assets – Group**

|                         | Assets under<br>construction<br>£ | Leasehold<br>buildings<br>£ | Furniture &<br>equipment<br>£ | Computer<br>equipment<br>£ | Motor<br>vehicles<br>£ | Total<br>£       |
|-------------------------|-----------------------------------|-----------------------------|-------------------------------|----------------------------|------------------------|------------------|
| <b>Cost</b>             |                                   |                             |                               |                            |                        |                  |
| At 1 April 2018         | 421,505                           | 3,229,547                   | 314,256                       | 152,375                    | 9,750                  | 4,127,433        |
| Additions               | 186,910                           | -                           | 30,883                        | 32,402                     | 33,093                 | 283,288          |
| Transfers               | (600,048)                         | 600,048                     | -                             | -                          | -                      | -                |
| <b>At 31 March 2019</b> | <b>8,367</b>                      | <b>3,829,595</b>            | <b>345,139</b>                | <b>184,777</b>             | <b>42,843</b>          | <b>4,410,721</b> |
| <b>Depreciation</b>     |                                   |                             |                               |                            |                        |                  |
| At 1 April 2018         | -                                 | 888,198                     | 229,826                       | 100,508                    | 9,750                  | 1,228,282        |
| Charge for the year     | -                                 | 58,827                      | 28,468                        | 44,067                     | 6,405                  | 137,767          |
| <b>At 31 March 2019</b> | <b>-</b>                          | <b>947,025</b>              | <b>258,294</b>                | <b>144,575</b>             | <b>16,155</b>          | <b>1,366,049</b> |
| <b>Net Book Value</b>   |                                   |                             |                               |                            |                        |                  |
| <b>At 31 March 2019</b> | <b>8,367</b>                      | <b>2,882,570</b>            | <b>86,845</b>                 | <b>40,202</b>              | <b>26,688</b>          | <b>3,044,672</b> |
| At 31 March 2018        | 421,505                           | 2,341,349                   | 84,430                        | 51,867                     | -                      | 2,899,151        |

The net book value of fixed assets is applied:

|                    |              |                  |               |               |               |                  |
|--------------------|--------------|------------------|---------------|---------------|---------------|------------------|
| Restricted funds   | -            | 2,048,820        | -             | -             | 8,006         | 2,056,826        |
| Unrestricted funds | 8,367        | 833,750          | 86,845        | 40,202        | 18,682        | 987,846          |
| <b>Total</b>       | <b>8,367</b> | <b>2,882,570</b> | <b>86,845</b> | <b>40,202</b> | <b>26,688</b> | <b>3,044,672</b> |

**16 Intangible Fixed Assets**

|                         | Charity<br>£ | Group<br>(Website)<br>£ |
|-------------------------|--------------|-------------------------|
| <b>Cost</b>             |              |                         |
| At 1 April 2018         | -            | -                       |
| Additions               | -            | 18,900                  |
| <b>At 31 March 2019</b> | <b>-</b>     | <b>18,900</b>           |
| <b>Amortisation</b>     |              |                         |
| At 1 April 2018         | -            | -                       |
| Charge for the year     | -            | 4,725                   |
| <b>At 31 March 2019</b> | <b>-</b>     | <b>4,725</b>            |
| <b>Carrying amount</b>  |              |                         |
| At 1 April 2018         | -            | -                       |
| <b>At 31 March 2019</b> | <b>-</b>     | <b>14,175</b>           |



# THE MARTLETS HOSPICE LIMITED

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 MARCH 2019

#### 17 Fixed Asset Investments

##### Charity and Group

|                         | Subsidiary<br>Investments | Managed Fund<br>Investments | Total            |
|-------------------------|---------------------------|-----------------------------|------------------|
| Cost / Fair value       | £                         | £                           | £                |
| At 1 April 2018         | 2                         | 2,942,297                   | 2,942,299        |
| Additions               | -                         | 405,542                     | 405,542          |
| Revaluations            | -                         | 196,967                     | 196,967          |
| Disposals               | -                         | (442,268)                   | (442,268)        |
| <b>At 31 March 2019</b> | <b>2</b>                  | <b>3,102,538</b>            | <b>3,102,540</b> |
| Historical cost:        |                           |                             |                  |
| <b>At 31 March 2019</b> | <b>2</b>                  | <b>2,626,996</b>            | <b>2,626,998</b> |
| At 31 March 2018        | 2                         | 2,614,051                   | 2,614,053        |

