

# MARSHA PHOENIX MEMORIAL TRUST

England & Wales · Charity number 1063698

## Details

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**Status** Registered

**Legal form** Charitable company

**Company number** [02552186](#)

**Registered** 1997-07-31

**Register** [View on the Charity Commission register](#)

## Contact

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**Address** Marsha Phoenix Memorial Trust  
90-92 Tressillian Road  
London  
SE4 1YD

**Phone** 02086915911

**Email** [office@marshaphoenix.org](mailto:office@marshaphoenix.org)

**Website** [www.marshaphoenix.org.uk](http://www.marshaphoenix.org.uk)

## Activities

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**Objects:** TO ESTABLISH AND MANAGE SUPPORTED ACCOMODATION FOR YOUNG WOMEN FROM THE AGES OF 16 TO 25 YEARS WHO, THROUGH BEING HOMELESS OR THROUGH ADVERSE CIRCUMSTANCES ARE IN NEED OF SUPPORT AND CARE. TO PROVIDE ANCILLARY SERVICES AND ACTIVITIES FOR THEM, INCLUDING EDUCATION AND PROFESSIONAL TRAINING, TO EQUIP THEM WITH THE SKILLS TO SUCCESSFULLY LIVE INDEPENDENTLY.

**Activities:** A supported housing project for young single homeless young women.

## Classification

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- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Accommodation/housing
- **Who:** Children/young People

## Geography

- Lewisham

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£662,302	£714,227	£891,989	15
2024-03-31	£586,116	£625,309	£943,914	17
2023-03-31	£583,878	£545,634	£983,106	18
2022-03-31	£571,948	£563,020	£946,782	20
2021-03-31	£588,489	£534,871	£937,854	16

## Trustees

Name	Role	Appointed
<b>WOODROW PHOENIX</b>	Chair	
DERRICK MARTIN		
Danny Gray		2019-11-06
ESTHER DENISE STANFORD-XOSEI		
Jane Chandler		2020-06-29
Joanne Mackie		2020-11-09
Mrs C Smith		2017-11-07

**MARSHA PHOENIX MEMORIAL TRUST**

England & Wales - Charity number 1063698

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# Accounts

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# **Marsha Phoenix Memorial Trust**

## **Annual Report 2024/25**

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# Marsha Phoenix Memorial Trust Annual Report 2025/26

## INTRODUCTION

As we entered the new year, we did so against a challenging backdrop of increasing rough sleeping in the borough of Lewisham. Far from being a 'lifestyle choice,' we understand that homelessness arises from complex social and economic disadvantages, often beginning at a young age. At Marsha Phoenix Memorial Trust, we recognise that there is no single route out of homelessness. The support we provide is tailored to each resident's individual circumstances to ensure meaningful and sustainable outcomes.

This Annual Report outlines the operational performance of our Supported Accommodation services for 2024/25, providing insight into our performance, quality assurance, management, and our work in partnership with commissioners and other providers. It also highlights our ongoing modernisation of services and the investment in infrastructure that underpins the delivery of high-quality support.

### *Overall Performance*

Across both our sites at Tressillian Road and Erlanger Road, 90% of residents reported that their personal goals are being achieved through our services. Looking ahead, our aim is to ensure that 100% of residents achieve their goals. While some residents have left the service without a formal move-on plan (abandonment), we continue to develop strategies to reduce this occurrence.

### *Resident Satisfaction*

We are committed to ensuring that all resident voices are heard. Across both sites, we provide safe and anonymous avenues for feedback, including suggestion boxes, QR codes, complaints forms, and house meetings.

### *Enhancing Engagement to increase resident participation*

We will incentivise feedback through engagement initiatives such as short, informative videos displayed in communal areas, explaining why resident input is valuable.

Residents will be invited to provide feedback in advance of meetings to ensure their voices are captured even if they cannot attend.

### ***Successful Move-On and Education, Training, and Employment***

Since April 2025, we have welcomed 18 new service users into the service.

15 residents have successfully moved on, demonstrating the dedication, guidance, and flexible support we provide.

22 young people have been supported into education, training, or employment, thanks to strong collaborative relationships with schools, colleges, universities, and workplaces.

By actively resolving challenges, we ensure residents remain engaged and supported in achieving their personal goals.

### ***House Meetings***

House meetings continue to provide valuable feedback. Residents report that these meetings allow them to influence service improvements, and provide a platform to raise issues about communal living and house management.

Attendance has decreased, with 8 residents attending each meeting (34.78%). To address this:

Residents will be encouraged to submit their feedback prior to meetings. Additional support will be provided for quieter or newer residents to ensure their perspectives are represented.

### ***Security***

100% of residents reported feeling safe across both sites. Security enhancements over the last year include:

Upgraded CCTV coverage to eliminate blind spots, both internally and externally.

Ongoing monitoring to maintain a safe environment for residents, staff, and visitors.

### ***Support Staff & Key Work Sessions***

Key work sessions are tailored to the individual needs of each resident, with increased frequency to ensure meaningful support.

*Tracking Progress:* Actions agreed during key work sessions are systematically monitored to ensure completion by both staff and residents.

*Management Oversight:* Management actively tracks progress via support plan submissions and key work records. This ensures staff are providing the required support and residents are actively participating in their own development.

*Benefits:* This approach promotes accountability, engagement, early identification of challenges, and timely interventions to support residents in achieving their personal goals.

### ***Staffing and Operational Improvements***

During 2025/26, we implemented a review of our staffing structure to ensure that resources are allocated effectively and that our residents receive consistent, high-quality support. Following this review, we identified that the service had a higher management-to-staff ratio than was operationally required.

As part of our modernisation and efficiency drive, we have streamlined management by removing the Resettlement/Deputy Manager role and integrating the resettlement function into the Support Worker role. This change ensures that residents experience greater continuity of care allowing them to maintain the same key worker throughout their journey and transition, rather than being handed over between staff.

We removed the Erlanger Road Manager so the same staff team works across both services.

We have also appointed a Night Manager, strengthened overnight support and ensured consistent leadership and safety across both sites.

To further enhance the service, we are in the process of recruiting two Specialist Support Workers, who will bring additional expertise and targeted interventions to help residents achieve positive outcomes in areas such as education, employment, and wellbeing.

These changes have improved the consistency, responsiveness, and overall quality of the support we provide, while ensuring our staffing structure remains sustainable and focused on residents' needs.

### ***Properties and Building Improvements***

Our properties are maintained to high standards, and we actively track maintenance, and improvement works to ensure timely completion.

*Recent Works:* Flooring in the lounge and dining areas of the main house has been replaced as part of ongoing refurbishment. Two extra rooms have been added within the service at Tressilian Road so we can accommodate more homeless young women.

*Health & Safety Compliance:* Both buildings are fully compliant with all Health & Safety regulations. Compliance is monitored through certificate tracking and maintenance logs, ensuring issues are addressed promptly and within defined timeframes.

*Proactive Management:* This structured approach ensures safe, well-maintained environments that support residents' wellbeing and personal development.

### **TRESSILLIAN ROAD**

Our main service has 23 total units.

Room 22 became active in December 2024.

Room 23 became active in October 2025.

So effectively, for most of 2025/26, 21 rooms were consistently active, with 22 available from Dec 2024 and all 23 by October 2025.

### **ERLANGER ROAD**

Our Second Stage service has 6 Units.

2, ground floor

4, upper floors

### ***Positive Relationships and External Partnerships***

Building and maintaining positive relationships is at the heart of our work at Marsha Phoenix Memorial Trust. We recognise that effective support for young people extends beyond the walls of our service and depends on strong, collaborative partnerships with external organisations.

Throughout 2025/26, we have continued to strengthen our relationships with local authorities, schools, colleges, universities, training providers, and employers to create seamless pathways for our residents. These partnerships ensure that young people are not only supported in finding education, training, or employment opportunities but are also helped to sustain them long term.

Our close working relationships allow for early identification and resolution of any challenges that may affect a resident's progress. Regular communication and proactive engagement with partners mean we can provide a coordinated approach to each young person's development and wellbeing.

We also continue to build positive links with health services, community organisations, and local support agencies, ensuring

residents can access specialist support when needed. These external collaborations enhance the quality and reach of our service, helping us provide holistic, person-centred support that empowers young people to achieve stability, confidence, and independence.

### ***Areas for Future Focus***

**Increase** resident engagement in house meetings and feedback channels.

**Continue** reducing abandonment rates and ensure all move-on plans are in place.

**Enhance** reporting of staff performance and resident outcomes through support plans and key work sessions.

**Explore** additional methods for resident participation in service design, including digital engagement tools.

**Continue** infrastructure improvements and investment in facilities to enhance safety, comfort, and accessibility.

### ***Conclusion***

The past year has demonstrated the resilience and dedication of both our staff and residents. By fostering strong partnerships, maintaining robust systems, and placing resident voices at the centre of our work, we continue to make meaningful progress in supporting young people out of homelessness and into education, training, and employment.



MP  
MT

Marsha Phoenix Me

2, Tuckman Road  
New York



### ***Our Mission Statement***

Our mission is to empower young women to realise their fullest potential, fostering a community where their voices are valued, their ambitions supported, and their unique strengths celebrated. We are dedicated to providing opportunities for growth, education, and leadership, enabling young women to navigate the world with confidence, purpose, and resilience. By investing in their future, we aim to build a more inclusive and equitable society where young women lead with courage and inspire others.

### ***Equality and Diversity Policy Declaration***

Marsha Phoenix Memorial Trust is committed to equal opportunities in its provision of services, employment practices and management of the project.

As an organisation in a multi-cultural and diverse area of the inner city, the Trust seeks to actively oppose all forms of discrimination on the grounds of race, sex, colour, nationality, sexual orientation, disability, age, religion, transgender reassignment, marital status, pregnancy, class and any situation where people are disadvantaged by conditions or requirements that cannot be shown to be justified. This includes all protected characteristics as detailed in the Equality and Human Rights Act 2010. Marsha Phoenix Memorial Trust declares that we are taking positive steps towards promoting equality and combatting all direct and indirect discrimination.

### ***Statement on Marsha Phoenix Memorial Trust's approach to risk management***

Marsha Phoenix Memorial Trust regularly reviews the organisational and financial risks which it may face as a small independent charity. This includes regular reporting and assessment of potential risks, having in place or action planning to mitigate/eliminate those risks, and reviewing those risks ensuring a high standard of service is maintained. Relevant policies and procedures are in place and are reviewed regularly, and training of key personnel is kept up to date.

*Marsha Phoenix Memorial Trust is a Charitable Company Limited by Guarantee*

## ***Marsha Phoenix Memorial Trust 2024/25***

### ***Voluntary Board / Executive Committee***

*Chair* Woodrow Phoenix

*Treasurer & Company Secretary* Jane Chandler

### ***Executive Committee Members***

Jenny Berbeck

Caroline Ellis (to November 2025)

Danny Gray

Jo Mackie

Derrick Martin

Carol Smith

Esther Stanford Xosei

*London Borough of Lewisham co-optee:*

Will Cooper

### ***Key Partners***

*Commissioner, London Borough of Lewisham Supporting People Team:*

Jonathan Scarth

*Liaison Officer, London and Quadrant Housing Trust:*

Donna Ellard-Pierre

**Staff Team**

*Chief Executive Officer* Harriet Thomas

*Senior Operational Manager* Donna Lewis

*Facilities Manager, Health and Safety Officer* Loraine Phoenix

*Project Worker* Vanesa Gomez Garcia

*Project Worker* Chinyere Akpoefafe

*Specialist Support Worker* Nicole Daniels

*Specialist Support Worker* Nadine Blackwood

*Specialist Support Worker* Samantha Gooden

*Chef* Malvia Walters

*Night and Weekend Manager* Temitope Batula-Oluwa

*Night and Weekend Supervisor* Toyin Oluwa

*Night and Weekend Workers* Rosaline Mensah, Panchita Golding,  
Malvia Walters, Ore Williams-Kofoworade

*Website development* David Alliet

*INFORM database partners:* Salesforce

*Cleaning Team* led by Theresa Fleming

**2024/2025 Statistics**

<b>TOTAL 54</b>	<b>Referrals</b>
20	Accepted and Housed
8	Did not attend
11	Refused the Service
8	Re-assigned to other service
7	MPMT Refused
<b>TOTAL OF 100% Ethnicity of Referrals by Percentage</b>	
27	Black British
24	Dual Heritage
18	Black Caribbean
13	White British
7	White European
5	Asian
4	Black African
2	Gypsy Roma
<b>TOTAL OF 100% Mental Health, Neurodiversity and Substance Misuse</b>	
33	Mental Health
42	Neurodiversity
25	Substance Misuse
<b>TOTAL 20</b>	<b>Total Lettings</b>
18	Tresillian Road
2	Erlanger Road
<b>OUT OF 100%</b>	<b>Occupany Rate</b>
94%	Tresillian Road
92%	Erlanger Road

**DONATE!! (Please!)**

You can now donate using our “just giving” account by going to [www.justgiving.com/mpmt/donate](http://www.justgiving.com/mpmt/donate)

You can also donate by cheque made payable to the Friends of Marsha Phoenix Trust or Marsha Phoenix Memorial Trust.

Some of our supporters make a regular monthly donation set up by direct debit; contact Donna Lewis for details.

Call 0208 6915911 or email [office@marshaphoenix.org](mailto:office@marshaphoenix.org) for more.



*From Jane Chandler, Treasurer*

**The summarised financial statement included in this Annual Report is for the financial year ending March 2025.**

**The Treasurer's report is given verbally at the AGM, with reference to the Management Letter, full Financial Statements and Independent Auditor's Report .**

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF MARSHA PHOENIX MEMORIAL TRUST**

**Opinion**

We have audited the financial statements of Marsha Phoenix Memorial Trust (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

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

## MARSHA PHOENIX MEMORIAL TRUST

(A company limited by guarantee)

### INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF MARSHA PHOENIX MEMORIAL TRUST (CONTINUED)

#### Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF MARSHA PHOENIX MEMORIAL TRUST**  
**(CONTINUED)**

**Auditors' responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience and through discussion with the trustees and other management (as required by auditing standards), and discussed with the trustees and other management the policies and procedures regarding compliance with laws and regulations. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the charity is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related charities legislation) and taxation legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the charity is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety, anti-bribery and employment law. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any.

Through these procedures, we became aware of no actual or suspected non-compliance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF MARSHA PHOENIX MEMORIAL TRUST**  
**(CONTINUED)**

**Use of our report**

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

**Xeinadin Audit Limited**

Trinity House  
3 Bullace Lane  
Dartford  
Kent  
DA1 1BB

19 November 2025

Xeinadin Audit Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

***Marsha Phoenix Memorial Trust***  
***is a Charitable Company Limited by Guarantee***

***Registered Charity number 1063698***  
***Registered Company number 2552186***

***Auditor***  
***Hedley Dunk Chartered Accountants,***  
***Trinity House, Bullace Lane***  
***Dartford, DA11BB***

***Bankers***  
***HSBC Bank,***  
***85 Lewisham High Street, SE13 6BE***

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2025**

	Note	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
<b>Income from:</b>					
Donations and legacies	3	-	1,283	1,283	2,297
Charitable activities	4	-	640,383	640,383	574,999
Investments	5	-	20,636	20,636	8,820
<b>Total income</b>		<u>-</u>	<u>662,302</u>	<u>662,302</u>	<u>586,116</u>
<b>Expenditure on:</b>					
Charitable activities	6	4,922	709,305	714,227	625,309
<b>Total expenditure</b>		<u>4,922</u>	<u>709,305</u>	<u>714,227</u>	<u>625,309</u>
<b>Net movement in funds</b>		<u>(4,922)</u>	<u>(47,003)</u>	<u>(51,925)</u>	<u>(39,193)</u>
<b>Reconciliation of funds:</b>					
Total funds brought forward		141,172	802,742	943,914	983,107
Net movement in funds		(4,922)	(47,003)	(51,925)	(39,193)
<b>Total funds carried forward</b>		<u>136,250</u>	<u>755,739</u>	<u>891,989</u>	<u>943,914</u>

The Statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 13 to 24 form part of these financial statements.

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 02552186**

**BALANCE SHEET**  
**AS AT 31 MARCH 2025**

	Note	2025 £	2024 £
<b>Fixed assets</b>			
Tangible assets	11	312,769	326,003
		312,769	326,003
<b>Current assets</b>			
Debtors	12	91,388	20,978
Cash at bank and in hand		510,660	632,316
		602,048	653,294
Creditors: amounts falling due within one year	13	(22,828)	(35,383)
		579,220	617,911
<b>Net current assets</b>		579,220	617,911
<b>Total assets less current liabilities</b>		891,989	943,914
<b>Total net assets</b>		891,989	943,914
<b>Charity funds</b>			
Restricted funds	14	136,250	141,172
Unrestricted funds	14	755,739	802,742
		891,989	943,914
<b>Total funds</b>		891,989	943,914

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 145 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

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

**Woodrow Phoenix**  
  
 Date: 19 November 2025

The notes on pages 13 to 24 form part of these financial statements.



*From Harriet Thomas, Chief Executive Officer*

It's been an honour to continue in my position as CEO of MPMT. The journey from 2024 to 2025 has been one of transformation, teamwork, and resilience in the face of change. MPMT remains a cornerstone for supported housing, serving young women aged 16 to 25 in Lewisham and its surrounding areas.

Arriving in the role of CEO, I've built upon an extraordinary legacy and the culture of dedication instilled by Mrs Sybil Phoenix and those who have gone before me. Working alongside dedicated Team members, non-executive directors, and partners, we've tackled challenges head-on and strived always to improve our service. I could not have asked for a more solid foundation.

#### *HIGHLIGHTS and ACHIEVEMENTS*

This year has seen a series of concrete improvements.

##### **1. Proactive Security Upgrades:**

We have expanded our CCTV surveillance system to address concerns about safety among the team and residents.

##### **2. IT and Cybersecurity Revamp:**

We have continued the revamp of our IT infrastructure. Upgrading

our systems hasn't been easy, but the results ensure a safer, more reliable environment for all.

### 3. Expanding Housing Capacity:

A new bedroom and bathroom were added, increasing our ability to support young people when they need it most.

### 4. WiFi Improvements:

Thanks to regular opportunities to provide feedback, we continue to address the Team's connectivity issues and enhance our digital access for both the residents and the team.

### 5. Policy and Practice Reform:

We are continuing to review and update our policies, ensuring that our operations align with best practices and the positive values we strive to uphold.

### 6. Training and Development:

We continue to invest in training, with the goal of every team member having the skills and confidence needed to excel in their roles.

### 7. Reflective Practice:

Reflective practice and coaching are fast becoming an integral part of our professional development, enabling us to build a culture of learning and openness.

### 8. Strengthening Night Staffing:

Staffing patterns have shifted to ensure robust support is available for our residents every night.

### 9. Celebrating Community:

And yes! We continue to celebrate each other's birthdays and work-related achievements, including those Team members who are moving on from the Service. Those moments can be bittersweet, but we choose to reflect on them joyfully, with a sense of togetherness.

### *THANKS and ACKNOWLEDGEMENTS*

I must thank Jane Chandler, our Treasurer, for her guidance;

Donna Lewis and the Board Members for their continued commitment to the vision of MPMT;

Sam King, Jackie Doyley, Adebimpe Oputa, Veronica Roberts, Jameela Landell, and Aminata Sangare for their lasting contributions; Delia Julien-Edwards for expert HR and clinical support;

and our suppliers, Hedley Dunk, NetMatters, Community Fibre, BrightHR, and AFS Security, for helping us build a safer, brighter future;

Our partners in the London Borough of Lewisham and London and Quadrant Housing Trust have all played vital roles. Of course, there are more who have shown MPMT friendship and support, which is part of this story.

Most of all, my gratitude goes to Mrs. Phoenix, whose trailblazing spirit makes our work possible.

Her story is the foundation on which we stand.

### *LOOKING FORWARD: PRIORITIES for 2025*

We are entering a new era, committed to:

- Completing our service restructure and night service overhaul.
- Upgrading our premises, particularly in terms of electrical safety, and upgrading our CCTV system.
- Finalising and implementing key policies to drive up standards and compliance.
- Maintaining and deepening partnership with local authorities, including L&Q and LBL, for excellent service continuity.
- Focusing on resident feedback, outcomes, and the ongoing professionalism of our team.

