

Marsha Phoenix Memorial Trust Annual Report 2022/23



Marsha Phoenix Memorial Trust

Annual Report 2022/23

CONTENTS

3	<i>Introduction</i>
5	<i>Our Mission Statement</i>
	<i>Equal Opportunities Policy Declaration</i>
	<i>Statement on Marsha Phoenix Memorial Trust's approach to Risk Management</i>
6	<i>Voluntary Board, Executive Committee and Staff</i>
8	<i>Fundraising Report</i>
9	<i>Treasurer's Report</i>
10	<i>Independent Auditors' Report to the Members of Marsha Phoenix Memorial Trust</i>
14	<i>Financial Statements</i>
16	<i>Director's Report</i>
18	<i>Senior Operational Manager's Report</i>
20	<i>Project Manager's Report</i>
22	<i>Resettlement Officer's Report</i>
24	<i>Facilities Manager's Report</i>
26	<i>Project Worker's Report</i>
27	<i>Education and Welfare</i>
28	<i>Erlanger Road Project Manager's Report</i>
26	<i>Project Worker's Report</i>
32	<i>Statistics / Resettlement Figures</i>
33	<i>Voids and Arrears</i>
34	<i>Residents' Feedback</i>

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

We 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.

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

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 £
Income from:					
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
Total income		<u>2,455</u>	<u>581,423</u>	<u>583,878</u>	<u>571,948</u>
Expenditure on:					
Charitable activities	7	6,574	539,060	545,634	563,020
Total expenditure		<u>6,574</u>	<u>539,060</u>	<u>545,634</u>	<u>563,020</u>
Net (expenditure)/income		<u>(4,119)</u>	<u>42,363</u>	<u>38,244</u>	<u>8,928</u>
Transfers between funds	15	(1,920)	-	(1,920)	-
Net movement in funds		<u>(6,039)</u>	<u>42,363</u>	<u>36,324</u>	<u>8,928</u>
Reconciliation of funds:					
Total funds brought forward		151,601	795,181	946,782	937,854
Net movement in funds		(6,039)	42,363	36,324	8,928
Total funds carried forward		<u>145,562</u>	<u>837,544</u>	<u>983,106</u>	<u>946,782</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

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

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.



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 achievement 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*



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, Arlia Awere – well done Arlia!

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.

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 there 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: There 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%

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

Telephone: 020 8691 5911
Email: office@marshaphoenix.org



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)

CONTENTS

	Page
Reference and administrative details of the Company, its Trustees and advisers	1
Trustees' report	2 - 4
Independent auditors' report on the financial statements	5 - 7
Statement of financial activities	8
Balance sheet	9
Statement of cash flows	10
Notes to the financial statements	11 - 23

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. 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 £	Total funds 2022 £
Income from:					
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
Total income		2,455	581,423	583,878	571,948
Expenditure on:					
Charitable activities	7	6,574	539,060	545,634	563,020
Total expenditure		6,574	539,060	545,634	563,020
Net (expenditure)/income		(4,119)	42,363	38,244	8,928
Transfers between funds	15	(1,920)	-	(1,920)	-
Net movement in funds		(6,039)	42,363	36,324	8,928
Reconciliation of funds:					
Total funds brought forward		151,601	795,181	946,782	937,854
Net movement in funds		(6,039)	42,363	36,324	8,928
Total funds carried forward		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**

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

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

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

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

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

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

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

	<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
	<u>566,311</u>	<u>566,311</u>

5. Income from other trading activities

Income from fundraising events

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

MARSHA PHOENIX MEMORIAL TRUST
(A company limited by guarantee)

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

6. Investment income

	Unrestricted funds 2023 £	Total funds 2023 £
Interest received	3,542	3,542

	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Interest received	344	344

7. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total 2023 £
Expenditure on charitable activities	6,574	539,060	545,634

	<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
	3,025	559,995	563,020

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

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £
Expenditure	537,189	8,443	545,632
	<hr/>	<hr/>	<hr/>
	<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
	<hr/>	<hr/>	<hr/>
	546,656	16,364	563,020
	<hr/>	<hr/>	<hr/>

Analysis of direct costs

	Total funds 2023 £	Total funds 2022 £
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	-
	<hr/>	<hr/>
	537,188	546,656
	<hr/>	<hr/>

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

	Total funds 2023 £	<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

	2023 £	<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	<u>900</u>	<u>690</u>

10. Staff costs

	2023 £	<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:

	2023 No.	<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 £
Cost or valuation				
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
Depreciation				
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
Net book value				
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

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

14. Creditors: Amounts falling due within one year

	2023	2022
	£	£
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
	<u>13,715</u>	<u>26,093</u>
	<u><u>13,715</u></u>	<u><u>26,093</u></u>

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 £
Unrestricted funds					
Designated funds					
Pension reserve	37,041	-	-	-	37,041
General funds					
General Funds	758,140	581,423	(539,060)	-	800,503
Total Unrestricted funds	795,181	581,423	(539,060)	-	837,544
Restricted funds					
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
Total of funds	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**

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>
Unrestricted funds					
Designated funds					
Pension reserve	37,041	-	-	-	37,041
General funds					
General Funds	746,187	571,948	(559,995)	-	758,140
Total Unrestricted funds	783,228	571,948	(559,995)	-	795,181
Restricted funds					
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
Total of funds	937,854	571,948	(563,020)	-	946,782

16. Summary of funds

Summary of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
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

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £
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)
Total	<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)
Total	<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

	2023 £	2022 £
Net income for the year (as per Statement of Financial Activities)	38,245	8,928
Adjustments for:		
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
Net cash provided by operating activities	35,552	17,498

19. Analysis of cash and cash equivalents

	2023 £	2022 £
Cash in hand	641,689	620,163
Total cash and cash equivalents	641,689	620,163

20. Analysis of changes in net debt

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

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).

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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 findings¹

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.