##### Subsidiary Companies

The subsidiary companies noted below are used for non-primary purpose trading activities. For the year under review The Martlets Trading Co Limited was involved in the operation of retail outlets and Martlets Care Limited provided agency bank staff to The Martlets Hospice Limited and other external parties. The trading subsidiaries gift their taxable trading profits to the parent charity when available. The gift of taxable trading profits relating to the year to March 2019 will be recognised in the accounts for the year to March 2020 in line with updated accounting regulations.

##### Martlets Care Limited

Martlets Care Limited is a wholly owned trading subsidiary, company number 06250709, which is incorporated in England and Wales and provides care services. The Charity owns the entire issued share capital of 1 Ordinary £1 share. A summary of the trading results of the subsidiary is shown below.

| Summary Profit and Loss account         | 2019        | 2018        |
|---|-------------|-------------|
|   | £           | £           |
| Total income                            | 1,143,675   | 1,323,246   |
| Cost of sales                           | (754,174)   | (860,262)   |
| Administrative expenses                 | (288,211)   | (289,679)   |
| Total expenditure                       | (1,042,385) | (1,149,941) |
| Operating profit                        | 101,290     | 173,305     |
| Tax charge                              | -           | (155)       |
| Profit/(loss) after tax                 | 101,290     | 173,150     |
| Transferred to Martlets Hospice Limited | -           | (172,489)   |
| Retained in subsidiary                  | 101,290     | 661         |

# THE MARTLETS HOSPICE LIMITED

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 MARCH 2019

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#### 17 Fixed Asset Investments (Continued)

The 2018 results for Martlets Care Limited include a Gift Aid donation made to The Martlets Hospice Limited of £172,489, which was eliminated on consolidation. The gift of taxable trading profits for the year to March 2019 of £106,015 will be recognised in the accounts for the year to March 2020 (when paid) in line with updated accounting regulations.

#### Summary Balance Sheet

|  | 2019     | 2018      |
|--|----------|-----------|
|  | £        | £         |
| The assets and liabilities of the subsidiary were: |          |           |
| Fixed assets                                       | 14,175   | -         |
| Current assets                                     | 178,180  | 301,091   |
| Creditors: amounts falling due within one year     | (91,064) | (301,090) |
| Total net assets                                   | 101,291  | 1         |
| Aggregate share capital and reserves               | 101,291  | 1         |

#### The Martlets Trading Co Limited

The Martlets Trading Co Limited is a wholly-owned trading subsidiary, company number 04557282, which is incorporated in England and Wales and provides care services. The Charity owns the entire issued share capital of 1 Ordinary £1 share. A summary of the trading results of the subsidiary is shown below.

#### Summary Profit and Loss Account

|  | 2019        | 2018        |
|--|-------------|-------------|
|  | £           | £           |
| Total income   | 1,616,072   | 1,461,541   |
| Cost of sales  | (94,766)    | (52,593)    |
| Administrative expenses                                  | (1,375,096) | (1,372,172) |
| Total expenditure  | (1,469,862) | (1,424,765) |
| Operating profit/(loss)                                  | 146,210     | 36,776      |
| Tax (charge)/credit                                      | (5,892)     | (3,477)     |
| Profit/(loss) after tax                                  | 140,318     | 33,299      |
| Transferred to Martlets Hospice Limited                  | -           | (19,226)    |
| Retained in subsidiary                                   | 140,318     | 14,073      |
| Profit/(loss) after tax                                  | 140,318     | 33,299      |
| Gift-aided donated goods sold through the parent charity | 207,405     | 191,149     |
| Costs relating to Gift-aided donated goods               | (190,825)   | (146,976)   |
| Total contribution from shops                            | 156,898     | 77,472      |