This report is more than a summary; it is a celebration of what we achieve together at MPMT and the promise we hold for the future.

I look forward to more opportunities to share my gratitude and to advance the service in the coming year.

*From Carol Smith, MPMT Trustee*

I first became involved with Marsha Phoenix Memorial Trust in 2014 when I completed a two-week placement there as part of a two-year training course I was doing to become a Church Pastoral worker. Then in 2017, I joined the Board as a Trustee and was able to use my experience as a (retired) HR manager to provide support to the then-Director.

During the eight years that I have served as a Trustee the needs of the women and girls entrusted to MPMT's care have changed, and in some instances have become more complex. Our response to meeting these changing times has meant that the Trustee Board and senior management began exploring the most efficient and cost-effective way forward for the organisation.

As a result, it was agreed to implement a restructuring programme this year, overseen by the Trustee Board and Senior Manager. This has meant that we have had to say goodbye to some long-serving members of staff, and welcome new staff; we are confident that these changes will ensure that the quality of the service MPMT provides will continue, and the valued and sought-after work equipped for future challenges.

This new structure has been a positive experience and, as a Trustee, I am pleased to confirm that that it is working well, which means that we can face the future with confidence that the service is best placed to meet the needs of both the young women that we serve, and funders, especially Lewisham Council, that have faithfully supported MPMT from the outset.

*From Loraine Phoenix, Facilities Manager*

Another year has gone by so quickly and it's time to update you all as to what we have been doing this year. Where shall I start? When I wrote to you all in the last report, I was talking about having the dining room and living room refurbished. Well, that is still going to happen in the next few weeks. But we have gone through some more changes that took precedence over that. Like adding another room to our bedspace total. So how was it possible to gain another bedroom you may ask? We no longer have the resettlement office, which has given us the space to create another bedroom taking our count now to 23. This change took about three weeks to complete from start to finish and has now there is one more bed for a happy resident.

Of course, at the same time I am still checking on all the Health & Safety issues of the house. I have now been asked to take over the Health & Safety of Erlanger Rd since that manager's retirement, which is just as stressful here. Onwards and upwards. I will catch up with what's what and getting the L&Q contractors onsite. Each year seems to pass us by quickly not realising how much we put into keeping MPMT safe and in line with any changes that may affect the different legislations, luckily there are no problems that I have identified! We are still on point.

As you read at the start, I said we will be starting the works on both the dining room and the living room. We hope it won't be to long before the girls can enjoy their new environment. The work hopefully won't be longer than two maybe three weeks, so in advance we are sending the girls a BIG THANK YOU for their patience and understanding of the works we are doing.

So, what's next? Every day something new but nothing I can't deal with. The weekly fire alarm tests to be done, site inspections to keep us ship shape, risk assessments, the legionella water inspection and pest control, all of which keeps me busy and keeps everything in order.



*From Vanesa Gomez Garcia, Project Worker*

It has now been two years and four months since I began my journey at Marsha Phoenix as a Project Worker, and it has been a journey full of learning and growth. I've had the privilege of walking alongside incredible young women as they take steps towards building brighter futures, and I couldn't feel prouder to be part of their journey.

Over the past year, we have seen so much progress. Young women have grown in confidence, returned to education, and moved closer to independent living. Their achievements have been inspiring to witness and a constant reminder of the importance of the work we do here.

This year, many of our residents have shown great courage, overcoming obstacles and achieving successes they once doubted they could. Whether starting college, securing work, or developing life skills, they've shown resilience and determination at every stage. Of course, the journey is never without challenges, but these moments have strengthened both our young women and our team. Each setback has been met with courage, and each success, no matter how big or small, reminds us why this work matters.

Our focus will always be on giving young women the tools and confidence to succeed and to take pride in who they are. This year has shown once again how powerful that support can be. I want to thank the whole Marsha Phoenix Memorial Trust family for their commitment and care. With their dedication, and the determination of our young women, we know the future holds even more success stories to come.



**BELIEF RESPECT CHOICE**  
 Women and Girls Network  
 From Small Violence to Rape  
 Run by Women For Women  
 0808 801 0770

**keoth**  
 NHS  
 Health and Wellbeing

**ALL**  
 Inform and Inspire

**WIPSKOLL U**  
 ODUS

Persons Service  
 Representative for Mars  
 Phoenix Memorial Trust.  
 Please inform the office if  
 you have any questions or  
 are interested in becoming  
 the Representative for our  
 young Ladies

**Fast Sexual Violence Helpline**  
 0808 801 0770

**ARE YOU FEELING CREATIVE?**  
 Are you aged 11-16?  
 Join us for Youth Theatre (LYT) for a free half term project!

**The Hubbery Hub**  
 0808 801 0770

**PROTECTION!**  
 Rubbers? Love Glove?  
 #Alwaysusecondom

**ARE YOU FEELING CREATIVE?**  
 Are you aged 11-16?  
 Join us for Youth Theatre (LYT) for a free half term project!

**WHO IS IT FOR?**  
 11-16 year olds  
**WHERE?**  
 Community Centre  
**WHEN?**  
 10am - 12pm



*From Chinyere A Ogba, Support worker*

It has been a year and three months since I started working at Marsha Phoenix Memorial Trust as a project /Support Worker.

We are committed to nurturing the talent of our young people at MPMT and providing opportunities for career progression and development. Helping our residents to maintain their tenancy through successful management and keeping their rent account up to date, as this is one of the key life skills they must acquire while living here in MPMT. Delivering safe and effective person-centred services to our residents in our supported living schemes is our goal.

As a support worker I have continued to support my residents by providing assistance, advice and signposting, particularly as the cost of living challenges deepened. We make sure we support our residents to plan ahead and budget their shopping to help them manage their money. Residents were supported to maintain their tenancy through help with budgeting to address rent arrears; applying for a move through to alternative accommodation; and reporting anti-social behaviour.

It has been a great pleasure working with the young people and watching them move onto their own flat.

At this point, I would like to say thank you to the management for the opportunity to work in this amazing company, and I am looking forward to more fulfilling years that lay ahead by God's grace.





THIS DOOR IS NOT  
TO BE KEPT UNLOCKED  
DAILY WORK MUST  
BE DONE

1 2 3 4 5 6 7 8 9 10 11 12

BLISS

*From Malvia Walters, Chef*

I can hardly believe that it is six years since I first joined MPMT. When I started out, I was only working in the kitchen department, I never knew how much this role would change and shape me over time. As I continue to work in the kitchen, I have also taken on a part time position as a waking night support worker, and since then my journey has been filled with growth, learning, and so many meaningful experiences.

One of the most rewarding parts of my role has been seeing how far the young people we support have come. The little things often mean the most: being asked for cooking advice, sharing recipes, or hearing the young ladies saying how much they enjoyed a meal I have prepared for them. Those small moments of connection have a big impact, and they remind me every day why this work matters. Watching their confidence grow, their skills develop, and their independence flourish has been an incredible privilege.

I also feel incredibly fortunate for the support I had along the way. My colleagues both past and present have been a big part of my journey, and the close working relationship I have with my manager has truly made a difference. Their encouragement, trust, and guidance have help me to step out of my comfort zone and to continue develop both professionally and personally.

And of course, a special thanks to the founder Mrs Sybil Phoenix, who has inspired so many young people over the years. She has truly created a legacy that continues to change lives, and it is an honour to be part of the team carrying that forward.

Looking back, I feel proud of how far I have come since I began working in the kitchen. And looking forward, I am excited for what's ahead: continuing to learn, to grow, and most importantly, to make a difference in the lives of the young people we support. This journey has been so much more than just a job; it has been an opportunity to grow alongside others, to be inspired daily and to contribute to something that truly matters.

I have now started working as a volunteer for a charity at my church, called *One Sound Charity* where we support people in the homeless community.

From Nicole Daniels, Specialist Support Worker

I joined MPMT in March 2025 as a Specialist Support Worker, with the responsibility of providing holistic, person-centred care to the young women we house. My role involves supporting residents in developing practical life skills—such as budgeting and cooking—while also empowering them to rise above their circumstances and build fulfilling, independent lives. Every day, I am moved and inspired by the resilience and determination of the young women we support. Walking alongside them as they navigate and overcome adversity is incredibly meaningful and rewarding work.

MPMT is a fast-paced and, at times, emotionally intense environment. I've found it invaluable to work alongside a supportive and dedicated team, and I deeply appreciate the structures that senior management have put in place to ensure staff wellbeing, such as reflective practice sessions and coaching opportunities.

Since starting, I've been actively involved in community-building initiatives, including organising a BBQ and a games night to help strengthen relationships between staff and residents. These shared moments of joy and connection are vital in fostering trust and belonging.

Looking ahead, I'm especially excited to support the young women as they prepare to move into their own flats—resettling into independent living and stepping confidently into the next chapter of their lives. It's a privilege to be part of that journey and to help ensure that, for each of them, there is light at the end of the tunnel.



*From Rosaline Mensah, Night and Weekend Support Worker*

Over the past year, I have continued in my role as a part-time support worker at this girls' hostel, a position I have now proudly held for over five years. The hostel provides a safe and supportive environment for 21 young women, and it has been both rewarding and meaningful to contribute to their wellbeing and growth, particularly during night shifts and weekends when consistency and reassurance are most important.

In my work, I have supported young women with a wide range of complex needs. It has been inspiring to witness so many of them grow in confidence, achieve personal goals, and move forward into higher education, employment, and independent living. Seeing residents secure their own flats and step into the next stages of their lives is a reminder of the importance of the service we provide.

This year has also been an exciting period of change as I have been part of a new management team. The introduction of fresh ideas and approaches has helped us improve the hostel environment, creating a more positive and supportive atmosphere for our service users. These changes have already started to make a meaningful difference, and I am enthusiastic about the direction we are moving in.

Looking ahead, I am eager to continue supporting the young women in the hostel as they work towards brighter futures. I also look forward to being part of further positive developments within the service, helping to create an environment where every young woman feels safe, valued, and empowered.

*From Ore Williams-Kofoworade, Night and Weekend Support Worker*

My journey here at MPMT has been both meaningful and rewarding. In my role providing overnight support and care, I've had the opportunity to truly connect with the young women we serve, offering not just a safe and stable environment, but also emotional support, having an open-door policy and being approachable.

Being part of a team that uplifts and empowers women has always felt like a natural fit for me. My approach is rooted in empathy, consistency, and trauma-informed care, with a focus on helping residents work through both past and present challenges in a constructive and healthy way. I believe in leading by example. Practising prosocial behaviours and modelling respect, resilience, and compassion in every interaction.

To me, MPMT is more than just a job, it's a space where growth, support, and transformation happens every day, which I am fortunate to bear witness to. I'm proud to be part of a team that feels like family, and I look forward to continuing this journey together as we evolve and create new opportunities for the women/girls we support.

I once met Sybil Phoenix when she drove a flock of sheep from the top of Hilly Fields to Ladywell Bridge. A group of volunteers agreed to assist and I offered to help as I used to round up sheep on horseback in Australia.

The sheep, from a reservoir in Richmond, were milling around in a pen at the top of Hilly Fields. As soon as the gate opened they shot out really fast and ran downhill. The sheep jumped, one by one, over a woman sunbathing on a towel. She opened her eyes to see sheep jumping over her – my goodness she screamed but fortunately lay still until they disappeared. Then they ran across the Ladywell Road and unsuspecting car drivers were forced to stop. Fortunately they did stop as nobody was expecting to see a herd of sheep running fast across the road with volunteers in pursuit.

The young male volunteers went into the nearest pub which left me and another woman and three or four police trying to contain the sheep. They ran into the gardens of an older people's housing area and the people gardening on the day were shocked to find themselves surrounded by sheep.

The woman and I managed to corral the sheep on a footpath until the shepherd, who was not in the best of health, finally arrived with his two dogs (one of which had three legs). I used to round up Merino sheep which are like little tanks with short legs and don't jump after a certain age. The English sheep were taller with long legs and they jumped quite high which I had not predicted and which frustrated my attempts to contain them as they just jumped over my outstretched arms.

I found Sybil nearby, dressed as little bo peep, sitting on a tree stump. I asked if she was okay and she said it was not going as expected. She finally caught up with the sheep when they were near the bridge by which time the situation was contained and the sheep were returned to their pen.

Some onlookers thought it was hilarious but it really was not funny at the time. It was a very hot summer day so not pleasant to be running



around in the fierce sun and I worried the sheep may be hit by a car. As the sheep were on their way back to their pen I asked the police if they would rather be doing something else and they said this was much more fun than catching criminals.

Before that incident Sybil welcomed me, as a fellow-manager and leader, to MPMT and showed me around and gave me a lovely painted plant pot and a book of her poetry. We spoke a few times over the years and I went to a street party fundraiser that she organised.

MPMT has been in my thoughts and my heart for a long time and I really value the work that it does.

Marsha Phoenix Memorial Trust  
90-92 Tressillian Road,  
Brockley, London SE4 1YD

Telephone: 020 8691 5911

Email: [office@marshaphoenix.org](mailto:office@marshaphoenix.org)



MP  
MT

**MARSHA PHOENIX MEMORIAL TRUST**

England & Wales - Charity number 1063698

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# Accounts

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# **Marsha Phoenix Memorial Trust Annual Report 2023/24**



# **Marsha Phoenix Memorial Trust**

## **Annual Report 2023/24**

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*From Woodrow Phoenix  
Chair, Marsha Phoenix Memorial Trust*

This annual report marks the forty-fifth year that the Marsha Phoenix Memorial Trust has been in operation since its official opening in 1979. It's actually at least 46 years, given the logistics; once the two buildings of 90 and 92 Tressillian were converted from separate houses into one combined structure, rooms were altered and many changes were made to make the new premises work as a home of multiple occupancy. I don't know how long it took for policies and procedures to be devised, staff recruited and residents arrived to occupy these spaces, and teething problems were worked out before it was up to speed. But all of that would have had to be done before the big day. So that is my excuse for not heading up any big celebration activities, not yet anyway.


Forty-five years is a remarkable milestone and I am very proud of all the people who have helped us get there, even if I am conflicted in some ways by the paradox of social care; we work very hard to provide a fix for a problem while wishing there was no need for services like ours. If society was fairer and made more sense, we could all do something else. But since it seems things will never make sense, we will continue trying to correct the small corner of our world where we can do something about it. Thank you for supporting us in these efforts. Our funders and partners, our neighbours and friends are a vital part of our mission.

I am sad to note that in October of this year, Lord Herman Ouseley died. Herman was a great friend to Sybil Phoenix both personally and professionally. Their relationship dates back over five decades. They worked alongside each other for many years, on furthering and deepening community relations in Lambeth and Lewisham. Herman was a strong supporter of the work of this Trust. He was patron of the Friends of Marsha Phoenix, a sister charity that was the fund-raising arm of the Trust. After he was made a Peer in 2001, sitting as a crossbencher in the House of Lords, he sponsored a yearly afternoon tea event at the Palace of Westminster which was a key part of the Friends' fund-raising activities. When the Friends charity was closed, he continued to sponsor the teas for MPMT directly. The photograph on the front cover of this Annual Report was taken in Westminster at one of these sponsored teas in 2007. We will miss him.



MP  
MT

Marsha Phoenix Mc  
Phoenix, AZ



### ***Our Mission Statement***

Our mission is to empower young women to realise their fullest potential, fostering a community where their voices are valued, their ambitions supported, and their unique strengths celebrated. We are dedicated to providing opportunities for growth, education, and leadership, enabling young women to navigate the world with confidence, purpose, and resilience. By investing in their future, we aim to build a more inclusive and equitable society where young women lead with courage and inspire others.

### ***Equality and Diversity Policy Declaration***

Marsha Phoenix Memorial Trust is committed to equal opportunities in its provision of services, employment practices and management of the project.

As an organisation in a multi-cultural and diverse area of the inner city, the Trust seeks to actively oppose all forms of discrimination on the grounds of race, sex, colour, nationality, sexual orientation, disability, age, religion, transgender reassignment, marital status, pregnancy, class and any situation where people are disadvantaged by conditions or requirements that cannot be shown to be justified. This includes all protected characteristics as detailed in the Equality and Human Rights Act 2010. Marsha Phoenix Memorial Trust declares that we are taking positive steps towards promoting equality and combatting all direct and indirect discrimination.

### ***Statement on Marsha Phoenix Memorial Trust's approach to risk management***

Marsha Phoenix Memorial Trust regularly reviews the organisational and financial risks which it may face as a small independent charity. This includes regular reporting and assessment of potential risks, having in place or action planning to mitigate/eliminate those risks, and reviewing those risks ensuring a high standard of service is maintained. Relevant policies and procedures are in place and are reviewed regularly, and training of key personnel is kept up to date.

*Marsha Phoenix Memorial Trust is a Charitable Company Limited by Guarantee*

## ***Marsha Phoenix Memorial Trust 2023/24***

### ***Voluntary Board / Executive Committee***

*Chair* Woodrow Phoenix

*Treasurer & Company Secretary* Jane Chandler

### ***Executive Committee Members***

Jenny Berbeck

Caroline Ellis

Danny Gray

Jo Mackie

Derrick Martin

Carol Smith

Esther Stanford Xosei

*London Borough of Lewisham co-optee:*

Laura Cunningham

### ***Key Partners***

*Commissioner, London Borough of Lewisham Supporting People Team:*

Jonathan Scarth

*Liaison Officer, London and Quadrant Housing Trust:*

Gemma Carpenter

### **Staff Team**

*Chief Executive Officer* Harriet Thomas

*Senior Operational Manager* Donna Lewis

*Project Manager* Jackie Doyley

*Deputy Project Manager/Resettlement Worker* Samantha King

*Project Manager, Erlanger Road* Adebimpe Oputa

*Facilities Manager* Loraine Phoenix

*Health and Safety Officers* Adebimpe Oputa, Loraine Phoenix

*Project Worker* Jennifer Rose (to Summer 2024)

*Project Worker* Vanesa Gomez Garcia

*Project Worker* Chinyere Akpoefafe

*Cook* Malvia Walters

*Sessional, Saturday & Sunday Staff* Rosemarie Cameron (to Summer 2024), Rosaline Mensah, Veronica Roberts, Malvia Walters, Ore Williams-Kofoworade

*Casual Staff* Julia Arrindell, Panchita Golding, Jameela Landell

### **Volunteers**

*Good Gym volunteer group*

*Gardening* Suriya Pieris, Sue Luxton

*Fair Share Tesco collection supporter* Kris Hibbert

*Website development* David Alliet

*INFORM database partners:* Salesforce

*Cleaning by* Theresa Fleming and Team



Laura Cunningham @LauraLewisham · 1d  
Come and visit Marsha Phoenix Trust fundraising stall @Broc\_Soc Hilly Fields Fayre today 12- 5pm.



MarshaPhoenixTrust



### *Fundraising report*

We are grateful to still receive regular donations to our *Just Giving* page, and to be supported by donations from our neighbours. These play an important part in securing the future of the service. The Trust benefits where a donor is in a position to Gift Aid a donation. Please enquire if you think this may be a possibility.

[www.justgiving.com/mpmt/donate](http://www.justgiving.com/mpmt/donate)

This year the trustees, led by Jo Mackie, decided we should take part in the annual Midsummer Fayre organised by the Brockley Society. It is held on Hilly Fields every summer on the Saturday closest to June 21st and includes stalls selling crafts, clothing, food, and all the usual things you might expect to find at a market. We took two tables to sell clothes, bric-a-brac and sunflowers. The sunflowers were a very big hit, and with some powerful sales expertise from Councillor Laura Cunningham we managed to sell every one of the 70 or 80 flowers donated to us!

Woodrow spoke to many Brockley residents who didn't know there was a supported housing project in Tressilian Road. Some knew about MPMT but thought it had closed its doors long ago, some weren't aware of us at all. So our tables raised money for us and our presence was also worthwhile for raising our profile with local people.



*From Jane Chandler, Treasurer*

**The summarised financial statement included in this Annual Report is for the financial year ending March 2024. The Treasurer's report is given verbally at the AGM, with reference to the Management Letter, full Financial Statements and Independent Auditor's Report .**

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF MARSHA PHOENIX MEMORIAL TRUST

### *OPINION*

We have audited the financial statements of Marsha Phoenix Memorial Trust (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

### *BASIS FOR OPINION*

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

### *CONCLUSIONS RELATING TO GOING CONCERN*

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's

ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### *MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION*

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

#### *AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS*

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

*[Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud.]*

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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

This description forms part of our Auditors' report.

**USE OF OUR REPORT**

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Hedley Dunk Limited  
Chartered Accountants Trinity House  
3 Bullace Lane Dartford  
Kent DA11BB

28 October 2024

Hedley Dunk Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

\* \* \* \* \*

***Marsha Phoenix Memorial Trust  
is a Charitable Company Limited by Guarantee***

***Registered Charity number 1063698  
Registered Company number 2552186***

***Auditor  
Hedley Dunk Chartered Accountants,  
Trinity House, Bullace Lane  
Dartford, DA11BB***

***Bankers  
HSBC Bank,  
85 Lewisham High Street, SE13 6BE***

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2024**

	Note	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
<b>Income from:</b>					
Donations and legacies	3	-	2,297	2,297	2,501
Charitable activities	4	-	574,999	574,999	577,835
Investments	5	-	8,820	8,820	3,542
<b>Total income</b>		-	586,116	586,116	583,878
<b>Expenditure on:</b>					
Charitable activities	6	4,390	620,919	625,309	545,633
<b>Total expenditure</b>		4,390	620,919	625,309	545,633
<b>Net (expenditure)/income</b>		(4,390)	(34,803)	(39,193)	38,245
Transfers between funds	14	-	-	-	(1,920)
<b>Net movement in funds</b>		(4,390)	(34,803)	(39,193)	36,325
<b>Reconciliation of funds:</b>					
Total funds brought forward		145,562	837,544	983,106	946,781
Net movement in funds		(4,390)	(34,803)	(39,193)	36,325
<b>Total funds carried forward</b>		141,172	802,741	943,913	983,106

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 12 to 23 form part of these financial statements.

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)  
REGISTERED NUMBER: 02552186

**BALANCE SHEET**  
AS AT 31 MARCH 2024

	Note	2024 £	2023 £
<b>Fixed assets</b>			
Tangible assets	11	326,003	322,430
		326,003	322,430
<b>Current assets</b>			
Debtors	12	20,978	32,702
Cash at bank and in hand		632,316	641,689
		653,294	674,391
Creditors: amounts falling due within one year	13	(35,383)	(13,715)
<b>Net current assets</b>		617,911	660,676
<b>Total assets less current liabilities</b>		943,914	983,106
<b>Total net assets</b>		943,914	983,106
<b>Charity funds</b>			
Restricted funds	14	141,172	145,562
Unrestricted funds	14	802,742	837,544
<b>Total funds</b>		943,914	983,106

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 145 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

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

Woodrow Phoenix



Date: 28 October 2024

The notes on pages 12 to 23 form part of these financial statements.



*From Harriet Thomas, Chief Executive Officer*

**This is my first Annual Report as CEO of Marsha Phoenix Memorial Trust, and it's an absolute privilege for me to be in this role. I've had the pleasure of being part of MPMT in the past, under the leadership of my friend and co-chair of the Lewisham Homelessness Forum (LHF), Rebecca Long. She has certainly left a legacy behind her after 20 years, and what a legacy it is! MPMT remains the only facility for young females between the ages of 16 and 21 within Lewisham and the surrounding boroughs.**

**I've joined a great team and hit the ground running! Some of my achievements this year have been:**

- 1. Upgrading the door entry system, ensuring safe entrance to the house even when the Team are away from the front desk.**
- 2. Upgrading our IT systems, which has been a steep learning curve, but ensures we are cyber secure.**
- 3. Creating an additional room, so we can provide more young people with housing.**
- 4. Increasing our CCTV coverage, again, ensuring the safety of both staff and residents.**
- 5. Upgrading our WiFi coverage, in response to feedback from our residents and staff.**

6. Updating and introducing new policies to reflect our practices as they are and as they ought to be.
7. Introducing full Team meetings, allowing all staff concerns and comments to be heard.
8. Regularising meetings with the Management Team, to enhance our operation.
9. Increasing training in relevant areas of practice for the Team, so they have the knowledge needed to execute their role with excellence.
10. Regularising house meetings with residents, allowing them a voice in the service we provide and how we make provision for them.
11. Adjusting staffing so we have sufficient workers at key times during the night.
12. Introducing Reflective Practice for the Team and Reflective Coaching for the managers.

AND, most importantly, reintroducing the celebration of our birthdays!

I would like to say a HUGE THANK YOU, to Jane Chandler (our Treasurer), as my line manager, whose guidance has been invaluable; Donna Lewis and the whole MPMT (including the Board) for their commitment to supporting the growth of the service; to Jen Rose and Rosemarie Cameron, who have now moved on from MPMT, and have left their own mark on the service; Delia Julien-Edwards, our Clinical Supervisor; our suppliers, NetMatters, Community Fibre, Work Nest, AFS Security; my school, UMS, for their behind-the-scenes support and guidance; partners in Lewisham and co-Chairs, Tom Neumark, CEO of the 999 Club and Ellie Egthedar Head of Housing Needs and Refugee Services at LBL; David Alliet, who built and maintains our website. If I've missed anyone, I apologise. I know there are a number of people who the Team, particularly our Senior Operations Manager, will thank on behalf of the service. This short list only represents those I have regularly interacted with in the last six months.

Finally, I'd like to thank Sybil Phoenix, without whom we would not have a service. May her legacy continue on for many, many years to come.

Likewise, I'd like to acknowledge this year as the fiftieth anniversary of Marsha Phoenix's passing. Her passing has brought so much life. We are forever grateful, and we will never forget!

I look forward to continuing with MPMT into this new season of our provision and hope for more opportunities to share my gratitude.



*From Donna Lewis, Senior Operational Manager*

Our vision at Marsha Phoenix Memorial trust is to give every young person that comes through our doors a new beginning, a fresh start at building the life that they desire. Our goal is to help them to believe in themselves, inspire them to understand that knowledge is the key to a better life. With knowledge comes power over their own destiny. This is their opportunity to accept the care and support which will elevate their lives to be the best that they can be. Understanding that there is nothing that they can't achieve.

Yes, we understand that many of our young people come to us with traumatic backgrounds—psychologically, physically, mentally, sexually—which have shaped the person we see. As a team we work diligently to support our young people to understand that the past does not have to define them. They can create a new life for themselves with the support of the staff team to break every chain that is holding them back.

My ambition to work in the social care field stems from my longing to help people at their most vulnerable, wanting to feel safe, when they seek not only answers but also understanding, and compassion. At Marsha Phoenix Memorial trust we strive to build empathetic relationships with our service users. It really is the most humbling experience, every small goal achieved is a positive. You really get that parental feeling of pride when they work hard to change the course of their lives.

### *Team*

I would like to welcome Harriet Thomas, our new CEO to Marsha Phoenix Memorial Trust. Since Harriet started she has been like a whirlwind, she reminds me of those old spinning tops you wrap the cord around and let go! Since starting she has made some great changes like me, we both believe in growth. She is infectious and dare I say, a workaholic :) May I take the opportunity to thank the board for a great selection and for their dedication to Marsha Phoenix Memorial Trust. She comes with that drive to make changes, to build upon existing provisions, promoting and uplifting the team. As for my role as the Operational Manager I would just like to say I deeply appreciate every member of our team for showing relentless effort for the service, it gives me a great sense of pride to be one of the leaders of this team.

Your hard work and dedication, how you continue to inspire our service users is most appreciated. In reading this paragraph you more than likely think I am just talking about the support workers, but no: for this service to run it takes every worker that comes through those doors; from the support worker that provides support, night staff who ensure the safety of our service at night, the cook who provides the service users with healthy meals that feed the brain, the cleaners that work hard at providing a clean and liveable, healthy environment. The facilities manager who ensures the health and safety of the building, our deputy manager/resettlement worker for your dedication to supporting our service users around move-on and the 3-6 support of the ex-service users, our service manager for her dedication over the years and last but in no way least, the Erlanger Road manager for our second step-down-stage-to-independence service.

### *Changes*

Over the last year we have had many changes within the service to ensure that we are moving with the times. We have engaged a new IT Company, Net Matters to support the team with all our IT systems. We have engaged Delia Edward who supports the staff team around reflective practice, giving them the ability to reflect on actions taken and use this as a continuous learning process, and giving them time to learn from each other and voice their opinions. The Bright HR system allows the service to track our leave, sickness, book extra shifts and it also includes training for the staff team. The service changed the cleaning contractor. The new cleaners are more efficient, and the service environment is more inviting for staff and service users alike. Building works: major works have taken place in the building which have been completed. We look forward to making many great memories for the service users and our staff team.

### *Conclusion*

I can not finish this without making reference to the founder of Marsha Phoenix Memorial Trust. What can I say that I have not said already? She is a formidable woman who had the wherewithal and the drive to raise this service from the ground up. She started off by fostering in 1965 in Lewisham, she became a community worker providing support to unwanted children, for all her hard work protecting young people she was given the MBE which was truly deserved. If I was to put in print everything this wonderful woman achieved for young people I would never finish! But what I can say, her passion and drive continues through the staff team at Marsha Phoenix Memorial Trust.

*From Jackie Doyley, Project Manager*

First and foremost, I would like to say thank you to all the staff at Marsha Phoenix for all the hard work and support you have put in over the last year.

In the last year we have encountered a number of changes, one of them being whereby we have said farewell to Denise Ifield, our former Director. But as one door closes another opens and we have welcomed Harriet Thomas our new CEO, who has already started to bring MPMT into the 21st century by introducing/installing Bright HR to name but one.

We have also said goodbye to Jen Rose one of our longstanding keyworkers, wishing her all the best as she enters a next chapter and thank you for your service over the last 12 years. As a result of Jen leaving, we are now looking forward to welcoming a new member of staff to the team.

It is one of MPMT's duties to keep each and every young lady that comes through our doors safe and secure. We have all been up-skilling our knowledge with the necessary safeguarding training accordingly.

We are constantly inspiring our girls with inspirational daily messages to positively encourage them by letting them know that they are smart enough, strong enough and good enough to pursue their goals and dreams.

Our annual Believe and Achieve Award (in memory of our dearly departed colleague) was awarded to Fartun Ali – well done Fartun! And as stated by you, you will continue to work hard.

Before I go, I would like to welcome Ore Williams-Kofoworade (waking night staff) who has come on board joining our team. I would also like to thank Anrapheal Care agency who have helped us out immensely, thank you for being there at short notice. Your service and staff is most appreciated.

Great Teamwork All!

*From Samantha King, Resettlement Officer and Deputy Project Manager*

The main parts to my role as resettlement officer are to help support the residents for either move through or move on. Tressillian Road is classed as a first-stage hostel, where there is 24-hour staffing to offer the extra support for the residents. What I do is to assess the residents for the best route for their next stage in their housing journey. This could be a move through to a second stage hostel, which is a more independent hostel like Erlanger Road. The second stage hostel can be anywhere within the Borough of Lewisham. The staffing levels are much lower, but the resident would still have support. The second stage hostels are a good stepping stone for residents that need more independent living but are not ready to live solely on their own with minimal or no support.

If the resident is ready for fully independent living, then they would be working towards a move on, to their own permanent accommodation. Then an application to Lewisham Borough housing department would take place, to get the residents a bidding number. The residents at Erlanger Road have two nominations a year with L&Q that would allow the resident to move out of Lewisham borough. For residents to be put forward for their move on, they need to show that they have their independent life skills in place e.g. cooking, cleaning and budgeting, with a good six month's rent account as well as savings towards their property. They need to show that they can take care of their physical and mental health e.g. taking their medication, making appointments and attending appointments etc. Having a daytime activity like going to college, working paid or unpaid is also key.

I continue to give the residents three months support once they move into their own property. Helping them to set up their utilities and helping them access grants to help them to get some of their white goods and other items for their property. I support them to maintain a good tenancy and to budget with their new list of bills. The best part of this work is being able to see how much the resident has grown and the journey they have been on, to the point where you are able to see them make a house into a home for themselves.

I wish to thank the Buttle grant organisation for continued support of our young people in education, as that support that they have given has truly helped them.

*From Ore Williams-Kofoworade, Waking night staff:*

My role at MPMT is providing essential overnight support and care to all residents. Joining a team that supports and empowers women was always the perfect fit for me, I have a deep sense of compassion, empathy and I thrive in staying committed and witnessing positive changes; so with that being said, I am in the right place!

Since joining in February 2024, I have had the pleasure of building positive relationships with the girls; it was an honour to celebrate the ladies in September when we went to Thorpe Park, a team building, strengthening activity. I love what I do and I pride myself in the support I offer, being trauma informed, supporting the journey of healing, offering stability and helping women work through past and ongoing challenges in a healthy and constructive way. My way of working is 'prosocial modelling', I emulate this in the work I do with the girls, leading by example, treating others just as I would like to be treated.

MPMT is not just a place I call work, we are a family, I look forward to all the exciting opportunities that are yet to come and growing/thriving in our forever growing family!

*From Chinyere A Ogba, Support worker*

Well, it has been a year and three months since I started working at Marsha Phoenix Memorial Trust as a Project /Support Worker. We are committed to nurturing the talent of our young people at MPMT and providing opportunities for career progression and development. Helping our residents to maintain their tenancy through successful management and keeping their rent account up to date, as this is one of the life skills they must acquire while living here in MPMT. Delivering safe and effective person-centred services to our residents in our supported living schemes.

As a support worker I have continued to support my residents by providing assistance, advice and signposting, particularly as the cost of living challenges deepen, we make sure we support our residents to plan ahead and budget their shopping to help them manage their money, Residents were supported to maintain their tenancy through help with budgeting to address rent arrears; applying for a move through to alternative accommodation; and reporting anti-social behaviour.

It has been a great pleasure working with the young people and watching them move onto their own flats.

At this point, I would like to say thank you to the management for the opportunity to work in this amazing company, and I am looking forward to more fulfilling years that lay ahead by God's grace.



*From Loraine Phoenix, Facilities Manager*

Well! Yet another year and it's time to update you all as to what has been happening at MPMT during the past year.

Where shall I start? When I wrote to you all in the last report, I was planning to have the dining room and living room redecorated and then move on to the stairwells. The dining room and living room were completed (looking nice and fresh even if I say so myself). Just the flooring remains to be done, but we had a bigger problem to deal with. We discovered the effects of subsidence to the side of 92 Tressillian were so bad that areas on the first and second floors were affected. Girls had to be moved out of two rooms so the problem could be dealt with. In fact we temporarily lost the use of four rooms: two on the top floor and two on the first floor as a bressemer beam had to be replaced and joists repinned. Of course you know we did this in a very safe way. It took six weeks to complete the works, but all is sorted now, and the rooms are back in use.

The next big project was to convert what used to be the staff flat into another bedroom. This conversion means we will be able to house 22 young women now and it has given us an extra bathroom as well so we will now have five bathrooms. These works should be completed in the next few weeks. In between all that has been going on I have had the guttering sorted as that was also in a bad way! I have also had a lot of rooms repainted and re-carpeted as the girls move out. I keep up with general maintenance of the house, keeping everything in good working order, and staying on top of all the regular inspections that must be done such as pest control, pat testing, gas inspections, legionella and fire inspections.

Amongst all that has been going on we have also changed our computer tech company, so I have been working closely with Tom Craske from Net Matters. They have been updating all our computers, with me at this end (must admit I knew nothing about computers until now LOL!). So, as you can see, we have had a very busy year and work still goes on to make us better for years to come.



FIRE ALARM SYSTEM

Blood Busting  
The benefits of a Pump  
Resistance Machine  
Resistance Training

Warning  
Caution

*From Vanesa Gomez Garcia, Project Worker*

Another year has passed by at Marsha Phoenix Memorial Trust, and what a journey it has been! It's hard to believe how quickly time flies when you're busy helping young women discover their potential. Every day brings new challenges, and a fair share of laughter, too! This year, I've had the privilege of working with some incredible young women, each with their unique stories and aspirations. Their determination to overcome obstacles has been nothing short of inspiring. It's amazing to see how hard they work to achieve their goals, even when faced with challenges that sometimes feel like climbing a mountain in flip-flops!

Of course, we've had our share of hurdles. Whether it's building trust or addressing complex needs, every challenge has taught us something valuable. These experiences have strengthened our team and fuelled our commitment to empowering these young women. Our collaborative spirit has been essential in navigating these challenges. Supporting each other and celebrating our successes, big and small, has made our work not only productive but also enjoyable. I'm grateful to be part of a team that genuinely cares about making a difference.

I want to thank everyone at Marsha Phoenix for their continued support and dedication. I'm excited for what's next and eager to keep pushing forward. Together, we'll continue to empower these remarkable young women to chase their dreams and make them a reality!





*From Adebimpe Oputa, Erlanger Road Project Manager*

It has come so quickly another year was like yesterday, but it is what it is, one year indeed.

My role is in two parts. Part one is the housing management aspect and dealing with all L&Q contractors where it is compliance issues. The other part is support and care for the residents, where I meet with them monthly or twice a month as the time permits, apart from seeing them in the project when visited.

Erlanger Road has been very busy this year with diverse resident issues which is sometimes challenging but we are able to cope with things and move on.

We have residents for whom English is not their first language, yet they are thriving and very much invested in growing and learning. One current resident recently bumped into a former resident who is now a professional. The former resident even sent a message of greeting to me. This is very encouraging to know that some of the former residents never forget where they started.

Another exciting thing to mention is their commitment to the house meetings and if for any reason they will not be there, they will send an apology. This is a great achievement to what had happened in the past years.

It has been excellent with L&Q, especially with our lovely Contract Officer Gemma Carpenter. We have been having the liaison meeting on the Team and the next meeting is arranged for 23/11/24 all things being equal and the audit will be next year 2025 sometime. L&Q has been a great partner of Marsha Phoenix and we hope to continue our relationship with them.

## STATS 23/24

47	Referrals
26	Accepted and Housed
8	Did not attend
11	Refused the service
1	Re-assigned to other service
1	MPMT refused

## Ethnicity of Referrals by percentage

15	Black Caribbean
9	Dual Heritage
7	White British
5	Black British
5	Black African
2	Unknown
1	White European
1	Asian
1	Gypsy Roma

## Mental Health, Neurodiversity and Substance Misuse

9	Mental Health
3	Neurodiversity
2	Substance Misuse

what you give out you will  
receive. Stay pretty and  
Positive ♡

Smile

## Feedback from Residents Meeting

- Residents were taken to Thorpe Park, which they all thoroughly enjoyed and would like to go again.
- Residents are happy with the new cleaners (Ms Theresa Fleming and the crew) and the cleanliness of communal areas.
- Residents enjoy the meals provided by Ms Malvia.
- Residents are happy with the new counsellor from Cassell, who they say is young and understands them.
- Residents say they understand and are happy with the curfew.

Roshanne is always positive  
& respectful.

get on with it

& I was extremely  
grateful when she  
shared her concerns  
with staff that  
gesture was very  
thoughtful

hair is always  
stay.

Nothing good comes from giving up,  
do what you must now, to  
do what you want later. :)

Always be Positive.

don't let anyone dim your light,  
keep shining and stay positive  
even through the hardships.  
♡

Have a good day

Keep your head up &  
stay smiling ♡

## *VOIDS and ARREARS*

Over the course of this year we have continued to have challenges with voids in our service and have at times had several bed spaces vacant. As a result, our void rate has increased. We continue working in partnership with our referral pathways and listening to feedback from residents and those who have visited our service to ensure we remain a provider of choice.

The team works hard to make certain that our residents are equipped to understand how to budget and a very important part of this is paying rent. Jackie and her staff are consistent in their approach with the young women from the moment they come for an assessment. Their obligation to pay their rent is clear and they are supported throughout their stay to prioritise this. Where there are issues with this an action plan is put in place to bring payments up to date. Jackie ensures that residents are informed weekly of the balance on their rent accounts, and that the team will support them in a variety of ways. This includes assisting with housing benefit claims, discretionary housing payments on behalf of new residents or residents that are in crisis, as well as helping students apply for their student loans.