# THE MARTLETS HOSPICE LIMITED

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 MARCH 2019

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#### 17 Fixed Asset Investments (Continued)

##### Summary Balance Sheet

|   | 2019            | 2018             |
|---|-----------------|------------------|
| The assets and liabilities of the subsidiary were:      | £               | £                |
| Fixed assets  | 45,144          | 17,826           |
| Current assets  | 213,199         | 202,436          |
| Creditors: amounts falling due within one year          | (231,686)       | (368,784)        |
| Creditors: amounts falling due in greater than one year | (28,969)        | -                |
| Provisions for liabilities                              | (8,335)         | (2,443)          |
| Total net assets  | <u>(10,647)</u> | <u>(150,965)</u> |
| Aggregate share capital and reserves                    | <u>(10,647)</u> | <u>(150,965)</u> |

##### Gains and Losses on Investments

|                                  | Unrestricted Funds | Restricted Funds | Total 2019     | Total 2018     |
|----------------------------------|--------------------|------------------|----------------|----------------|
|                                  | £                  | £                | £              | £              |
| Gains/(losses) on managed funds  | 196,967            | -                | 196,967        | 17,823         |
| Investment property revaluations | (17,671)           | -                | (17,671)       | 87,775         |
|                                  | <u>179,296</u>     | <u>-</u>         | <u>179,296</u> | <u>105,598</u> |

Gains and losses on managed funds comprises:

|                                 | Unrestricted Funds | Restricted Funds | Total 2019     | Total 2018    |
|---------------------------------|--------------------|------------------|----------------|---------------|
|                                 | £                  | £                | £              | £             |
| Realised gains on investments   | 27,091             | -                | 27,091         | 11,552        |
| Unrealised gains on investments | 169,876            | -                | 169,876        | 6,271         |
|                                 | <u>196,967</u>     | <u>-</u>         | <u>196,967</u> | <u>17,823</u> |

#### 18 Stock

|                 | Charity  |          | Group         |               |
|-----------------|----------|----------|---------------|---------------|
|                 | 2019     | 2018     | 2019          | 2018          |
|                 | £        | £        | £             | £             |
| Shop stock      | -        | -        | 19,987        | 9,870         |
| Warehouse stock | -        | -        | 28,007        | 12,118        |
|                 | <u>-</u> | <u>-</u> | <u>47,994</u> | <u>21,988</u> |

# THE MARTLETS HOSPICE LIMITED

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 MARCH 2019

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#### 19 Debtors

|  | Charity          |           | Group            |           |
|--|------------------|-----------|------------------|-----------|
|  | 2019             | 2018      | 2019             | 2018      |
|  | £                | £         | £                | £         |
| Trade debtors                            | <b>34,380</b>    | 364,035   | <b>120,480</b>   | 475,900   |
| Other debtors                            | <b>533</b>       | 2,105     | <b>833</b>       | 10,175    |
| Social security and other taxes          | <b>69,904</b>    | 71,150    | <b>81,470</b>    | 71,150    |
| Amounts due from subsidiary undertakings | <b>150,639</b>   | 446,072   | -                | -         |
| Prepayments and accrued income           | <b>1,982,236</b> | 1,073,284 | <b>2,129,466</b> | 1,249,733 |
|  | <b>2,237,692</b> | 1,956,646 | <b>2,332,249</b> | 1,806,958 |

Included within prepayments and accrued income is £1,838,839 (2018: £981,516) in relation to legacies due to the Charity.