The ability to manage money effectively is tied in with our move on objectives and supporting our young women to gain this skill is a core ethos of the Trust.

Total lettings, Tressillian Road: 23

Total lettings, Erlanger Road: 4

Tressillian Void Rate as an average this financial year: 14%

Erlanger Void Rate as an average this financial year: 14%

*From Jen Rose, Ex-project worker*

Helping people has always been my thing, so when I was taking a voluntary redundancy from the NHM (Natural History Museum) I was looking to do a social worker's degree course as a pathway to do something meaningful. I was kindly directed to MPMT as a way to test if social work was really what I thought it would be. So I started as a volunteer back in 2011 and then was offered a position as project worker, which I was delighted to accept and stayed for 12 years. I saw a lot of change during that time, small and gradual changes to the way support was offered to those who were homeless, planning for success and seeing it through, to the offer of a home of their own.

Getting the young person ready for independent living was always a driver for me. Seeing them overcoming mental barriers as well as the financial challenges involved in getting to that finish line of a home of one's own, and seeing them grow and realise their potential. During my time as a support worker I had the privilege of meeting and working with young people that managed to turn things around for themselves by educating themselves, learning to understand themselves and to build healthier relationships and gain a stronger sense of self, but more importantly not allowing themselves to be defined by their homelessness.

Moving away from being a project & support worker was a decision made easier by the fact that I would still be doing something worthwhile and relevant while working for the Metropolitan Police Service. In many ways caring about people who have been victims of crime is not so dissimilar to supporting young people who, let's face it, are sometimes indirectly victims of crimes that cause them to be homeless, such as relationship breakdowns, domestic abuse, losing parents to violence or drugs; so I have seen it from both perspectives.

I do hope that when I have settled into my new role, at some point in the future I can consider giving some of my time back to MPMT for the good of our young people.

*From Natasha Millen de Guerra, former resident at MPMT*

My name is Natasha and I am just about to turn 40 years old. Imagine, I was in your shoes, living at Marsha Phoenix over 25 years ago! I remember when I came to live there and not wanting to follow the rules. I thought I knew everything, I had an answer for everything and always looked for a way to bend the rules. I had received chance after chance, then came my written warning, then I was about to be evicted. Crazy. I had to fix up and make some changes!!

I remember being called to Rebecca [the Director]'s office, nervously going with (if I remember correctly) two written warnings on record. Long story short, I was then given one last the chance to stay, if I proved myself. I did indeed improve my behaviour and attitude, later got to have my own room. I think it was room #16. My shared room was room #1. It was so exciting having my own room!

Fast forward some time, to when I got my 2nd stage accomodation. Independent living! Mrs Carey [the Manager] helped me to move in, she was amazing. So kind and helpful. Really when I look back now as a big women, and a mother, I see that all the staff were just looking out for me. I mean... think about it, What crazy person would work with a house full of girls if they didn't really care?? Lol. They care! They just have to be hard and disciplined to help you succeed!

Girls, listen to the wisdom from the staff, try to make the right decisions now... it will change your life for the better later! Trust me, I'm living proof!!

So, a little about me now, I became a Christian at 19 years old. Moved from my 2nd stage in Forest Hill, to my own flat in a lovely house in Penge. Then in 2014 I met a guy from Panama (a Latin American / Spanish country in North America) on facebook. GOD told me he was my husband (after a week of knowing him, which I thought was crazy) but hearing GOD so clearly, and long story short, within that year, I gave up my flat in Penge and flew to Panama. Completely leaving everything behind to follow GOD and love.



We were married a month later in December 2012! We had our first child in April 2015, fast forwards to 2024... we now have four children, who I homeschool. Juan Carlos Elias is 9 years old, Hadassah is 7, Hosanna is 3 and our little baby Hannah is 18 months old. We are truly blessed by God and so grateful.

I know 100% I would not be where I am today, if it was not for the MPMT! All the support and guidance (cough cough and discipline lol).

Thank you so much!!!

My name is Ashlee, I'm 25 right now. ~~but~~ I used to live here 7 years ago. I got my own place in Lewisham, working full time as a children's nurse. I'm currently on the steps of purchasing my own Property. I'm always thankful of being in Marsha Phoenix as it gave me the stepping zone to becoming who I am. Advice I can give, going through this process is, always be positive. Have a goal. Think in 5 years, the situation you are in now is nothing and you're stronger than everything. Surround yourself with positive people. Save as much as you can. Be kind + nice. Work hard. But Marsha Phoenix has and always will be a part of my success story.

Ashlee R x

*From Ashlee R., former resident at MPMT*

**My** name is Ashlee, I'm 25 right now. I used to live here seven years ago. I got my own place in Lewisham, working full-time as a children's nurse. I am currently on the steps of purchasing my own property. I'm always thankful for being at Marsha Phoenix as it gave me the stepping stone to becoming who I am.

Advice I can give, going through this process is: always be positive. Have a goal. Think in five years, the situation you are in now is nothing and you're stronger than everything. Surround yourself with positive people. Save as much as you can. Be kind + nice. Work hard. Marsha Phoenix has and always will be a part of my success story.



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**MARSHA PHOENIX MEMORIAL TRUST**

England & Wales - Charity number 1063698

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# Accounts

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# Marsha Phoenix Memorial Trust Annual Report 2022/23



# **Marsha Phoenix Memorial Trust**

## **Annual Report 2022/23**

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*From Danny Gray  
Trustee, Marsha Phoenix Memorial Trust*

It is with great pleasure and a sense of gratitude that the Board of Trustees extend our heartfelt greetings to all the stakeholders, supporters, and contributors of the Marsha Phoenix Memorial Trust as we come together to reflect upon the past year's accomplishments and share our vision for the future.

The Marsha Phoenix Memorial Trust has, over the years, been a beacon of hope and a catalyst for positive change in the lives of countless individuals. Founded on the principles of compassion, resilience, and empowerment, the trust has consistently strived to make a meaningful impact on the communities it serves.

In the face of unprecedented challenges, the past year has exemplified the Trust's unwavering commitment to its mission. The transformative programs and initiatives undertaken have not only weathered the storms but have enabled us to emerge stronger, demonstrating the resilience that defines the essence of Marsha Phoenix's legacy.

As we navigate the current difficulties of our times, the Trust remains dedicated to breaking barriers and creating opportunities for those who need it most. From education and healthcare to social welfare and community development, the breadth of our initiatives reflects our holistic approach to promoting sustainable change to the lives of those we support.

None of this would be possible without the committed support of our donors, partners, volunteers, and the communities we serve. Your collective commitment to our cause has been instrumental in turning aspirations into achievements, and we are profoundly grateful for your unwavering belief in our shared vision.

In this annual report, you will find a comprehensive overview of the Trust's activities, impact stories, and financial performance. It is a testament to the transparency and accountability that underpin our operations. We believe in keeping our stakeholders well-informed, recognizing that your trust is the foundation upon which our continued success is built.

As we look ahead, the challenges may evolve, but our determination remains the same. The Marsha Phoenix Memorial Trust will continue to make a meaningful difference in the lives of vulnerable young women in our community. With your continued support, we are confident that we can build a brighter, more inclusive future for all.

Thank you for being an integral part of the Marsha Phoenix Memorial Trust's journey. Together, let us continue to sow the seeds of positive change and nurture a legacy that will last future generations.



### ***Our Mission Statement***

Marsha Phoenix Memorial Trust will provide housing, support and care, with the aim of creating an environment that gives young women a secure base from which to develop self respect, independence and purpose in their lives.

### ***Equality and Diversity Policy Declaration***

Marsha Phoenix Memorial Trust is committed to equal opportunities in its provision of services, employment practices and management of the project.

As an organisation in a multi-cultural and diverse area of the inner city, the Trust seeks to actively oppose all forms of discrimination on the grounds of race, sex, colour, nationality, sexual orientation, disability, age, religion, transgender reassignment, marital status, pregnancy, class and any situation where people are disadvantaged by conditions or requirements that cannot be shown to be justified. This includes all protected characteristics as detailed in the Equality and Human Rights Act 2010. Marsha Phoenix Memorial Trust declares that we are taking positive steps towards promoting equality and combatting all direct and indirect discrimination.

### ***Statement on Marsha Phoenix Memorial Trust's approach to risk management***

Marsha Phoenix Memorial Trust regularly reviews the organisational and financial risks which it may face as a small independent charity. This includes regular reporting and assessment of potential risks, having in place or action planning to mitigate/eliminate those risks, and reviewing those risks ensuring a high standard of service is maintained. Relevant policies and procedures are in place and are reviewed regularly, and training of key personnel is kept up to date.

***Marsha Phoenix Memorial Trust is a Charitable Company Limited by Guarantee***

## ***Marsha Phoenix Memorial Trust 2022/23***

### ***Voluntary Board / Executive Committee***

*Chair Woodrow Phoenix*

*Treasurer & Company Secretary Jane Chandler*

### ***Executive Committee Members***

Jenny Berbeck

Caroline Ellis

Danny Gray

Jo Mackie

Derrick Martin

Carol Smith

Esther Stanford Xosei

*London Borough of Lewisham co-optee:*

Laura Cunningham

### ***Key Partners***

*Commissioner, London Borough of Lewisham Supporting People Team:*

Jonathan Scarth

*Liaison Officer, London and Quadrant Housing Trust:*

Gemma Carmody

**Staff Team**

*Director* Denise Ifield

*Senior Operational Manager* Donna Lewis

*Project Manager* Jackie Doyley

*Deputy Project Manager/Resettlement Worker* Samantha King

*Project Manager, Erlanger Road* Adebimpe Oputa

*Facilities Manager* Loraine Phoenix

*Health and Safety Officers* Adebimpe Oputa, Loraine Phoenix

*Project Worker* Jennifer Rose

*Project Worker* Vanesa Gomez Garcia

*Project Worker* Chinyere Akpoefafe

*Cook* Malvia Walters

*Sessional, Saturday & Sunday Staff* Rosemarie Cameron, Rosaline Mensah, Veronica Roberts

*Sessional Staff* Julia Arrindell, Panchita Golding, Jameela Landell

*Waking Night Staff* Felicia Titus, Malvia Walters

**Volunteers**

*Good Gym volunteer group*

*Gardening* Suriya Pieris, Sue Luxton

*Fair Share Tesco collection supporter* Kris Hibbert

*Website development* David Alliet

*INFORM database partners:* Salesforce

*Contract cleaning* by Fenad Ltd



### *Fundraising report*

**W**e are grateful to still receive regular donations to our Just Giving page as well as a number of lovely donations from our neighbours including Christmas gifts for the young women we support. We were given a £500 donation from the Charities Aid Foundation as well as a much appreciated donation of toiletries from the Ghana Nurses Association.

Thanks to the Brockley Baptist Church who have once again provided food donations to us this year that are always well received. Milk Honey Bees have also donated some lovely products that we are grateful for. We would like to thank everyone who has donated to us over the last year, your generosity is very much appreciated

A regular donation, however small plays an important part in securing the future of the service. The Trust benefits where a donor is in a position to Gift Aid a donation. Please enquire if you think this may be a possibility.

*<http://www.justgiving.com/mpmt/donate>*



*From Jane Chandler, Treasurer*

**The summarised financial statement included in this Annual Report is for the financial year ending March 2023.**

**The Treasurer's report is given verbally at the AGM, with reference to the Management Letter, full Financial Statements and Independent Auditor's Report .**

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF MARSHA PHOENIX MEMORIAL TRUST

### *OPINION*

We have audited the financial statements of Marsha Phoenix Memorial Trust (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

### *BASIS FOR OPINION*

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

### *CONCLUSIONS RELATING TO GOING CONCERN*

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### *MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION*

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**AUDITORS' RESPONSIBILITIES FOR THE  
AUDIT OF THE FINANCIAL STATEMENTS**

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

*[Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud.]*

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

This description forms part of our Auditors' report.

**USE OF OUR REPORT**

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Hedley Dunk Limited  
Chartered Accountants Trinity House  
3 Bullace Lane Dartford  
Kent DA1 1BB

5 December 2023

Hedley Dunk Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.



*Marsha Phoenix Memorial Trust  
is a Charitable Company Limited by  
Guarantee*

*Registered Charity number 1063698  
Registered Company number 2552186*

***Auditor**  
Hedley Dunk Chartered Accountants,  
Trinity House  
Bullace Lane  
Dartford  
DA11BB*

***Bankers**  
HSBC Bank,  
85 Lewisham High Street,  
SE13 6BE*

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2023**

	Note	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
<b>Income from:</b>					
Donations and legacies	3	2,455	46	2,501	4,696
Charitable activities	4	-	577,835	577,835	566,311
Other trading activities	5	-	-	-	597
Investments	6	-	3,542	3,542	344
<b>Total income</b>		2,455	581,423	583,878	571,948
<b>Expenditure on:</b>					
Charitable activities	7	6,574	539,060	545,634	563,020
<b>Total expenditure</b>		6,574	539,060	545,634	563,020
<b>Net (expenditure)/income</b>		(4,119)	42,363	38,244	8,928
Transfers between funds	15	(1,920)	-	(1,920)	-
<b>Net movement in funds</b>		(6,039)	42,363	36,324	8,928
<b>Reconciliation of funds:</b>					
Total funds brought forward		151,601	795,181	946,782	937,854
Net movement in funds		(6,039)	42,363	36,324	8,928
<b>Total funds carried forward</b>		145,562	837,544	983,106	946,782

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 11 to 23 form part of these financial statements.

**MARSHA PHOENIX MEMORIAL TRUST****(A company limited by guarantee)****REGISTERED NUMBER: 02552186****BALANCE SHEET  
AS AT 31 MARCH 2023**

	<b>Note</b>	<b>2023 £</b>	<b>2022 £</b>
<b>Fixed assets</b>			
Tangible assets	12	322,430	320,844
		<hr/>	<hr/>
		322,430	320,844
<b>Current assets</b>			
Debtors	13	32,702	31,868
Cash at bank and in hand		641,689	620,163
		<hr/>	<hr/>
		674,391	652,031
Creditors: amounts falling due within one year	14	(13,715)	(26,093)
		<hr/>	<hr/>
<b>Net current assets</b>		660,676	625,938
		<hr/>	<hr/>
<b>Total assets less current liabilities</b>		983,106	946,782
		<hr/>	<hr/>
<b>Total net assets</b>		983,106	946,782
		<hr/> <hr/>	<hr/> <hr/>
<b>Charity funds</b>			
Restricted funds	15	145,562	151,601
Unrestricted funds	15	837,544	795,181
		<hr/>	<hr/>
<b>Total funds</b>		983,106	946,782
		<hr/> <hr/>	<hr/> <hr/>

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 145 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

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



**Woodrow Phoenix**

Date: 5 December 2023

The notes on pages 11 to 23 form part of these financial statements.

*From Denise Ifield, Director*

It has been another busy year at Marsha Phoenix Memorial Trust. We have seen some changes in our staff team this year as several employees have moved on from the service and we have welcomed new team members who have brought with them a fresh perspective and an enthusiasm for the position they have taken on.

Last year we saw an increase in the complex needs that our young women presented with and these support needs have consistently presented in this current year. Mental health is a significant need across the services and we are now offering specific training around providing trauma based support and particular sessions to deal with self-harm as well as anxiety and depression to all our support staff. We continue to work closely with Jonathon Scarth, Commissioning Manager, Holly Clarke Commissioning Officer and Chris Horn, Supported Housing Pathway Manager at Lewisham Council. Jonathon and Holly have been hugely supportive throughout the year and have helped us look at changes we can make to increase referrals. Chris has consistently responded to any issues we have had and helped us move forward with these.

I would like to extend my thanks and gratitude to our Executive Committee for their commitment and ongoing support. We have worked closely together in ensuring the services are operating to a high standard and our buildings are well maintained, this has required significant input across the board. Laura Cunningham has been especially helpful in assisting us with compliance matters and Jo Mackie has given her expert advice in some new policies we have drafted.

Finally, none of this would be possible without our hard-working staff team. There have been changes this year where we have moved away from having sleep-in staff at the services and shift patterns have altered in response to this. Despite accommodating this and other challenges there continues to be a warm and welcoming environment and a flexible approach that ensures our young women consistently receive the support they need. After 2 years in post as Director I will soon be moving on from the organisation but I know that whomever takes the position on in the future will feel very lucky to work in such a special place.



*From Donna Lewis, Senior Operational Manager*

Marsha Phoenix Memorial Trust is committed to our vulnerable service users. We tirelessly encourage our service users to believe in themselves by encouraging them to be the best that they can be, every small step toward their goal is an achievement. Many of the young people that come through our doors do not have a purpose in life and they feel lost, not knowing what direction to go. This is where we start to rebuild them.

Over the last year we have been focusing on supporting our young people to actually do some self-care taking the time to do things that help them live a better life and improve both their physical health and mental well-being. Showing each and every one of our service users that we care about them, we believe in them, we have confidence in them knowing that they can achieve anything they want in this life. One of our greatest achievements as a service is getting our service users into education, training and/or employment (ETE). On the 11th October 2023 we gave a presentation in the Council Chambers at Lewisham Town Hall on how we manage to get so many young people into ETE. This presentation wasn't about boosting our profile, more to show how we believe that every young person should have the same opportunities and by sharing what we do as a service more young people could benefit from our strategy.

To encourage a young adult isn't about big extravagant gestures, it's about the small things that really matter to them like sending positive /inspiring/ uplifting messages to our service users daily to boost their confidence before going out for the day. Asking how was your day? Acknowledging the smallest achievements, it helps boost a young person's resilience to go onto greater and better things. Many of our young service users have never felt that caring touch which is fundamental to increasing self-worth for them. Nobody is perfect but young people sometimes compare a negative view of themselves with unrealistic views of others and dwell on their flaws. The service works hard to get our young people to be happy in their own skin, learning to accept themselves warts and all. Looking at their strengths and making the most of them, seeing mistakes as an opportunity to learn from, being grateful for making them grow as a person and not to see them as failures.

The service could not achieve its goals without the brilliant efforts of the staff team. I am so proud and appreciative of how they



consistently go above and beyond in the support that they give to our service users, adapting to changes and working towards the new goals of the service. I couldn't ask for a better team. They are not just good at inspiring our young people but also incredible at problem-solving which has a positive impact for our girls. Thanks to all the staff team at Marsha Phoenix Memorial Trust: your hard work, dedication and extra effort helped us deliver this year's achievements. We couldn't have made it happen without you, your contribution to the growth and longevity of the service is really appreciated.

I would like to take this opportunity to welcome our two new board members Laura Cunningham and Caroline Ellis. I would also like to say a very special thank you to Denise Ifield, it's hard to say goodbye to someone as talented and dedicated as you. You've been an incredible asset to the team and the organisation and your presence will be missed. I wish you all the best on your new journey! Thank you for being an incredible Director and a friend.

In closing I can't end without saying a few words about the founder of Marsha Phoenix Memorial Trust, Sybil Phoenix who stepped down in 2014. She is one special, confident, strong-minded, strong-willed woman whom I happen to share a birthday with. I hope we are truly doing you proud while we continue the great work you started. I don't just happen to share your birthday, I have a stubborn streak a mile wide too, when you want something you don't give up. My plan going forward is to open another service in time.

It would not be me if I didn't end on a quote:

*In a couple of years, it won't even matter how long it took.  
You'll just be glad you did it  
Stay focused*



*From Jackie Doyley, Project Manager*

Another year has come, and during the last twelve months we've experienced a number of changes and adjustments. We bid farewell to two of our support workers and have welcomed on board two new support workers: Vanesa and Chinyere who are both doing a great job in supporting our residents – they have fitted into the team very well.

MPMT's doors have been open for the past 43 years and I myself have been part of MPMT for 21 of those years. I'm most proud to have been part of an organisation that helps and supports young individuals who have experienced adversity.

My role here at MPMT covers lots of functions, here are some of them: Ensure the smooth running of the project. As this is a 24 hour service this means making sure that the project is fully staffed, and all shifts are covered accordingly;

Support and advise our residents with anything to do with Housing Benefit and rent;

Record residents' circumstances in a confidential manner;

Ensure that all correspondences and enquires from external parties are responded to;

Arrange and pay bills, do banking of any cash received;

Enter all invoices onto xero (our financial software);

Oversee the collection of rents/service charges from residents, and monitor the rent accounts accordingly;

Assist with administration of the monthly payroll;

Co-ordinate Recruitment procedures and take part in the interview process;

Arrange events, training, and team days out.