#### 20 Creditors: Amounts Falling Due Within One Year

|                                 | Charity        |         | Group          |         |
|---------------------------------|----------------|---------|----------------|---------|
|                                 | 2019           | 2018    | 2019           | 2018    |
|                                 | £              | £       | £              | £       |
| Trade creditors                 | <b>208,827</b> | 215,347 | <b>235,165</b> | 294,031 |
| Taxes and social security costs | <b>136,214</b> | 82,694  | <b>160,086</b> | 112,010 |
| Other creditors                 | <b>90,373</b>  | 79,511  | <b>169,095</b> | 153,473 |
| Accruals and deferred income    | <b>288,153</b> | 175,400 | <b>338,962</b> | 217,104 |
|                                 | <b>723,567</b> | 552,952 | <b>903,308</b> | 776,618 |

#### Deferred Income

Deferred income included above comprises monies received for the provision of services to be provided after the year end.

|   | Charity & Group<br>£ |
|---|----------------------|
| Balance as at 1 April 2018                                  | 83,730               |
| Amount released to income earned from charitable activities | (83,730)             |
| Amount deferred in year                                     | 106,531              |
| Balance as at 31 March 2019                                 | <b>106,531</b>       |

# THE MARTLETS HOSPICE LIMITED

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 MARCH 2019

#### 21 Creditors: Amounts Falling Due in Greater than One Year

|                 | Charity |      | Group  |      |
|-----------------|---------|------|--------|------|
|                 | 2019    | 2018 | 2019   | 2018 |
|                 | £       | £    | £      | £    |
| Other creditors | -       | -    | 28,969 | -    |
|                 | -       | -    | 28,969 | -    |

All creditors due in greater than one year are due in less than five years.

#### 22 Share Capital

The Martlets Hospice Limited is a company limited by guarantee and has no share capital. No one member has overall control of the Charity.

#### 23 Restricted Funds

The income funds of the Charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

|                           | Balance at<br>1 April 2018 | Income         | Expenditure      | Transfers<br>Between<br>Funds | Balance at<br>31 March<br>2019 |
|---------------------------|----------------------------|----------------|------------------|-------------------------------|--------------------------------|
| <u>Capital Funds:</u>     |                            |                |                  |                               |                                |
| Hospice Development       | 1,365,255                  | -              | (28,455)         | -                             | 1,336,800                      |
| Refreshing Spaces         | 254,770                    | -              | (4,677)          | -                             | 250,093                        |
| Renaissance Project       | 349,090                    | -              | (6,586)          | -                             | 342,504                        |
| Renovations Fund          | 25,000                     | -              | (500)            | -                             | 24,500                         |
| Gateways to Care Project  | 95,955                     | -              | (1,032)          | -                             | 94,923                         |
| Car Fund                  | -                          | 10,675         | (2,669)          | -                             | 8,006                          |
|                           | 2,090,070                  | 10,675         | (43,919)         | -                             | 2,056,826                      |
| <u>Revenue Funds</u>      |                            |                |                  |                               |                                |
| Hospice Running Costs     | 1,986                      | -              | (1,986)          | -                             | -                              |
| Thompson Training Fund    | 100,000                    | -              | (20,000)         | -                             | 80,000                         |
| Cooper Family Fund        | 20,346                     | 27,429         | (31,850)         | -                             | 15,925                         |
| February Foundation Fund  | -                          | 5,000          | (5,000)          | -                             | -                              |
| Hospice at Home           | 30,000                     | 21,000         | (51,000)         | -                             | -                              |
| Medical Equipment         | -                          | 24,820         | (24,740)         | -                             | 80                             |
| Garden Development        | -                          | 22,939         | (19,825)         | -                             | 3,114                          |
| Counselling & Bereavement | -                          | 10,000         | (10,000)         | -                             | -                              |
| CPCS Charitable Fund      | -                          | 23,333         | (740)            | -                             | 22,593                         |
| Other                     | 6,174                      | 6,773          | (9,877)          | (3,037)                       | 33                             |
|                           | 158,506                    | 141,294        | (175,018)        | (3,037)                       | 121,745                        |
|                           | <b>2,248,576</b>           | <b>151,969</b> | <b>(218,937)</b> | <b>(3,037)</b>                | <b>2,178,571</b>               |

# THE MARTLETS HOSPICE LIMITED

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 MARCH 2019

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#### 23 Restricted Funds (Continued)

Hospice Development: This asset fund represents the Hospice building. It appears as a restricted fund because the original capital appeal to build the Hospice was conducted by MacMillan Cancer Support. On completion, the asset was then given to the Charity with the restriction that it was to be used only as a hospice. The expenditure shown during the year represents depreciation and rent paid to the NHS who owns the land. The Hospice building is also represented in our fixed asset schedule.

Hospice Development: This asset fund represents the Hospice building. It appears as a restricted fund because the original capital appeal to build the Hospice was conducted by MacMillan Cancer Support. On completion, the asset was then given to the Charity with the restriction that it was to be used only as a hospice. The expenditure shown during the year represents depreciation and rent paid to the NHS who owns the land. The Hospice building is also represented in our fixed asset schedule.

Refreshing Spaces: A capital grant was provided by the Department of Health in 2011 to refurbish our inpatient unit and to build a new spiritual space and patient activity room. Additional sums were raised from private individuals. The outgoing resources represents depreciation on capital assets forming part of the appeal.

Renaissance Project: A capital grant was provided by NHS England in 2013 to create new day service facilities including a café and three multi-functional rooms. Improvements were also made to our main entrance and drugs room. Additional sums were raised from charitable trusts. The expenditure in the year represents depreciation on capital assets forming part of the appeal.

Renovations Fund: During the financial year The Martlets Hospice has embarked on building works to reconfigure the rear entrance to the building to enhance the passage and experience for patients entering the inpatient unit. Such works commenced in October 2017 and were completed in June 2018.

Car Fund: A car was donated to Martlets by the Sussex Masonic Charities in March 2019. This car is restricted for use by our Community Nursing Team.

Gateways to Care Project: A capital grant was provided by the Department of Health in 2008 to refurbish our Reception and Day Hospice facilities. The expenditure represents depreciation on capital assets forming part of the appeal

Hospice Running Costs: This cash fund represents the income and expenditure of restricted grants and donations made during the year for equipment and care costs.

The Thompson Training Fund: This is a cash fund built with donations from The Thompson Fund during 2006 and 2007. It is restricted to supporting training activities at the Hospice. The fund is being utilised over a 12-year period to support the training requirements of the Hospice.

The Cooper Family Fund: This cash fund represents the income and expenditure of restricted donations made during the year for welfare benefit projects.

# THE MARTLETS HOSPICE LIMITED

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 MARCH 2019

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#### 23 Restricted Funds (Continued)

February Foundation Fund: The February Foundation granted the Martlets £5,000 in April 2018. The grant was fully spent on our Hospice at Home service.

Hospice at Home: This cash fund represents our Hospice at Home service and shows the income and expenditure of restricted grants and donations in the year.

Medical Equipment: This fund represents income received from various donors throughout the year for the purpose of purchasing equipment required for patient use. Several recliner chairs were purchased as well as a wheelchair and a motorised movement therapy device.

Garden Development: This fund consists of donations received for the purpose of enhancing the garden space for patient use.

Counselling and Bereavement: A grant has been received to run a project that aims to support a men's bereavement project that has been run on a local allotment throughout the year.

CPCS Charitable Fund: This fund was transferred to Martlets as a result of the SCFT staff transfer and is to be used to fund initiatives that will benefit the Community Team's service provision.

Other: This cash fund represents the income and expenditure of restricted donations made during the year for other purposes.