At MPMT we are here to support, uplift and encourage all who come through our doors. We are here to empower our girls to become confident young women ready to face the world ahead of them.

Our yearly Believe & Achieve award in memory of our dearly departed colleague Beverly took place on 18th October 23. This was awarded to resident, Arliah Awere – well done Arliah!

As always, I would like to thank the team for their support over the last year – it is all very much appreciated. Together, we have kept the ship afloat and functioning throughout the year and hopefully we will continue to do so for many more years to come.

There is no 'I' in team; teamwork makes the dream work.

There are two main parts to my role as resettlement officer. 90-92 Tressillian Road is classed as a first stage hostel where there is 24-hour staffing to offer extra support for residents. What I do is to assess the residents for the best route in the next stage of their housing journey. This could be a move through to a second stage hostel, which is a more independent hostel like Erlanger Road. The second stage hostel can be anywhere within the borough of Lewisham. The staffing levels are much lower but the residents still have support. Second stage hostels are a good stepping-stone for residents that are ready for more independent living but not yet equipped to live solely on their own with minimal or no support.

The other path is a move on to their own permanent accommodation. This means an application to Lewisham Borough housing department, to get the resident a bidding number. Our second stage hostel Erlanger Road has two nominations a year with L&Q that would allow the resident to move out of Lewisham borough. For residents to be put forward for their move on, they need to show that they have their independent life skills in place e.g. cooking, cleaning and budgeting, with a good six months of consistent rent payments as well as savings towards their property. They need to show that they are able to take care of their physical and mental health; taking their medication, making appointments and attending them, and so on. Having a day time activity like going to college, working paid or unpaid is also key.

I continue to give the residents three months of support after they move into their own property. Helping them to set up their utilities and where possible, access grants to assist buying some of their white goods and other items for their property. I support them to maintain a good tenancy and to budget with their new list of bills. The best part of this work is being able to see how much the young person has grown on the journey they have undergone, to the point where you are able to see them make a house into a home for themselves.

The year appears to fly by so quickly. However, as the years pass by the situation with resettlement does not get any easier. With the cost of living crisis, everyone is struggling to meet their everyday bills, with the increase in gas and electricity rates, and food costs. Then on top of all that having to set up a home for the first time.



The amount of income that many of our residents have can no longer really help them to save that much towards their own property now. To even save for the basic white goods and a bed has become an even bigger challenge now! But, every little bit helps! So, save as much as you can.

I would like to say a big thank you to the Buttle Trust that has helped with grants for some of our ex-residents that are still in education. This support for our young women has truly helped with their future development.

Life has never been easy, but it's important to keep moving forward and setting goals to achieve. You can achieve anything that you put your mind to! There is a saying, "If you think you can, you can! And if you think you can't, you can't. You are right!" Positive thinking will get you to where you want to be. So, keep smiling.

*From Loraine Phoenix, Facilities Manager*

**OMG !!!** where has the time gone? It seems like yesterday I was writing the last report letting you all know what's been going on at MPMT. Well, what a year we have had! Doors generally need changing locks and fixing handles, we started the year by having the HUGE front door of 90 Tressillian Road replaced. After years of subsidence the frame was very warped, and as a fire exit it was not up to the fire safety regulations standard any more. Well, it is now. Due to the giant size of our front doors this was a very expensive job, but it was completed very smoothly by the contractors. They also adjusted the other door which is our main entrance at 92 Tressillian which was not locking properly: also due to the frame shifting. It's very smooth now. We have had structural repairs done to the front step too, which was worn and cracked. It is looking much nicer now.

We have upgraded the lighting in all the bathrooms and the stairwells to sensor lights, which should help to save on our energy costs (as youngsters don't like turning lights off). Our CCTV system has been upgraded putting in another three cameras to the areas that used to be blind spots, such as the top of the stairwells and the living room (where mishaps tend to happen). We have also been looking at our carbon foot print. We are using less paper as a lot of our routine paper work has now been computerised and we only print what we actually need - me included.

Recently we had to replace the boiler because it had enough, considering it's been working hard for the past 30 years I don't blame it! This was a major job, having to have new pipework done because it turns out the old pipes were far too small considering the work they have to do heating 29 rooms in this house, and not to forget how much water has to be pumped for the showers. The work actually took just over two weeks to complete, quite quick I was told, but must have felt like forever for the poor girls. I must praise them for their patience and understanding, they were really good through the works.  
THANKS GIRLS.

So what's next? Every day something new but nothing I can't deal with. Onwards and upwards. The weekly fire alarm tests continue, also regular site inspections to keep us ship shape and on point with all that needs to be done, such as our fire risk assessment, legionella water inspections and pest control, all of which keeps me busy and keeps the house safe.



*In November, Loraine attended a meeting of longtime friends of MPMT, The Association of Guyanese Nurses & Allied Professionals (AGNAP) who presented her with a tribute for Sybil Phoenix*

I would like to say thanks to our friends and neighbours for their continued support with their donations which really help with making our young ladies feel wanted. And also a BIG THANK YOU to Ebinehita Iyere, founder of Milk & Honey Bee for the fantastic donation she sent for the girls. They loved them. Also our grateful thanks to the food donations that we still receive. And of course can't forget the staff team who have supported the girls through all the works that have taken place and step in when I'm not around - THANKS GUYS.

Going forward, I have been looking at getting quotes in for getting the rest of the house redecorated, this will be done in stages starting with the dining room and the living room, then going on to the stairwells. Well, I must get on, a Facilities' Manager's work is never done - time to get things ready for Christmas (eek already!!).



*From Chinyere A Ogba, Support worker*

It has been six months since I started working at Marsha Phoenix Memorial Trust as a project support worker. Wow, that time has gone so quickly! It has been such a great and amazing journey with remarkable and new experiences since I joined this team. I have been working with young girls with complex needs and challenging behaviour (keeping me on my toes). The turn around and outcomes have been fantastic and has given me the drive to keep going. It is a great pleasure to be part of such a supportive team. It is interesting to see some of our young girls striving so hard to achieve their goals working towards having a great future, and knowing that I have helped them achieve such goals.

I won't say it has been easy because the first thing I have to do is teach them how to trust; by that I mean by showing them that nothing is impossible, working together anything can be achieved, and for them to be able to say this was really worth it. Showing them that just a little patience and time helps them understand the worth of working towards what they want - and what they can achieve if they really try. And that focus is the key to aiming for what they want.

So at this point, I would like to say thank you for giving me the opportunity to work in this amazing company, and I am looking forward to more fulfilling years that lay ahead of me by God's grace.

## *Education and Welfare*

As an organisation we have consistently prioritised supporting our young women to engage in some form of education, training, or employment. We encourage this right from the beginning of their stay and support this through keywork sessions and support planning. We work closely with most of the colleges that our young women attend as well at universities to ensure good all-round outcomes.

We have seen a good number of our young women go off to university. We will work with them around what to expect and how to plan for this in advance, so they are well prepared. They can also receive peer support from others in the services already attending university who can share their first-hand experiences.

Staff attend university or college to support our young woman to enrol, support them to build their self-esteem and assist them to choose the right course or career path. We keep track of their attendance, liaise with tutors about their progress and attend meetings with them to discuss their emotional wellbeing. We also work closely with some of the colleges and university counselling services to ensure our young women can access support on site when they need it.

MPMT applies to different organisations who offer apprenticeships e.g., Salvation Army and the Princes Trust. We refer residents to courses to build their self-esteem and build on interview techniques, so they are prepared for what an interview entails and to help them with their job searches.

It is a priority for us that our young women can maintain their learning and develop their skills at home. The service has three laptops for residents to use assist them to complete course work and support their education when they are at outside of college or university. Promoting education and training is very much part of our ethos, we talk to all potential new referrals to the service about our expectation in this area and we link this to part of their independent living skills required as part of our move on criteria.



*From Adebimpe Oputa, Erlanger Road Project Manager*

Erlanger Road is our second stage supported accommodation managed by Marsha Phoenix on behalf of London and Quadrant Housing Association, also known as L&Q group or L&Q Living. They have been one of the largest housing providers in the UK for many years. Erlanger Road came into being in April 1991 and is still standing. It comprises two shared flats and is situated in New Cross between the bus garage and the Fire brigade office. Residents at our main building in Tressillian Road can transfer to Erlanger Road as a stage on the way to fully independent living. Once they are accustomed to making more active decisions with their lives then they will leave Erlanger Road for their own properties.

L&Q has a quota of two move ons per year. Both have been used by two of the residents who were willing to move to another borough. This is an increase on last year when only one move on was used. Residents are generally all either working full time or in education. This year only one resident is in University.

We have regular meetings with L&Q. The next audit is due in January 2024. They are responsible for the building maintenance, which is frequently a struggle as working with contractors can be very difficult. However the work does get done. The downstairs boiler will be replaced very soon. An asbestos survey needs to be carried out first before that job can be completed.

House meetings are an essential part of understanding how everything is going. We have had very poor attendance but this has improved a little bit since August and we are able to hold meetings since then. Residents were treated to an outing at Nandos in August though not all attended.

*From Vanesa Gomez Garcia, Project Worker*

**My role at Marsha Phoenix Memorial Trust is to offer my support for young women aged 16 to 21, facilitating their journey towards independence and self-sufficiency. My primary duties encompass a multifaceted approach to empowerment, covering skill development, confidence building, educational and vocational guidance, and crucial emotional support.**

**One of my main responsibilities is to ensure that the girls under my care acquire the necessary abilities to navigate the complexities of real-life challenges. This involves designing and implementing programmes that focus on practical outcomes, equipping them with the tools they need to thrive independently. Whether it's through educational initiatives or vocational training, my goal is to empower these young women with the capabilities to face the world with confidence.**

**Moreover, I play a pivotal role in fostering a sense of self-assurance among the individuals I work with. I actively support them in building confidence to confront and overcome the various obstacles they may encounter. This includes creating a safe and supportive space where they can express themselves, discuss their concerns, and receive guidance on navigating life's challenges.**

**Emotional support is a cornerstone of my role, recognising that empowering young women involves addressing not only external challenges but also internal struggles. I am dedicated to providing a nurturing environment where they feel heard, understood, and supported emotionally.**

**Joining Marsha Phoenix Memorial Trust has been a transformative experience, allowing me to integrate my passion for empowering young women with meaningful action. Through dynamic collaboration with exceptional teenagers and the support of the organisation's ethos, I contribute to a collective effort that has tangible impacts on the growth and development of our residents.**



In this dynamic atmosphere, I continue to learn and evolve both professionally and personally. The insights gained from seasoned managers and dedicated colleagues have been instrumental in my journey, contributing to my ongoing development within the organisation.

MPMT is not just a workplace; it is a nexus where passion converges with purpose. The commitment to empowering young women resonates in every aspect of our work, providing me with a deep sense of fulfilment. The skills and experiences acquired in this environment are not only shaping my present role but also laying a foundation for significant contributions in my future endeavours. This transformative journey is one I cherish, and I am excited to continue contributing to the incredible work we do with and for these remarkable individuals.

## **STATISTICS**

*Referral source: Lewisham SHIP*

*including via Centre point Assessment Centres 100 % (37 referrals)*

### **1. Outcomes of Referrals**

Over 2022 the service has received 37 referrals

17 were accepted and housed

7 did not attend

6 refused the service

4 re-assigned to other service

Marsha Phoenix Memorial Trust refused 3

### **2. Ethnicity of referrals by percentage %**

Black Caribbean: 28%

Black African: 21%

Black British 21%

White British: 16%

White European: 14%

### **3. Mental Health & Substance Misuse**

The service continues to have a high percentage of residents with mental health needs, over 60% of our current residents have support needs in this area. Substance use needs are also a support need that we see consistently, this is currently an issue with over 30% of our young women. The service also continues to see behaviours such as self-harming and eating disorders, as well as needs around learning difficulties.

We remain focused on service delivery with a positive and aspirational edge within the service to help stimulate hope and help our residents believe that they can reach their goals. Most importantly, their bad experience does not define them and they can close the door to the past and take their first step towards the future with the support of the team around them.

### **4. Resettlement Figures**

During 2023 we have successfully resettled 9 young women into their new homes. Of the remaining 8 people who left the service in this time, 1 moved back home, 1 went on to university, 3 were evicted and 3 were temporarily placed here.

For those that remain in education we have been applying for educational grants via Buttle UK where by some residents can get up to £2000. Buttle used to provide white goods until they changed to educational purposes only. In applying for these grants it requires the service to continue working with individuals for three months after the payment is received.



### *VOIDS and ARREARS*

**This year we have had a greater challenge with voids in our service and have at times had several bed spaces vacant. We have revamped our assessment process in response to this and looked at how we can make our homes a choice for any young woman viewing the service. We are also working in partnership with our referral pathways and listening to feedback from residents and those who have visited our service to ensure we remain a provider of choice.**

**The team works hard to ensure that our residents are equipped to understand how to budget and a very important part of this is paying rent. Jackie and her staff are consistent in their approach with the young women from the moment they come for an assessment. Their obligation to pay their rent is clear and they are supported throughout their stay to prioritise this. Where there are issues with this an action plan is put in place to bring payments up to date. Jackie ensures that residents are informed weekly of the balance on their rent accounts that the team will support them in a variety of ways. This includes assisting with housing benefit claims, discretionary housing payments on behalf of new resident or residents that are in crisis, as well as helping students apply for their student loans. The ability to manage money effectively is tied in with our move on objectives and supporting our young women to gain this skill is a core ethos of the Trust.**

**Total lettings Tressillian Rd 14**

**Total lettings Erlanger Road 3**

**Tressillian Void Rate as an average this financial year 7%**

**Erlanger Void Rate as an average this financial year 5.5%**

We would appreciate your time in completing this survey. We would appreciate your time in completing this survey and letting us know your thoughts and the changes we can make it a better experience for you all

Are you happy with your accommodation?

Yes  No

Comment -

Are you happy that the support you receive helps you to live a full and independent life?

Yes  No

sometimes I just feel lonely and feel like everyone's against me.

Do you have any comments to make about the key working sessions or suggestions regarding them?

NO their okay I just wish I was more understood.

Do you feel you are being supported to achieve your goals?

not really I still don't have a job & I just feel like a failure right now.

Have the house rules and the reasons for them been fully explained to you?

yes.

Do you find the inspirational messages motivating?

YES  No

How do you find the staff team?

Comments: They're really nice.

Do you feel safe?

yes

Do you know how to make a complaint?

yes I do.

## RESIDENTS' FEEDBACK

4 responses; percentage of 'yes' replies to survey questions

Are you happy with your accommodation? 50%

Are you happy that the support you receive helps you to live a full and independent life? 75%

Do you feel you are being supported to achieve your goals? 75%

Have the house rules and the reasons been fully explained to you? 75%

Do you find the inspirational messages motivating? 75%

Do you feel safe? 75%

Do you know how to make a complaint? 100%



This image is available to buy as an all-purpose greetings card.  
Suggested donation: £1.50  
All sales help with the work of Marsha Phoenix Memorial Trust.

**DONATE!! (Please!)**

You can now donate using our “just giving” account by going to  
[www.justgiving.com/mpmt/donate](http://www.justgiving.com/mpmt/donate)

You can also donate by cheque made payable to the Friends of Marsha Phoenix Trust or Marsha Phoenix Memorial Trust.

Some of our supporters make a regular monthly donation set up by direct debit; contact Donna Lewis for details.

Call 0208 6915911 or email [office@marshaphoenix.org](mailto:office@marshaphoenix.org) for more.

**Marsha Phoenix Memorial Trust**  
90-92 Tressillian Road,  
Brockley, London SE4 1YD

Telephone: 020 8691 5911  
Email: [office@marshaphoenix.org](mailto:office@marshaphoenix.org)



Registered number: 02552186  
Charity number: 1063698

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)  
**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

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**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2023**

Woodrow Phoenix  
Esther Roniyah Satia Stanford-Xosei  
Jennifer Maureen Berbeck  
Derrick Martin  
Carol Rosemary Smith  
Danny Allan Gray  
Jane Rosemary Chandler  
Joanne Audrey Mackie  
Caroline Elizabeth Ellis (appointed 3 October 2023)  
Latoya Charles (resigned 20 September 2022)

**Company registered  
number**

02552186

**Charity registered  
number**

1063698

**Registered office**

90-92 Tressilian Road  
Brockley  
London  
SE4 1YD

**Independent auditors**

Hedley Dunk Limited  
Chartered Accountants  
Trinity House  
3 Bullace Lane  
Dartford  
Kent  
DA1 1BB

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

The Trustees present their annual report together with the audited financial statements of the Marsha Phoenix Memorial Trust for the year 1 April 2022 to 31 March 2023. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

**Objectives and activities**

● **Policies and objectives**

The principal object of the charity during the year was to run two supported housing units for the benefit of young homeless women and cater for their welfare, support and social needs. This will remain the key objective of the charity going forward. The bulk of our referrals originate from London Borough of Lewisham.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

**Achievements and performance**

● **Review of activities**

The Charity continues to dedicate our efforts to achieve all the aims of the organisation. A rolling programme of property maintenance has continued to ensure a safe and comfortable environment for our young women residents, with all bathrooms being extensively renovated and redecorated this last year. Both front door entrances at number 90 and 92 Tressillian Road have been made more secure, with complete replacement for the door and frame of number 90.

Internal surveys conducted during the year were able to confirm that staff and resident satisfaction with the service remained high. 100% of residents responded that they felt safe and the quality of food provided for them is good.

Changes to the management structure of MPMT in the previous year by recruiting a senior Operations Manager and a Operations Director have resulted in a clearer workflow and division of tasks. The call out-of-hours service introduced across both houses has proven to be an excellent decision. Further improvements to operations through reorganising IT and telephone systems are ongoing.

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**Financial review**

• **Going concern**

• The Board of Trustees ( executive committee) have a reasonable expectation that Marsha Phoenix Memorial Trust has adequate resources to continue in operational existence for the foreseeable future. The Board come to that conclusion by ensuring the value of reserves are adequate and the Reserves Policy should hold a minimum of unrestricted reserves of 9 months expenditure.

• The aim is that the day to day expenditure should be covered by the London Borough of Lewisham grant and rent receivable and housing benefit from the residents. Enhancements and investments in the properties can be funded from Reserves. This is part of the budget planning.

• The executive Committee receive quarterly management accounts as well as a year end forecast twice a year. In January 23, it was decided to utilise the services of an outsourced financial advisor who now produces monthly management accounts and variances are reviewed monthly.

• The risk register is reviewed annually by the Executive Committee and member of the Executive Committee meets regularly with senior staff to review.

• **Reserves policy**

The Trustees have reviewed the charity's requirements for reserves and established a policy that it should aim to hold unrestricted reserves between 9 and 12 months of expenditure. The reserves are needed to meet the working capital requirements of the charity and the Trustees are confident that at this level the charity would be able to continue in the event of a significant drop in funding.

**Structure, governance and management**

• **Constitution**

Marsha Phoenix Memorial Trust is registered as a charitable company limited by guarantee and was set up by a Trust deed.

• **Methods of appointment or election of Trustees**

The management of the Company is the responsibility of the Trustees who are elected and co-opted under the terms of the Trust deed.

**Plans for future periods**

It remains our aim to maintain our position as a service provider in the London Borough of Lewisham and to build on current levels of funding to enable us to focus on the core business. We continue to negotiate improved remuneration for our core services. We continue to manage our income carefully during the year, trying to maximise the positive impact on service delivery for our clients and maximise our income from rent, grants and fundraising. We are striving to reduce the level of voids and by working closely with London Borough of Lewisham to keep both properties at full occupancy.

We regularly review our cost base for additional efficiencies in light of the ongoing cost of living increases and energy price rises.

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**Statement of Trustees' responsibilities**

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

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

**Disclosure of information to auditors**

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

**Auditors**

The auditors, Hedley Dunk Limited, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:

**Woodrow Phoenix**

Date: 5 December 2023

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF MARSHA PHOENIX MEMORIAL TRUST**

**Opinion**

We have audited the financial statements of Marsha Phoenix Memorial Trust (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

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

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF MARSHA PHOENIX MEMORIAL TRUST**  
**(CONTINUED)**

**Other information**

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF MARSHA PHOENIX MEMORIAL TRUST**  
**(CONTINUED)**

**Auditors' responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

[Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud.]

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

**Use of our report**

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

**Hedley Dunk Limited**

Chartered Accountants

Trinity House

3 Bullace Lane

Dartford

Kent

DA1 1BB

5 December 2023

Hedley Dunk Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2023**

	Note	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
<b>Income from:</b>					
Donations and legacies	3	2,455	46	2,501	4,696
Charitable activities	4	-	577,835	577,835	566,311
Other trading activities	5	-	-	-	597
Investments	6	-	3,542	3,542	344
<b>Total income</b>		<u>2,455</u>	<u>581,423</u>	<u>583,878</u>	<u>571,948</u>
<b>Expenditure on:</b>					
Charitable activities	7	6,574	539,060	545,634	563,020
<b>Total expenditure</b>		<u>6,574</u>	<u>539,060</u>	<u>545,634</u>	<u>563,020</u>
<b>Net (expenditure)/income</b>		(4,119)	42,363	38,244	8,928
Transfers between funds	15	(1,920)	-	(1,920)	-
<b>Net movement in funds</b>		<u>(6,039)</u>	<u>42,363</u>	<u>36,324</u>	<u>8,928</u>
<b>Reconciliation of funds:</b>					
Total funds brought forward		151,601	795,181	946,782	937,854
Net movement in funds		(6,039)	42,363	36,324	8,928
<b>Total funds carried forward</b>		<u><u>145,562</u></u>	<u><u>837,544</u></u>	<u><u>983,106</u></u>	<u><u>946,782</u></u>

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 11 to 23 form part of these financial statements.

**MARSHA PHOENIX MEMORIAL TRUST****(A company limited by guarantee)****REGISTERED NUMBER: 02552186****BALANCE SHEET  
AS AT 31 MARCH 2023**

	<b>Note</b>	<b>2023</b> <b>£</b>	<b>2022</b> <b>£</b>
<b>Fixed assets</b>			
Tangible assets	12	322,430	320,844
		<hr/>	<hr/>
		322,430	320,844
<b>Current assets</b>			
Debtors	13	32,702	31,868
Cash at bank and in hand		641,689	620,163
		<hr/>	<hr/>
		674,391	652,031
Creditors: amounts falling due within one year	14	(13,715)	(26,093)
		<hr/>	<hr/>
<b>Net current assets</b>		660,676	625,938
		<hr/>	<hr/>
<b>Total assets less current liabilities</b>		983,106	946,782
		<hr/>	<hr/>
<b>Total net assets</b>		983,106	946,782
		<hr/> <hr/>	<hr/> <hr/>
<b>Charity funds</b>			
Restricted funds	15	145,562	151,601
Unrestricted funds	15	837,544	795,181
		<hr/>	<hr/>
<b>Total funds</b>		983,106	946,782
		<hr/> <hr/>	<hr/> <hr/>

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 145 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

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

**Woodrow Phoenix**

Date: 5 December 2023

The notes on pages 11 to 23 form part of these financial statements.

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	35,552	17,498
	<hr/>	<hr/>
<b>Cash flows from investing activities</b>		
Dividends, interests and rents from investments	3,542	344
Purchase of tangible fixed assets	(15,648)	(28,802)
Repayment of grant	(1,920)	-
	<hr/>	<hr/>
<b>Net cash used in investing activities</b>	<b>(14,026)</b>	<b>(28,458)</b>
	<hr/>	<hr/>
<b>Cash flows from financing activities</b>		
	<hr/>	<hr/>
<b>Net cash provided by financing activities</b>	<b>-</b>	<b>-</b>
	<hr/>	<hr/>
<b>Change in cash and cash equivalents in the year</b>	<b>21,526</b>	<b>(10,960)</b>
Cash and cash equivalents at the beginning of the year	620,163	631,123
	<hr/>	<hr/>
<b>Cash and cash equivalents at the end of the year</b>	<b>641,689</b>	<b>620,163</b>
	<hr/> <hr/>	<hr/> <hr/>

The notes on pages 11 to 23 form part of these financial statements

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**1. General information**

Marsha Phoenix Memorial Trust is a company limited by guarantee (incorporated on 25 October 1990, registered number 02552186) and a registered charity (charity number 1063698) in England and Wales.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Marsha Phoenix Memorial Trust 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.

**2.2 Income**

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

**2.3 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

**2.4 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**2. Accounting policies (continued)**

**2.5 Tangible fixed assets and depreciation**

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Freehold property	- 2%
Fixtures and fittings	- 5/10%
Computer equipment	- 33%

**2.6 Debtors**

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

**2.7 Cash at bank and in hand**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**2.8 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

**2.9 Financial instruments**

The Company 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**2. Accounting policies (continued)**

**2.10 Finance leases and hire purchase**

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Company. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

**2.11 Pensions**

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

**2.12 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

**3. Income from donations and legacies**

	<b>Restricted funds 2023 £</b>	<b>Unrestricted funds 2023 £</b>	<b>Total funds 2023 £</b>
Donations	2,455	46	2,501
	2,455	46	2,501
		<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Donations		4,696	4,696
		4,696	4,696

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**4. Income from charitable activities**

	<b>Unrestricted funds 2023 £</b>	<b>Total funds 2023 £</b>
Income from charitable activities	577,835	577,835
	-	-
	577,835	577,835
	577,835	577,835

	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Income from charitable activities - Tressilian Road	509,915	509,915
Income from charitable activities - Erlanger Road	56,396	56,396
	566,311	566,311
	566,311	566,311

**5. Income from other trading activities**

**Income from fundraising events**

		<b>Total funds 2023 £</b>
	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Fun run and other fundraising income	597	597
	597	597
	597	597

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**6. Investment income**

	<b>Unrestricted funds 2023 £</b>	<b>Total funds 2023 £</b>
Interest received	3,542	3,542
	<u>3,542</u>	<u>3,542</u>
	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Interest received	344	344
	<u>344</u>	<u>344</u>

**7. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Restricted funds 2023 £</b>	<b>Unrestricted funds 2023 £</b>	<b>Total 2023 £</b>
Expenditure on charitable activities	6,574	539,060	545,634
	<u>6,574</u>	<u>539,060</u>	<u>545,634</u>
	<i>Restricted funds 2022 £</i>	<i>Unrestricted funds 2022 £</i>	<i>Total 2022 £</i>
Tressilian Road	3,025	464,320	467,345
Erlanger Road	-	95,675	95,675
	<u>3,025</u>	<u>559,995</u>	<u>563,020</u>
	<u>3,025</u>	<u>559,995</u>	<u>563,020</u>

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**8. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2023 £</b>	<b>Support costs 2023 £</b>	<b>Total funds 2023 £</b>
Expenditure	537,189	8,443	545,632
<i>2022</i>			
	<i>Activities undertaken directly 2022 £</i>	<i>Support costs 2022 £</i>	<i>Total funds 2022 £</i>
Tressilian Road	452,078	15,267	467,345
Erlanger Road	94,578	1,097	95,675
	546,656	16,364	563,020

**Analysis of direct costs**

	<b>Total funds 2023 £</b>	<b>Total funds 2022 £</b>
Staff costs	380,532	385,858
Depreciation	14,061	12,792
Residents welfare	27,529	25,562
Rates and water	7,174	5,526
Light and heat	19,243	14,354
Repairs and maintenance	30,983	28,325
Insurance	6,022	5,217
Telephone	4,296	5,850
Office expenses	9,017	4,985
Advertising and computing	10,261	7,499
Legal and professional fees	5,172	2,080
Rent payable to L & Q	20,359	32,270
Recruitment	240	16,338
Agency staff costs	2,299	-
	537,188	546,656

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**8. Analysis of expenditure by activities (continued)**

**Analysis of direct costs (continued)**

**Analysis of support costs**

	<b>Total funds 2023 £</b>	<i>Total funds 2022 £</i>
Office expenses	1,384	3,004
Governance costs	5,227	11,412
Staff training	1,650	1,463
Travel costs	182	485
	<u>8,443</u>	<u>16,364</u>

**9. Auditors' remuneration**

	<b>2023 £</b>	<i>2022 £</i>
Fees payable to the Company's auditor for the audit of the Company's annual accounts	2,100	1,620
Fees payable to the Company's auditor in respect of: All non-audit services not included above	900	690
	<u>900</u>	<u>690</u>

**10. Staff costs**

	<b>2023 £</b>	<i>2022 £</i>
Wages and salaries	345,655	350,930
Social security costs	28,171	27,732
Contribution to defined contribution pension schemes	6,706	7,196
	<u>380,532</u>	<u>385,858</u>

The average number of persons employed by the Company during the year was as follows:

	<b>2023 No.</b>	<i>2022 No.</i>
Employees	<u>18</u>	<u>20</u>

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**10. Staff costs (continued)**

No employee received remuneration amounting to more than £60,000 in either year.

**11. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 March 2023, no Trustee expenses have been incurred (2022 - £NIL).

**12. Tangible fixed assets**

	Freehold property £	Fixtures and fittings £	Computer equipment £	Total £
<b>Cost or valuation</b>				
At 1 April 2022	449,812	24,820	3,982	478,614
Additions	-	15,648	-	15,648
At 31 March 2023	449,812	40,468	3,982	494,262
<b>Depreciation</b>				
At 1 April 2022	153,974	2,482	1,314	157,770
Charge for the year	8,997	3,750	1,314	14,061
At 31 March 2023	162,971	6,232	2,628	171,831
<b>Net book value</b>				
At 31 March 2023	286,841	34,236	1,354	322,431
At 31 March 2022	295,838	22,338	2,668	320,844

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**13. Debtors**

	<b>2023</b>	<b>2022</b>
	£	£
<b>Due within one year</b>		
Trade debtors	24,709	23,980
Other debtors	152	-
Prepayments and accrued income	7,841	7,888
	32,702	31,868
	32,702	31,868

**14. Creditors: Amounts falling due within one year**

	<b>2023</b>	<b>2022</b>
	£	£
Trade creditors	1,116	-
Other taxation and social security	7,975	7,836
Obligations under finance lease and hire purchase contracts	-	1,302
Other creditors	4	1,396
Accruals and deferred income	4,620	15,559
	13,715	26,093
	13,715	26,093

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**15. Statement of funds**

**Statement of funds - current year**

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Pension reserve	37,041	-	-	-	37,041
<b>General funds</b>					
General Funds	758,140	581,423	(539,060)	-	800,503
<b>Total Unrestricted funds</b>	<b>795,181</b>	<b>581,423</b>	<b>(539,060)</b>	<b>-</b>	<b>837,544</b>
<b>Restricted funds</b>					
Capital expenditure	138,463	-	(2,972)	-	135,491
Resettlement	11,839	-	(1,768)	-	10,071
L & Q Place Marker	1,299	2,455	(1,834)	(1,920)	-
	151,601	2,455	(6,574)	(1,920)	145,562
<b>Total of funds</b>	<b>946,782</b>	<b>583,878</b>	<b>(545,634)</b>	<b>(1,920)</b>	<b>983,106</b>

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**15. Statement of funds (continued)**

**Statement of funds - prior year**

	<i>Balance at 1 April 2021 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2022 £</i>
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Pension reserve	37,041	-	-	-	37,041
<b>General funds</b>					
General Funds	746,187	571,948	(559,995)	-	758,140
<b>Total Unrestricted funds</b>	<b>783,228</b>	<b>571,948</b>	<b>(559,995)</b>	<b>-</b>	<b>795,181</b>
<b>Restricted funds</b>					
Capital expenditure	141,435	-	(2,972)	-	138,463
Resettlement	11,892	-	(53)	-	11,839
L & Q Place Marker	1,299	-	-	-	1,299
	154,626	-	(3,025)	-	151,601
<b>Total of funds</b>	<b>937,854</b>	<b>571,948</b>	<b>(563,020)</b>	<b>-</b>	<b>946,782</b>

**16. Summary of funds**

**Summary of funds - current year**

	<b>Balance at 1 April 2022 £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Transfers in/out £</b>	<b>Balance at 31 March 2023 £</b>
Designated funds	37,041	-	-	-	37,041
General funds	758,140	581,423	(539,060)	-	800,503
Restricted funds	151,601	2,455	(6,574)	(1,920)	145,562
	946,782	583,878	(545,634)	(1,920)	983,106

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**16. Summary of funds (continued)**

**Summary of funds - prior year**

	<i>Balance at 1 April 2021</i>	<i>Income</i>	<i>Expenditure</i>	<i>Balance at 31 March 2022</i>
	£	£	£	£
Designated funds	37,041	-	-	37,041
General funds	746,187	571,948	(559,995)	758,140
Restricted funds	154,626	-	(3,025)	151,601
	<u>937,854</u>	<u>571,948</u>	<u>(563,020)</u>	<u>946,782</u>

**17. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	<b>Restricted funds 2023</b>	<b>Unrestricted funds 2023</b>	<b>Total funds 2023</b>
	£	£	£
Tangible fixed assets	135,491	186,939	322,430
Current assets	10,071	664,320	674,391
Creditors due within one year	-	(13,715)	(13,715)
<b>Total</b>	<u>145,562</u>	<u>837,544</u>	<u>983,106</u>

**Analysis of net assets between funds - prior year**

	<i>Restricted funds 2022</i>	<i>Unrestricted funds 2022</i>	<i>Total funds 2022</i>
	£	£	£
Tangible fixed assets	138,461	182,383	320,844
Current assets	13,140	638,891	652,031
Creditors due within one year	-	(26,093)	(26,093)
<b>Total</b>	<u>151,601</u>	<u>795,181</u>	<u>946,782</u>

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**18. Reconciliation of net movement in funds to net cash flow from operating activities**

	<b>2023</b>	<b>2022</b>
	£	£
Net income for the year (as per Statement of Financial Activities)	38,245	8,928
	<hr/>	<hr/>
<b>Adjustments for:</b>		
Depreciation charges	14,061	12,792
Dividends, interests and rents from investments	(3,542)	(344)
Increase in debtors	(834)	(15,029)
Increase/(decrease) in creditors	(12,378)	11,151
	<hr/>	<hr/>
<b>Net cash provided by operating activities</b>	<b>35,552</b>	<b>17,498</b>
	<hr/> <hr/>	<hr/> <hr/>

**19. Analysis of cash and cash equivalents**

	<b>2023</b>	<b>2022</b>
	£	£
Cash in hand	641,689	620,163
	<hr/>	<hr/>
<b>Total cash and cash equivalents</b>	<b>641,689</b>	<b>620,163</b>
	<hr/> <hr/>	<hr/> <hr/>

**20. Analysis of changes in net debt**

	<b>At 1 April</b>	<b>Cash flows</b>	<b>At 31 March</b>
	<b>2022</b>	<b>£</b>	<b>2023</b>
	£	£	£
Cash at bank and in hand	620,163	21,526	641,689
Finance leases	(1,302)	1,302	-
	<hr/>	<hr/>	<hr/>
	<b>618,861</b>	<b>22,828</b>	<b>641,689</b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

**21. Pension commitments**

"The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge for the year was £6,706 (2022 - £7,196).

hedley dunk

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PRIVATE AND CONFIDENTIAL

Marsha Phoenix Memorial Trust  
90-92 Tressillian Road  
Brockley  
London  
SE4 1YD

4 December 2023                      Our ref: M0800/JSF

Dear Sirs

#### REPORT TO MANAGEMENT

During the course of our audit for the year ended 31 March 2023 a number of matters arose which we consider should be brought to your attention.

Accompanying this letter is a memorandum noting these points together with any recommendations we have for possible improvements which could be made.

These matters came to light during the course of our normal audit tests which are designed to assist us in forming our opinion on the financial statements. Our tests may not necessarily disclose all errors or irregularities and should not be relied upon to do so. However, if any irregularity did come to our attention during our audit tests, we would, of course, inform you immediately.

We would be grateful if you could enter management's comments against each point under the "management response" column of the memorandum and return it to us in due course.

We have complied with the Financial Reporting Council's Ethical Standard and all threats to our independence have been properly addressed through appropriate safeguards. No additional facts or matters have arisen during the course of the audit that we wish to draw to your attention and we confirm that we are independent and able to express an objective opinion on the financial statements.

This report has been prepared for the sole use of the trustees of Marsha Phoenix Memorial Trust and must not be shown to third parties without our prior consent. No responsibilities are accepted by Hedley Dunk Limited towards any party acting or refraining from action as a result of this report.

Finally, we would like to express our thanks to all members of the company's staff who assisted us in carrying out our work.

Yours faithfully

Jack Fryer

Hedley Dunk

## SIGNIFICANT MATTERS RELEVANT TO OUR AUDIT FOR THE YEAR ENDED 31 MARCH 2023

### Audit approach

During the audit we took a risk based approach assessing the financial statements for areas of risk and designing tests to assess any resulting misstatements. A fully substantive approach was taken during the audit as it was deemed we could not rely on controls as the size of the finance team meant sufficient segregation of duties was not possible.

### Summary of significant audit findings<sup>1</sup>

Significant risk area identified at planning	Findings and recommendations
Income recognition - Income recognition gives rise to a risk of material misstatement due to fraud.	Overall we were comfortable that there had been no material misstatements with regards to income recognition in the year. Occurrence and cut off testing showed income had been correctly recognised in the financial statements. However, it was noted that rental income is posted on a cash basis. This needs to be posted on an accrual basis with revenue recognised when due not when received.
Management override of controls - There is always a risk of material misstatement due to fraud and hence a significant risk as a result of possible management override. Management has the potential to manipulate accounting records and override controls.	We analysed the manual journals posted in the year and assessed them for relevance and correctness. We found no material misstatements in the journals are therefore comfortable

Other areas where issues were identified during the audit	Findings and recommendations
Accruals recognition	In a review of after date invoices several invoices that related to the year were found that had not been accrued for. We would recommend implementing a formal accrual process ensure expenses are recognised in the correct period in line with the accrual matching principal. This would involve reviewing orders and after date invoices. We would recommend a monthly process as part of a month end close. However, as a minimum a yearly process.

Previous areas where issues were identified in past audits	Findings and recommendations
Housing Benefit Allocation	All of the housing benefit for both properties due to Marsha Phoenix Memorial Trust is paid into the Tressilian Road bank account and recorded as Tressilian Road income. Previously once a month the amount relating to Erlanger Road was transferred to the Erlanger Road bank account and the income journaled to Erlanger Road income. The charity have chosen to not separate income and expenses across the two cost centres in the period resolving the issue.

### Internal controls

The purpose of the audit was for us to express an opinion on the financial statements. The audit included consideration of internal controls relevant to the preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control. Our audit is, therefore, not designed to identify all control weaknesses and the matters reported below are limited to those deficiencies that we have identified during the audit.

Control weakness identified	Potential implications and recommendations
Debtor management	Debtors are currently recognised and tracked with a manual process. We would recommend implementing a system to track debtors, which would allow easier identification and analysis. This would reduce the risk of human error. We would recommend bringing them onto your accounting software, which would allow integration with controls based in the software.
Segregation of duties within the finance team.	Staff have access to the bank to authorise payments also raise purchases. Finance team all do a little bit of everything rather than have clearly defined roles. This can increase the fraud risk and also increases the risk of errors and duplication of work. We would recommend clear roles with different individuals responsible for different accounts areas.

Accruals tracking	Accruals are not reviewed monthly. This can lead to expenses being recognised in the incorrect period, missed or duplicated. Accruals should be reviewed as part of a month end process with accruals reversed and recognised accordingly.
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Addressed Control weakness	Findings and recommendations
No controls around asset capitalisation - Purchases should be reviewed and deemed either capital or expense. This should be done on purchase approval with capital expenses tracked with an additions list.	During the year the asset capitalisation policy continued. This had led to recognition of fixed asset additions, which were identifiable at the year end. Marsha Phoenix Memorial Trust should continue to implement its fixed asset policy and track additions and disposals.

### Draft letter of representation

We have attached a draft letter of management representations required in connection with our audit.

### Outstanding matters

Prior to issuing our audit report we require:

- the signed letter of representation;
- signed financial statements.