#### 24 Designated Funds

The income funds of the Group include designated funds comprising the following unexpended balances set aside by Trustees to be spent on specific purposes:

|                     | Balance at<br>1 April 2018 | Income | Expenditure | Transfers<br>Between<br>Funds | Balance at<br>31 March<br>2019 |
|---------------------|----------------------------|--------|-------------|-------------------------------|--------------------------------|
|                     | £                          | £      | £           | £                             | £                              |
| Hospice Development | -                          | -      | -           | 2,500,000                     | 2,500,000                      |
|                     | -                          | -      | -           | <b>2,500,000</b>              | <b>2,500,000</b>               |

Hospice Development: This fund represents funds set aside by Trustees to be used to partially fund the planned Martlets Building Enhancement project.

**THE MARTLETS HOSPICE LIMITED**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2019**

**25 Analysis of Net Assets Between Funds – The Group**

|  | <b>Unrestricted<br/>Funds<br/>£</b> | <b>Designated<br/>Funds<br/>£</b> | <b>Restricted<br/>Funds<br/>£</b> | <b>Total<br/>2019<br/>£</b> |
|--|-------------------------------------|-----------------------------------|-----------------------------------|-----------------------------|
| Fund balances at 31 March 2019 are represented by:   |                                     |                                   |                                   |                             |
| Investments  | 1,834,867                           | 2,500,000                         | -                                 | 4,334,867                   |
| Other fixed assets                                   | 1,002,021                           | -                                 | 2,056,826                         | 3,058,847                   |
| Current assets                                       | 6,221,970                           | -                                 | 121,745                           | 6,343,715                   |
| Creditors: amounts falling due within one year       | (903,308)                           | -                                 | -                                 | (903,308)                   |
| Creditors: amounts falling due in more than one year | (28,969)                            | -                                 | -                                 | (28,969)                    |
|  | <b>8,126,581</b>                    | <b>2,500,000</b>                  | <b>2,178,571</b>                  | <b>12,805,152</b>           |

|  | <b>Unrestricted<br/>Funds<br/>£</b> | <b>Restricted<br/>Funds<br/>£</b> | <b>Total<br/>2018<br/>£</b> |
|--|-------------------------------------|-----------------------------------|-----------------------------|
| Fund balances at 31 March 2018 are represented by: |                                     |                                   |                             |
| Investments  | 3,892,297                           | -                                 | 3,892,297                   |
| Other fixed assets                                 | 809,081                             | 2,090,070                         | 2,899,151                   |
| Current assets                                     | 6,249,098                           | 158,506                           | 6,407,604                   |
| Creditors: amounts falling due within one year     | (776,618)                           | -                                 | (776,618)                   |
|  | <b>10,173,858</b>                   | <b>2,248,576</b>                  | <b>12,422,434</b>           |

**26 Net Cash Inflow / (Outflow) from Operating Activities**

|  | <b>2019<br/>£</b> | <b>2018<br/>£</b> |
|--|-------------------|-------------------|
| <b>Net income/movement in funds</b>              | <b>382,718</b>    | 2,976,189         |
| Depreciation of tangible fixed assets            | <b>137,767</b>    | 119,918           |
| Amortisation of intangible fixed assets          | <b>4,725</b>      | -                 |
| Gains on investments                             | <b>(179,296)</b>  | (105,598)         |
| Investment income                                | <b>(153,066)</b>  | (115,846)         |
| (Increase)/decrease in stocks                    | <b>(26,006)</b>   | (9,865)           |
| (Increase)/decrease in debtors                   | <b>(525,291)</b>  | (24,125)          |
| Increase/(decrease) in creditors                 | <b>155,659</b>    | 1,760             |
| Investment property donation                     | <b>(300,000)</b>  | -                 |
| <b>Net Cash Provided by Operating Activities</b> | <b>(502,790)</b>  | 2,842,433         |



# THE MARTLETS HOSPICE LIMITED

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 MARCH 2019

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#### 27 Pension Schemes

The Group operates four pension schemes for its employees, two defined contribution schemes administered by Friends Provident and Scottish Life, a Federated Flexiplan scheme and the NHS Superannuation Scheme.