### Anticipated audit report

We anticipate that we will issue an unmodified audit report for the year, subject to the satisfactory clearance of any outstanding/unresolved the matters outlined in this report.

**MARSHA PHOENIX MEMORIAL TRUST**

England & Wales - Charity number 1063698

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# Accounts

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Registered number: 02552186  
Charity number: 1063698

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)  
**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

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**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

<b>Trustees</b>	Woodrow Phoenix Esther Roniyah Saria Standard-Xosei Jennifer Maureen Berbeck Martin Derrick Carol Rosemary Smith Danny Allan Gray Jane Rosemary Chandler Joanne Audrey Mackie Latoya Charles (resigned 20 September 2022) Rosie Reynolds (resigned 29 December 2021)
<b>Company registered number</b>	02552186
<b>Charity registered number</b>	1063698
<b>Registered office</b>	90 - 92 Tressilian Road Brockley London SE4 1YD
<b>Independent auditors</b>	Hedley Dunk Limited Chartered Accountants 3 Bullace Lane Dartford Kent DA1 1BB

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

The Trustees present their annual report together with the audited financial statements of the Marsha Phoenix Memorial Trust for the year 1 April 2021 to 31 March 2022. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the charity qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

**Objectives and activities**

• **Policies and objectives**

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

The principal object of the charity during the year was to run two supported housing units for the benefit of young homeless women and cater for their welfare, support and social needs. This will remain the key objective of the charity going forward. The bulk of our referrals originate from London Borough of Lewisham.

**Achievements and performance**

• **Review of activities**

The Charity has worked hard during the year to achieve the aims of the organisation. Property maintenance has continued to ensure a good and safe environment for the young women. At Tressillian Road, we have renovated the garden studio to create additional space for recreational activities and learning life skills. Major renovations have been completed in the communal kitchen, dining areas and residents' laundry.

Through canvassing opinion during the year were able to confirm that staff and resident satisfaction with the service remained high. 100% of residents responded that they felt safe and the quality of food provided for them is good. We continued to face some challenges related to the Coronavirus pandemic but managed to keep the service open and everyone as safe as practically achievable during this testing time.

Following the retirement of the previous postholder, the trustees have taken the opportunity to enhance the management structure of MPMT by recruiting a senior Operations manager and Operations director. We have also introduced an on call out-of-hours service across both houses.

**MARSHA PHOENIX MEMORIAL TRUST**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**Achievements and performance (continued)**

● **Plans for future periods**

It remains our aim to maintain our position as a service provider in the London Borough of Lewisham and to build on current levels of funding to enable us to focus on the core business. We will try gain a more realistic remuneration for our core services. We continue to manage our income carefully during the year, trying to maximise the positive impact on service delivery for our clients and maximise our income from rent, grants and fundraising. We are striving to reduce the level of voids and by working closely with London Borough of Lewisham to keep at full occupancy.

We are also reviewing our cost base for additional efficiencies in light of the current cost of living increase and potential energy price rises. We have successfully managed to renegotiate our energy contract before the price increases.

Trustees have also approved a general redecoration programme and refurbishment of residents bathrooms.

**Financial review**

● **Going concern**

After making appropriate enquiries, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

● **Reserves policy**

The Trustees have reviewed the charity's requirements for reserves and established a policy that it should aim to hold unrestricted reserves between 9 and 12 months of expenditure. The reserves are needed to meet the working capital requirements of the charity and the Trustees are confident that at this level the charity would be able to continue in the event of a significant drop in funding.

**MARSHA PHOENIX MEMORIAL TRUST**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**Statement of Trustees' responsibilities**

The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

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

**Disclosure of information to auditors**

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

**Auditors**

The auditors, Hedley Dunk Limited, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees on 14 December 2022 and signed on their behalf by:



**Woodrow Phoenix**  
19 DECEMBER 2022

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF MARSHA PHOENIX MEMORIAL TRUST**

**Opinion**

We have audited the financial statements of Marsha Phoenix Memorial Trust (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its Incoming resources and application of resources, including its Income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

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

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF MARSHA PHOENIX MEMORIAL TRUST**  
(CONTINUED)

**Other Information**

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF MARSHA PHOENIX MEMORIAL TRUST**  
(CONTINUED)

**Auditors' responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience and through discussion with the trustees and other management (as required by auditing standards), and discussed with the trustees and other management the policies and procedures regarding compliance with laws and regulations. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.

We have identified and assessed the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

These include:

- Gained an understanding of the internal control environment.
- Identifying and testing journal entries, in particular any unusual and material journal entries posted.
- Discussed the risk of fraud with the engagement team, regarding how fraud might occur in the financial statements and any potential indicators of fraud.
- Discussed with the trustees if they have any knowledge of any potential fraud that may have been carried out.
- Read the minutes of meetings of those charged with governance and reviewed correspondence with HMRC.

Through these procedures, we became aware of no actual or suspected non-compliance.

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

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF MARSHA PHOENIX MEMORIAL TRUST**  
**(CONTINUED)**

**Use of our report**

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Hedley Dunk Limited**

Chartered Accountants

3 Bullace Lane

Dartford

Kent

DA1 1BB

9 December 2022

Hedley Dunk Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

	Note	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
<b>Income from:</b>					
Donations and legacies	3	-	4,696	4,696	17,947
Charitable activities	4	-	566,311	566,311	559,883
Other trading activities	5	-	597	597	7,926
Investments	6	-	344	344	2,733
<b>Total income</b>		-	571,948	571,948	588,489
<b>Expenditure on:</b>					
Charitable activities	7	3,025	559,995	563,020	534,871
<b>Total expenditure</b>		3,025	559,995	563,020	534,871
<b>Net movement in funds</b>		(3,025)	11,953	8,928	53,618
<b>Reconciliation of funds:</b>					
Total funds brought forward		154,626	783,228	937,854	884,236
Net movement in funds		(3,025)	11,953	8,928	53,618
<b>Total funds carried forward</b>		151,601	795,181	946,782	937,854

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 11 to 24 form part of these financial statements.

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 02552186**

**BALANCE SHEET**  
**AS AT 31 MARCH 2022**

	Note	2022	2021 £
<b>Fixed assets</b>			
Tangible assets	12	320,844	304,834
		320,844	304,834
<b>Current assets</b>			
Debtors	13	31,868	16,839
Cash at bank and in hand		620,163	631,123
		652,031	647,962
Creditors: amounts falling due within one year	14	(26,093)	(14,942)
<b>Net current assets</b>		<b>625,938</b>	<b>633,020</b>
<b>Total assets less current liabilities</b>		<b>946,782</b>	<b>937,854</b>
<b>Net assets excluding pension asset</b>		<b>946,782</b>	<b>937,854</b>
<b>Total net assets</b>		<b>946,782</b>	<b>937,854</b>
<b>Charity funds</b>			
Restricted funds	15	151,601	154,826
Unrestricted funds	15	795,181	783,228
<b>Total funds</b>		<b>946,782</b>	<b>937,854</b>

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 145 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on 14 December 2022 and signed on their behalf by:

 WOODROW PHOENIX 19 DECEMBER 2022

The notes on pages 12 to 25 form part of these financial statements.

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

	2022 £	2021 £
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	17,498	96,404
	<hr/>	<hr/>
<b>Cash flows from investing activities</b>		
Dividends, interests and rents from investments	344	2,733
Purchase of tangible fixed assets	(28,802)	-
	<hr/>	<hr/>
<b>Net cash (used in)/provided by investing activities</b>	<b>(28,458)</b>	<b>2,733</b>
	<hr/>	<hr/>
<b>Cash flows from financing activities</b>		
	<hr/>	<hr/>
<b>Net cash provided by financing activities</b>	<b>-</b>	<b>-</b>
	<hr/>	<hr/>
<b>Change in cash and cash equivalents in the year</b>	<b>(10,960)</b>	<b>99,137</b>
Cash and cash equivalents at the beginning of the year	631,123	531,986
	<hr/>	<hr/>
<b>Cash and cash equivalents at the end of the year</b>	<b>620,163</b>	<b>631,123</b>
	<hr/> <hr/>	<hr/> <hr/>

The notes on pages 12 to 25 form part of these financial statements

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**1. General information**

Marsha Phoenix Memorial Trust is a company limited by guarantee (incorporated on 25 October 1990, registered number 02552186) and a registered charity (charity number 1063698) in England and Wales.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Marsha Phoenix Memorial Trust 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.

**2.2 Income**

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

**2.3 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**2. Accounting policies (continued)**

**2.4 Tangible fixed assets and depreciation**

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Freehold property	-	5%
Fixtures and fittings	-	10%
Computer equipment	-	33%

**2.5 Debtors**

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

**2.6 Cash at bank and in hand**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**2.7 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

**2.8 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**2. Accounting policies (continued)**

**2.9 Finance leases and hire purchase**

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Charity. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

**2.10 Pensions**

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

**2.11 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

**3. Income from donations and legacies**

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Donations	-	4,696	4,696	3,037
Grants	-	-	-	14,910
	-	4,696	4,696	17,947
<i>Total 2021</i>	14,910	3,037	17,947	

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**4. Income from charitable activities**

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Tressilian Road	509,915	509,915	494,911
Erlanger Road	56,396	56,396	64,972
	<u>566,311</u>	<u>566,311</u>	<u>559,883</u>
<i>Total 2021</i>	<u>559,883</u>	<u>559,883</u>	

**5. Income from other trading activities**

**Income from fundraising events**

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Fun run and other fundraising Income	-	597	597	7,926
	<u>3,218</u>	<u>4,708</u>	<u>7,926</u>	
<i>Total 2021</i>	<u>3,218</u>	<u>4,708</u>	<u>7,926</u>	

**6. Investment income**

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Interest received	344	344	2,733
	<u>2,733</u>	<u>2,733</u>	
<i>Total 2021</i>	<u>2,733</u>	<u>2,733</u>	

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**7. Analysis of expenditure on charitable activities**

**Summary by fund type**

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total 2022 £	Total 2021 £
Tressilian Road	3,025	464,320	467,345	444,331
Erlanger Road	-	95,875	95,675	90,540
	<u>3,025</u>	<u>559,995</u>	<u>563,020</u>	<u>534,871</u>
<i>Total 2021</i>	<u>17,805</u>	<u>517,066</u>	<u>534,871</u>	

**8. Analysis of expenditure by activities**

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £	Total funds 2021 £
Tressilian Road	452,078	15,267	467,345	444,331
Erlanger Road	94,578	1,097	95,675	90,540
	<u>546,656</u>	<u>16,364</u>	<u>563,020</u>	<u>534,871</u>
<i>Total 2021</i>	<u>520,551</u>	<u>14,320</u>	<u>534,871</u>	

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**8. Analysis of expenditure by activities (continued)**

**Analysis of direct costs**

	Tressilian Road 2022 £	Erlanger Road 2022 £	Total funds 2022 £	Total funds 2021 £
Staff costs	352,046	33,812	385,858	358,208
Depreciation	12,792	-	12,792	9,180
Resident welfare	24,128	1,434	25,562	31,577
Rates and water	3,749	1,777	5,526	8,930
Light and heat	9,530	4,824	14,354	15,838
Repairs and maintenance	24,854	3,471	28,325	30,576
Insurance	5,244	(27)	5,217	6,212
Telephone	5,360	490	5,850	4,677
Office expenses	4,796	189	4,985	4,713
Advertising and computing	7,499	-	7,499	11,022
Legal and professional fees	2,080	-	2,080	6,220
Rent payable to L&Q	-	32,270	32,270	30,619
Recruitment	-	16,338	16,338	2,779
	<u>452,078</u>	<u>94,578</u>	<u>546,656</u>	<u>520,551</u>
<i>Total 2021</i>	<u>437,545</u>	<u>83,006</u>	<u>520,551</u>	

**Analysis of support costs**

	Tressilian Road 2022 £	Erlanger Road 2022 £	Total funds 2022 £	Total funds 2021 £
Travel costs	388	97	485	405
Office expenses	2,004	1,000	3,004	3,530
Staff training	1,463	-	1,463	2,980
Governance costs	11,412	-	11,412	7,405
	<u>15,267</u>	<u>1,097</u>	<u>16,364</u>	<u>14,320</u>
<i>Total 2021</i>	<u>13,177</u>	<u>1,143</u>	<u>14,320</u>	

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**9. Auditors' remuneration**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	2,100	2,100
Fees payable to the Charity's auditor in respect of: All non-audit services not included above	900	900
	<u>          </u>	<u>          </u>

**10. Staff costs**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Wages and salaries	321,118	289,595
Social security costs	57,545	58,951
Contribution to defined contribution pension schemes	7,196	9,662
	<u>          </u>	<u>          </u>
	<u>385,859</u>	<u>358,208</u>

The average number of persons employed by the Charity during the year was as follows:

	<b>2022</b>	<b>2021</b>
	<b>No.</b>	<b>No.</b>
Employees	20	16
	<u>          </u>	<u>          </u>

No employee received remuneration amounting to more than £60,000 in either year.

**11. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 March 2022, no Trustee expenses have been incurred (2021 - £NIL).

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**12. Tangible fixed assets**

	Freehold property £	Fixtures and fittings £	Computer equipment £	Total £
<b>Cost or valuation</b>				
At 1 April 2021	449,812	-	-	449,812
Additions	-	24,820	3,982	28,802
At 31 March 2022	<u>449,812</u>	<u>24,820</u>	<u>3,982</u>	<u>478,614</u>
<b>Depreciation</b>				
At 1 April 2021	144,978	-	-	144,978
Charge for the year	8,996	2,482	1,314	12,792
At 31 March 2022	<u>153,974</u>	<u>2,482</u>	<u>1,314</u>	<u>157,770</u>
<b>Net book value</b>				
At 31 March 2022	<u>295,838</u>	<u>22,338</u>	<u>2,668</u>	<u>320,844</u>
At 31 March 2021	<u>304,834</u>	<u>-</u>	<u>-</u>	<u>304,834</u>

**13. Debtors**

	2022 £	2021 £
<b>Due within one year</b>		
Trade debtors	10,766	10,142
Prepayments and accrued income	21,102	6,697
	<u>31,868</u>	<u>16,839</u>

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**14. Creditors: Amounts falling due within one year**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Other taxation and social security	7,836	7,452
Obligations under finance lease and hire purchase contracts	1,302	1,302
Other creditors	1,396	1,396
Accruals and deferred income	15,559	4,792
	<u>26,093</u>	<u>14,942</u>

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**15. Statement of funds**

**Statement of funds - current year**

	Balance at 1 April 2021 £	Income £	Expenditure £	Balance at 31 March 2022 £
<b>Unrestricted funds</b>				
<b>Designated funds</b>				
Pension reserve	37,041	-	-	37,041
<b>General funds</b>				
General Funds - all funds	746,187	571,948	(559,995)	758,140
<b>Total Unrestricted funds</b>	<b>783,228</b>	<b>571,948</b>	<b>(559,995)</b>	<b>795,181</b>
<b>Restricted funds</b>				
Capital expenditure	141,435	-	(2,972)	138,463
Resettlement	11,892	-	(53)	11,839
L & Q Place Marker	1,299	-	-	1,299
	154,626	-	(3,025)	151,601
<b>Total of funds</b>	<b>937,854</b>	<b>571,948</b>	<b>(563,020)</b>	<b>946,782</b>

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**15. Statement of funds (continued)**

**Statement of funds - prior year**

	<i>Balance at 1 April 2020</i>	<i>Income</i>	<i>Expenditure</i>	<i>Balance at 31 March 2021</i>
	£	£	£	£
<b>Unrestricted funds</b>				
<b>Designated funds</b>				
Pension reserve	37,041	-	-	37,041
<b>General funds</b>				
General Funds - all funds	689,469	570,361	(513,643)	746,187
<b>Total Unrestricted funds</b>	<b>726,510</b>	<b>570,361</b>	<b>(513,643)</b>	<b>783,228</b>
<b>Restricted funds</b>				
Capital expenditure	144,407	-	(2,972)	141,435
Resettlement	11,923	-	(31)	11,892
Fun run	1,396	3,218	(4,614)	-
Lottery grant	-	10,000	(10,000)	-
L & Q Place Marker	-	4,910	(3,611)	1,299
	157,726	18,128	(21,228)	154,626
<b>Total of funds</b>	<b>884,236</b>	<b>588,489</b>	<b>(534,871)</b>	<b>937,854</b>

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**16. Summary of funds**

**Summary of funds - current year**

	Balance at 1 April 2021 £	Income £	Expenditure £	Balance at 31 March 2022 £
Designated funds	37,041	-	-	37,041
General funds	746,187	571,948	(559,995)	758,140
Restricted funds	154,626	-	(3,025)	151,601
	<u>937,854</u>	<u>571,948</u>	<u>(563,020)</u>	<u>946,782</u>

**Summary of funds - prior year**

	Balance at 1 April 2020 £	Income £	Expenditure £	Balance at 31 March 2021 £
Designated funds	37,041	-	-	37,041
General funds	689,469	570,361	(513,643)	746,187
Restricted funds	157,726	18,128	(21,228)	154,626
	<u>884,236</u>	<u>588,489</u>	<u>(534,871)</u>	<u>937,854</u>

**17. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	138,461	182,383	320,844
Current assets	13,140	638,891	652,031
Creditors due within one year	-	(26,093)	(26,093)
<b>Total</b>	<u>151,601</u>	<u>795,181</u>	<u>946,782</u>

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**17. Analysis of net assets between funds (continued)**

**Analysis of net assets between funds - prior year**

	<i>Restricted funds 2021 £</i>	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Tangible fixed assets	147,380	157,454	304,834
Current assets	7,246	640,716	647,962
Creditors due within one year	-	(14,942)	(14,942)
<b>Total</b>	<u>154,626</u>	<u>783,228</u>	<u>937,854</u>

**18. Reconciliation of net movement in funds to net cash flow from operating activities**

	<b>2022 £</b>	<b>2021 £</b>
Net income for the year (as per Statement of Financial Activities)	8,928	53,618
<b>Adjustments for:</b>		
Depreciation charges	12,792	9,180
Dividends, interests and rents from investments	(344)	(2,733)
Decrease/(increase) in debtors	(15,029)	27,288
Increase in creditors	11,151	9,050
<b>Net cash provided by operating activities</b>	<u>17,498</u>	<u>96,403</u>

**19. Analysis of cash and cash equivalents**

	<b>2022 £</b>	<b>2021 £</b>
Cash in hand	620,163	631,123
<b>Total cash and cash equivalents</b>	<u>620,163</u>	<u>631,123</u>

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**20. Analysis of changes in net debt**

	At 1 April 2021	Cash flows	At 31 March 2022
	£	£	£
Cash at bank and in hand	631,123	(10,960)	620,163
Finance leases	(1,302)	-	(1,302)
	<u>629,821</u>	<u>(10,960)</u>	<u>618,861</u>

**21. Pension commitments**

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge for the year was £7,196 (2021 - £9,662). Contributions totalling £Nil (2021 - £1,722) were payable to the fund at the balance sheet date and are included in creditors.

**MARSHA PHOENIX MEMORIAL TRUST**

England & Wales - Charity number 1063698

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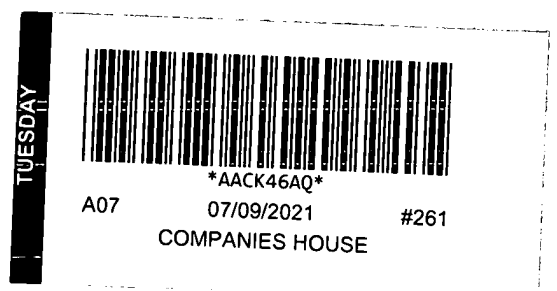
# Accounts

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Registered number: 02552186  
Charity number: 1063698

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)  
**TRUSTEES REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**HEDLEY DUNK LIMITED**  
Chartered Accountants & Statutory Auditor  
Trinity House  
3 Bullace Lane  
Dartford  
Kent  
DA1 1BB



**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

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**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2021**

<b>Trustees</b>	W Phoenix Ms E Stanford Xose Ms J Berbeck Mr D Martin Ms C R Smith Ms L Charles Ms J Mackie Mr D Gray Ms R Reynolds Mrs J Chandler
<b>Company registered number</b>	02552186
<b>Charity registered number</b>	1063698
<b>Registered office</b>	90-92 Tressilian Road Brockley London SE4 1YD
<b>Chief executive officer</b>	Rebecca Long
<b>Independent auditors</b>	Hedley Dunk Limited 3 Bullace Lane Dartford Kent DA1 2TU
<b>Bankers</b>	HSBC plc 90 Deptford High Street London SE8 4RQ

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

The Trustees present their annual report together with the audited financial statements of the Marsha Phoenix Memorial Trust for the 1 April 2020 to 31 March 2021. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the charity qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

#### **Objectives and activities**

- **Policies and objectives**

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

The principle object of the charity during the year was to run two hostels for the benefit of young homeless women and cater for their welfare, support and social needs. This will be the objective of the charity going forward.