Friends Life: This is a defined contribution scheme. The assets of the scheme are held separately from those of the Group in a fund independently administered by Friends Life and the assets and liabilities of the scheme are therefore not represented in the Group accounts.

Scottish Life: This is a defined contribution scheme. The assets of the scheme are held separately from those of the Group in a fund independently administered by Scottish Life and the assets and liabilities of the scheme are therefore not represented in the Group accounts.

NHS Superannuation Scheme: The Group makes contributions to the NHS Superannuation Scheme for nursing and medical staff. The NHS Superannuation Scheme is an approved multi-employer scheme and, as such, the Group is not able to identify its share of the assets or of the potential liability it may have to the scheme at the balance sheet date.

Federated Flexiplan Scheme: The Federated Flexiplan No 1 ("the Plan") is a defined benefit scheme. However, because of the non-associated multi-employer nature of the Plan, the Group is unable to identify its share of the underlying assets and liabilities of the Plan on a consistent and reliable basis and therefore it has been accounted for as a defined contribution scheme. The Plan closed to further accrual in January 2010 and following Court hearings for interpretation of the Plan rules, the entitlement of members has been definitively established. An actuarial valuation at 31 March 2009 revealed a significant deficit and a consequent recovery plan required the Group to contribute in respect of its share of the deficit. The basis used to calculate the deficit was chosen to produce a level for the liabilities which was anticipated to be broadly in line with the cost of securing the Plan benefits with an insurer. A further valuation was conducted at 31 March 2012 which indicated that the overall deficit at that date was £17.6 million. More recently, a valuation at 31 March 2015 indicated that the deficit stood at £4.9 million which resulted in a revised recovery plan with repayment requirements at £47,126 per annum until 31 March 2017 and £29,399 per annum from 1 April 2017. However, the scheme actuary has certified that no further contributions are required to be made in the two years to March 2019 because of the scheme Trustees entering a buy-in covering the scheme liabilities with an insurer in February 2017. No further contributions are anticipated in respect of this scheme.

The total contributions made by the Group were as follows:

|                                       | Charity        |         | Group          |         |
|---------------------------------------|----------------|---------|----------------|---------|
|                                       | 2019           | 2018    | 2019           | 2018    |
|                                       | £              | £       | £              | £       |
| Martlets Group Personal Pension Plans | <b>158,196</b> | 155,656 | <b>204,030</b> | 198,208 |
| NHS Defined Benefit Scheme            | <b>144,741</b> | 53,946  | <b>144,741</b> | 53,946  |
|                                       | <b>302,937</b> | 209,602 | <b>348,771</b> | 252,154 |

Total contributions outstanding at the year-end amounted to £nil (2018: £42,535) for the group and £nil (2018: £31,866) for the Charity.

# THE MARTLETS HOSPICE LIMITED

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 MARCH 2019

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#### 28 Commitments

Commitments under operating leases: The Group have the following total future minimum lease payments under non-cancellable operating leases payable as follows:

|                            | 2019             | 2018             |
|----------------------------|------------------|------------------|
|                            | £                | £                |
| Within one year            | 378,797          | 395,847          |
| Between one and five years | 900,675          | 1,077,618        |
| After five years           | 1,803,400        | 2,085,050        |
|                            | <b>3,082,872</b> | <b>3,558,515</b> |

Finance leases: The Group entered a finance lease in the year. The gross investment in the lease was £22,418 of which a commitment of £18,682 remains outstanding (£3,048 of which is due within one year and £15,634 of which is due within two to five years).

Other commitments: At 31 March 2019, the Charity has no other commitments. At 31 March 2018 the Charity had £92,400 of commitments relating to ongoing renovations projects.

#### 29 Related Party Transactions

During the year to 31 March 2018 purchases amounting to £7,140 were made from Mosaic Brighton Limited, a company in which the partner of the Chief Executive is a shareholder, on discounted commercial terms. An amount of £nil (2018: £nil) remained unpaid at the year end.



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MartletsHospice  
martletshospice

Registered Charity number 802145