#### **Achievements and performance**

- **Review of activities**

The Charity has worked hard during the year to achieve the aims of the organisation. Property maintenance has continued to ensure a good and safe environment for the young women. A steady programme of other services has been provided. Through canvassing opinion during the year were able to confirm that staff and resident satisfaction with the service remained high. We faced some challenges related to the Coronavirus pandemic but managed to keep open and everyone as safe as we were able during his testing time.

#### **Financial review**

- **Going concern**

After making appropriate enquiries, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

- **Reserves policy**

The Trustees have reviewed the charity's requirements for reserves and established a policy that it should aim to hold unrestricted reserves between 9 and 12 months of expenditure. The reserves are needed to meet the working capital requirements of the charity and the Trustees are confident that at this level the charity would be able to continue in the event of a significant drop in funding.

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

● **Principal risks and uncertainties**

The principle risk facing the charity would be an unexpected loss of funding. To mitigate this risk the Trustees have a suitable reserves policy and will continue to build reserves to ensure the charity is on strong financial footing to face any uncertainties.

● **Principal funding**

The principle funding is from local authorities and rent charged. The trustees review the rent levels yearly to ensure they are appropriate.

**Structure, governance and management**

● **Constitution**

Marsha Phoenix Memorial Trust is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association dated 25 October 1990 and revised on 11 June 2010 and is a registered charity number 1063698.

● **Methods of appointment or election of Trustees**

The Trustees are appointed at the Annual General Meeting by the members of the company. Should a vacancy arise during the year the Trustees can co-opt further Trustees to the board.

● **Financial risk management**

The Trustees have assessed the major risks to which the charity is exposed, in particular those related to the operations and finances of the charity, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

**Plans for future periods**

A new business plan commenced in 2019 to maintain our position as a service provider in the borough and to maintain and build on current levels of funding to enable us to focus on the core business. We continued to manage our income carefully during the year, trying to maximise the positive impact on service delivery for our clients and maximise our income from rent, grants and fundraising. We also continued a programme of improvement which the Trust worked through during this financial year, which will be carried forward. We continue to look at means of fundraising and ongoing improvement work within the project to sustain our position. The aim of the improvements is to put the charity on a more sustainable footing going forward. Key objectives have included looking to work in more efficient ways including continuing with outsourcing some key financial work, and continuing to try to obtain more realistic remuneration for our services going forward. This work has continued during this financial year with several key goals being met within the plan and the work towards this aim will be carried forward into 2021/22.

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**Statement of Trustees' responsibilities**

The Trustees (who are also the directors of the charity for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

**Disclosure of information to auditors**

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

**Auditors**

The auditors, Hedley Dunk Limited, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:



**W Phoenix**

Date: 9 August 2021

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF MARSHA PHOENIX MEMORIAL TRUST**

**Opinion**

We have audited the financial statements of Marsha Phoenix Memorial Trust (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

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

**Other information**

The Trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Auditors' report thereon. Our opinion on the financial statements does not cover the other information and 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.

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF MARSHA PHOENIX MEMORIAL TRUST**  
**(CONTINUED)**

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

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditors' responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience and through discussion with the trustees and other management (as required by auditing standards) , and discussed with the trustees and other management the policies and procedures regarding compliance with laws and regulations. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF MARSHA PHOENIX MEMORIAL TRUST**  
(CONTINUED)

We have identified and assessed the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

These include:

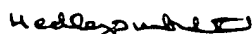
- Gained an understanding of the internal control environment.
- Identifying and testing journal entries, in particular any unusual and material journal entries posted.
- Discussed the risk of fraud with the engagement team, regarding how fraud might occur in the financial statements and any potential indicators of fraud.
- Discussed with the trustees if they have any knowledge of any potential fraud that may have been carried out.
- Read the minutes of meetings of those charged with governance and reviewed correspondence with HMRC.

Through these procedures, we became aware of no actual or suspected non-compliance.

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

**Use of our report**

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Hedley Dunk Limited**

3 Bullace Lane

Dartford

Kent

DA1 1BB

9 August 2021

Hedley Dunk Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2021**

	Note	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
<b>Income from:</b>					
Donations and legacies	3	14,910	3,037	17,947	16,388
Charitable activities	4	-	559,883	559,883	533,386
Other trading activities	5	3,218	4,708	7,926	9,743
Investments	6	-	2,733	2,733	1,375
<b>Total income</b>		<b>18,128</b>	<b>570,361</b>	<b>588,489</b>	<b>560,892</b>
<b>Expenditure on:</b>					
Charitable activities	7	21,228	513,643	534,871	480,742
<b>Total expenditure</b>		<b>21,228</b>	<b>513,643</b>	<b>534,871</b>	<b>480,742</b>
<b>Net movement in funds</b>		<b>(3,100)</b>	<b>56,718</b>	<b>53,618</b>	<b>80,150</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		157,726	726,510	884,236	804,086
Net movement in funds		(3,100)	56,718	53,618	80,150
<b>Total funds carried forward</b>		<b>154,626</b>	<b>783,228</b>	<b>937,854</b>	<b>884,236</b>

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 11 to 24 form part of these financial statements.

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 02552186**

**BALANCE SHEET**  
**AS AT 31 MARCH 2021**

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	13	304,834	314,014
		304,834	314,014
<b>Current assets</b>			
Debtors	14	16,839	44,128
Cash at bank and in hand		631,123	531,986
		647,962	576,114
Creditors: amounts falling due within one year	15	(14,942)	(4,590)
<b>Net current assets</b>		633,020	571,524
<b>Total assets less current liabilities</b>		937,854	885,538
Creditors: amounts falling due after more than one year	16	-	(1,302)
<b>Net assets excluding pension asset</b>		937,854	884,236
<b>Total net assets</b>		937,854	884,236
<b>Charity funds</b>			
Restricted funds	17	154,626	157,726
Unrestricted funds	17	783,228	726,510
<b>Total funds</b>		937,854	884,236

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006. The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006. However, an audit is required in accordance with section 144 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements. The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

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



**W Phoenix**

Date: 9 August 2021

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

	2021 £	2020 £
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	96,404	66,281
	<hr/>	<hr/>
<b>Cash flows from investing activities</b>		
Dividends, interests and rents from investments	2,733	1,375
	<hr/>	<hr/>
<b>Net cash provided by investing activities</b>	<b>2,733</b>	<b>1,375</b>
	<hr/>	<hr/>
<b>Cash flows from financing activities</b>		
	<hr/>	<hr/>
<b>Net cash provided by financing activities</b>	-	-
	<hr/>	<hr/>
<b>Change in cash and cash equivalents in the year</b>	<b>99,137</b>	<b>67,656</b>
Cash and cash equivalents at the beginning of the year	531,986	464,330
	<hr/>	<hr/>
<b>Cash and cash equivalents at the end of the year</b>	<b>631,123</b>	<b>531,986</b>
	<hr/> <hr/>	<hr/> <hr/>

The notes on pages 11 to 24 form part of these financial statements

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**1. General information**

Marsha Phoenix Memorial Trust is a company limited by guarantee (incorporated on 25 October 1990, registered number 02552186) and a registered charity (charity number 1063698) in England and Wales.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Marsha Phoenix Memorial Trust 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.

**2.2 Income**

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the charity has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the charity, can be reliably measured.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

**2.3 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

**MARSHA PHOENIX MEMORIAL TRUST**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**2. Accounting policies (continued)**

**2.3 Expenditure (continued)**

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

**2.4 Tangible fixed assets and depreciation**

Tangible fixed assets costing £NIL or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

At each reporting date the charity assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Freehold property	-	2%
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**2.5 Debtors**

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

**2.6 Cash at bank and in hand**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**2.7 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**2. Accounting policies (continued)**

**2.8 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**2.9 Finance leases and hire purchase**

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the charity. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

**2.10 Pensions**

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

**2.11 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

**3. Income from donations and legacies**

	<b>Restricted funds 2021 £</b>	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>
Donations	-	3,037	<b>3,037</b>
Grants	14,910	-	<b>14,910</b>
	<u>14,910</u>	<u>3,037</u>	<u><b>17,947</b></u>

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**3. Income from donations and legacies (continued)**

	Restricted funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £
Donations	-	6,388	6,388
Grants	10,000	-	10,000
	<u>10,000</u>	<u>6,388</u>	<u>16,388</u>

**4. Income from charitable activities**

	Unrestricted funds 2021 £	Total funds 2021 £
Tressillian Road	494,911	494,911
Erlanger Road	64,972	64,972
	<u>559,883</u>	<u>559,883</u>

	Unrestricted funds 2020 £	Total funds 2020 £
Tressillian Road	460,695	460,695
Erlanger Road	72,691	72,691
	<u>533,386</u>	<u>533,386</u>

**5. Income from other trading activities**

**Income from fundraising events**

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Fun run and other fundraising income	3,218	4,708	7,926
	<u>3,218</u>	<u>4,708</u>	<u>7,926</u>

**MARSHA PHOENIX MEMORIAL TRUST**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**5. Income from other trading activities (continued)**

**Income from fundraising events (continued)**

	Restricted funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £
Fun run and other fundraising income	4,033	5,710	9,743

**6. Investment income**

	Unrestricted funds 2021 £	Total funds 2021 £
Interest received	2,733	2,733

	Unrestricted funds 2020 £	Total funds 2020 £
Interest received	1,375	1,375

**7. Analysis of expenditure on charitable activities**

**Summary by fund type**

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Tressillian Road	21,228	429,494	450,722
Erlanger Road	-	84,149	84,149
	<u>21,228</u>	<u>513,643</u>	<u>534,871</u>

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**7. Analysis of expenditure on charitable activities (continued)**

**Summary by fund type (continued)**

	Restricted funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £
Tressillian Road	31,415	374,658	406,073
Erlanger Road	-	74,669	74,669
	<u>31,415</u>	<u>449,327</u>	<u>480,742</u>

**8. Analysis of expenditure by activities**

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £
Tressillian Road	437,545	13,177	450,722
Erlanger Road	83,006	1,143	84,149
	<u>520,551</u>	<u>14,320</u>	<u>534,871</u>

	Activities undertaken directly 2020 £	Support costs 2020 £	Total funds 2020 £
Tressillian Road	396,558	9,515	406,073
Erlanger Road	73,562	1,107	74,669
	<u>470,120</u>	<u>10,622</u>	<u>480,742</u>

**MARSHA PHOENIX MEMORIAL TRUST**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**8. Analysis of expenditure by activities (continued)**

**Analysis of direct costs**

	Tressillian Road 2021 £	Erlanger Road 2021 £	Total funds 2021 £
Staff costs	321,830	36,378	358,208
Depreciation	9,180	-	9,180
Resident welfare	32,750	2,250	35,000
Rates and water	3,069	2,438	5,507
Light and heat	9,787	6,051	15,838
Repairs and maintenance	27,176	3,400	30,576
Insurance	4,846	1,366	6,212
Telephone	4,173	504	4,677
Office expenses	4,713	-	4,713
Advertising and computing	11,022	-	11,022
Legal and professional fees	6,220	-	6,220
Rent payable to L&Q	-	30,619	30,619
Recruitment	2,779	-	2,779
	<u>437,545</u>	<u>83,006</u>	<u>520,551</u>
	<u>437,545</u>	<u>83,006</u>	<u>520,551</u>
	Tressillian Road 2020 £	Erlanger Road 2020 £	Total funds 2020 £
Staff costs	299,011	33,192	332,203
Depreciation	9,180	-	9,180
Resident welfare	26,193	2,772	28,965
Rates and water	2,011	2,542	4,553
Light and heat	6,558	2,712	9,270
Repairs and maintenance	19,326	5,914	25,240
Insurance	4,916	1,405	6,321
Telephone	2,590	415	3,005
Office expenses	4,573	-	4,573
Advertising and computing	12,758	-	12,758
Legal and professional fees	7,606	616	8,222
Rent payable to L&Q	-	23,994	23,994
Bad debts	1,836	-	1,836
	<u>396,558</u>	<u>73,562</u>	<u>470,120</u>
	<u>396,558</u>	<u>73,562</u>	<u>470,120</u>

**MARSHA PHOENIX MEMORIAL TRUST**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**8. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

	Tressillian Road 2021 £	Erlanger Road 2021 £	Total funds 2021 £
Travel costs	262	143	405
Office expenses	2,530	1,000	3,530
Staff training	2,980	-	2,980
Governance costs	7,405	-	7,405
	<u>13,177</u>	<u>1,143</u>	<u>14,320</u>

	Tressillian Road 2020 £	Erlanger Road 2020 £	Total funds 2020 £
Travel costs	199	107	306
Office expenses	1,900	1,000	2,900
Staff training	4,339	-	4,339
Governance costs	3,077	-	3,077
	<u>9,515</u>	<u>1,107</u>	<u>10,622</u>

**9. Auditors' remuneration**

	2021 £	2020 £
Fees payable to the charity's auditor for the audit of the charity's annual accounts	2,100	2,000
Fees payable to the charity's auditor in respect of: All non-audit services not included above	900	880

**MARSHA PHOENIX MEMORIAL TRUST**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**10. Staff costs**

	2021 £	2020 £
Wages and salaries	289,595	301,458
Social security costs	58,951	25,551
Contribution to defined contribution pension schemes	9,662	5,194
	<u>358,208</u>	<u>332,203</u>

The average number of persons employed by the charity during the year was as follows:

	2021 No.	2020 No.
Employees	<u>16</u>	<u>18</u>

No employee received remuneration amounting to more than £60,000 in either year.

**11. Pension commitments**

The charity operates a define pension contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge for the year was £9,662 (2020- £5,194). Contributions totalling £1,722 (2020 - £NIL) were payable to the fund at the balance sheet date and are included in creditors.

**12. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 March 2021, no Trustee expenses have been incurred (2020 - £NIL).

**MARSHA PHOENIX MEMORIAL TRUST**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**13. Tangible fixed assets**

	<b>Freehold property £</b>
<b>Cost or valuation</b>	
At 1 April 2020	449,812
At 31 March 2021	449,812
<b>Depreciation</b>	
At 1 April 2020	135,798
Charge for the year	9,180
At 31 March 2021	144,978
<b>Net book value</b>	
At 31 March 2021	304,834
At 31 March 2020	314,014

**14. Debtors**

	2021 £	2020 £
<b>Due within one year</b>		
Trade debtors	10,142	10,155
Prepayments and accrued income	6,697	33,973
	16,839	44,128

**15. Creditors: Amounts falling due within one year**

	2021 £	2020 £
Other taxation and social security	7,452	-
Obligations under finance lease and hire purchase contracts	1,302	1,735
Other creditors	1,396	-
Accruals and deferred income	4,792	2,855
	14,942	4,590

**MARSHA PHOENIX MEMORIAL TRUST**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**16. Creditors: Amounts falling due after more than one year**

	2021 £	2020 £
Net obligations under finance lease and hire purchase contracts	-	1,302
	-	1,302

**17. Statement of funds**

**Statement of funds - current year**

	Balance at 1 April 2020 £	Income £	Expenditure £	Balance at 31 March 2021 £
<b>Unrestricted funds</b>				
<b>Designated funds</b>				
Pension reserve	37,041	-	-	37,041
	37,041	-	-	37,041
<b>General funds</b>				
General Funds - all funds	689,469	570,361	(513,643)	746,187
	689,469	570,361	(513,643)	746,187
<b>Total Unrestricted funds</b>	<b>726,510</b>	<b>570,361</b>	<b>(513,643)</b>	<b>783,228</b>
<b>Restricted funds</b>				
Capital expenditure	144,407	-	(2,972)	141,435
Resettlement	11,923	-	(31)	11,892
Fun run	1,396	3,218	(4,614)	-
Lottery grant	-	10,000	(10,000)	-
L&Q Place Marker	-	4,910	(3,611)	1,299
	157,726	18,128	(21,228)	154,626
<b>Total of funds</b>	<b>884,236</b>	<b>588,489</b>	<b>(534,871)</b>	<b>937,854</b>

**MARSHA PHOENIX MEMORIAL TRUST**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**17. Statement of funds (continued)**

**Statement of funds - prior year**

	Balance at 1 April 2019 £	Income £	Expenditure £	Balance at 31 March 2020 £
<b>Unrestricted funds</b>				
<b>Designated funds</b>				
Pension reserve	37,041	-	-	37,041
<b>General funds</b>				
General Funds - all funds	591,936	546,859	(449,326)	689,469
<b>Total Unrestricted funds</b>	<b>628,977</b>	<b>546,859</b>	<b>(449,326)</b>	<b>726,510</b>
<b>Restricted funds</b>				
Capital expenditure	147,380	-	(2,972)	144,408
Resettlement	12,095	-	(172)	11,923
Comic Relief	5,829	-	(5,829)	-
Fun run	9,804	4,033	(12,442)	1,395
Lottery grant	-	10,000	(10,000)	-
	175,108	14,033	(31,415)	157,726
<b>Total of funds</b>	<b>804,085</b>	<b>560,892</b>	<b>(480,741)</b>	<b>884,236</b>

**18. Summary of funds**

**Summary of funds - current year**

	Balance at 1 April 2020 £	Income £	Expenditure £	Balance at 31 March 2021 £
Designated funds	37,041	-	-	37,041
General funds	689,469	570,361	(513,643)	746,187
Restricted funds	157,726	18,128	(21,228)	154,626
	884,236	588,489	(534,871)	937,854

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**18. Summary of funds (continued)**

**Summary of funds - prior year**

	Balance at 1 April 2019 £	Income £	Expenditure £	Balance at 31 March 2020 £
Designated funds	37,041	-	-	37,041
General funds	591,936	546,859	(449,326)	689,469
Restricted funds	175,108	14,033	(31,415)	157,726
	<u>804,085</u>	<u>560,892</u>	<u>(480,741)</u>	<u>884,236</u>

**19. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	147,380	157,454	304,834
Current assets	7,246	640,716	647,962
Creditors due within one year	-	(14,942)	(14,942)
<b>Total</b>	<u>154,626</u>	<u>783,228</u>	<u>937,854</u>

**Analysis of net assets between funds - prior year**

	Restricted funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	147,380	166,634	314,014
Current assets	10,346	565,768	576,114
Creditors due within one year	-	(4,590)	(4,590)
Creditors due in more than one year	-	(1,302)	(1,302)
<b>Total</b>	<u>157,726</u>	<u>726,510</u>	<u>884,236</u>

**MARSHA PHOENIX MEMORIAL TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**20. Reconciliation of net movement in funds to net cash flow from operating activities**

	2021 £	2020 £
Net income for the year (as per Statement of Financial Activities)	<b>53,618</b>	80,150
<b>Adjustments for:</b>		
Depreciation charges	9,180	9,180
Dividends, interests and rents from investments	(2,733)	(1,375)
Decrease/(increase) in debtors	27,288	(22,747)
Increase in creditors	9,050	1,073
<b>Net cash provided by operating activities</b>	<b>96,403</b>	<b>66,281</b>

**21. Analysis of cash and cash equivalents**

	2021 £	2020 £
Cash at bank and in hand	631,123	531,986
<b>Total cash and cash equivalents</b>	<b>631,123</b>	<b>531,986</b>

**22. Analysis of changes in net debt**

	At 1 April 2020 £	Cash flows £	Changes in market value and exchange rate movements £	At 31 March 2021 £
Cash at bank and in hand	531,986	99,137	-	631,123
Finance leases	(3,037)	-	1,735	(1,302)
	<b>528,949</b>	<b>99,137</b>	<b>1,735</b>	<b>629,821</b>