

Marsha Phoenix Memorial Trust

Annual Report 2024/25

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Marsha Phoenix Memorial Trust Annual Report 2025/26

INTRODUCTION

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

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

Overall Performance

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

Resident Satisfaction

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

Enhancing Engagement to increase resident participation

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

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

Successful Move-On and Education, Training, and Employment

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

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

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

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

House Meetings

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

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

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

Security

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

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

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

Support Staff & Key Work Sessions

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

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

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

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

Staffing and Operational Improvements

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

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

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

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

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

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

Properties and Building Improvements

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

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

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

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

TRESSILLIAN ROAD

Our main service has 23 total units.

Room 22 became active in December 2024.

Room 23 became active in October 2025.

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

ERLANGER ROAD

Our Second Stage service has 6 Units.

2, ground floor

4, upper floors

Positive Relationships and External Partnerships

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

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

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

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

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

Areas for Future Focus

Increase resident engagement in house meetings and feedback channels.

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

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

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

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

Conclusion

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





Our Mission Statement

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

Equality and Diversity Policy Declaration

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

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

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

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

Marsha Phoenix Memorial Trust is a Charitable Company Limited by Guarantee

Marsha Phoenix Memorial Trust 2024/25

Voluntary Board / Executive Committee

Chair Woodrow Phoenix

Treasurer & Company Secretary Jane Chandler

Executive Committee Members

Jenny Berbeck

Caroline Ellis (to November 2025)

Danny Gray

Jo Mackie

Derrick Martin

Carol Smith

Esther Stanford Xosei

London Borough of Lewisham co-optee:

Will Cooper

Key Partners

Commissioner, London Borough of Lewisham Supporting People Team:

Jonathan Scarth

Liaison Officer, London and Quadrant Housing Trust:

Donna Ellard-Pierre

Staff Team

Chief Executive Officer Harriet Thomas

Senior Operational Manager Donna Lewis

Facilities Manager, Health and Safety Officer Loraine Phoenix

Project Worker Vanesa Gomez Garcia

Project Worker Chinyere Akpoefafe

Specialist Support Worker Nicole Daniels

Specialist Support Worker Nadine Blackwood

Specialist Support Worker Samantha Gooden

Chef Malvia Walters

Night and Weekend Manager Temitope Batula-Oluwa

Night and Weekend Supervisor Toyin Oluwa

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

Website development David Alliet

INFORM database partners: Salesforce

Cleaning Team led by Theresa Fleming

2024/2025 Statistics

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

DONATE!! (Please!)

You can now donate using our “just giving” account by going to www.justgiving.com/mpmt/donate

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

Some of our supporters make a regular monthly donation set up by direct debit; contact Donna Lewis for details.
Call 0208 6915911 or email office@marshaphoenix.org for more.



From Jane Chandler, Treasurer

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

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

MARSHA PHOENIX MEMORIAL TRUST
(A company limited by guarantee)

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

Opinion

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

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

MARSHA PHOENIX MEMORIAL TRUST

(A company limited by guarantee)

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

Other information

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

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

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

MARSHA PHOENIX MEMORIAL TRUST

(A company limited by guarantee)

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

Auditors' responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

MARSHA PHOENIX MEMORIAL TRUST
(A company limited by guarantee)

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

Use of our report

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

Xeinadin Audit Limited

Trinity House
3 Bullace Lane
Dartford
Kent
DA1 1BB

19 November 2025

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

Marsha Phoenix Memorial Trust
is a Charitable Company Limited by Guarantee

Registered Charity number 1063698
Registered Company number 2552186

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

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

MARSHA PHOENIX MEMORIAL TRUST

(A company limited by guarantee)

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

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

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

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

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

BALANCE SHEET
AS AT 31 MARCH 2025

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


 Date: 19 November 2025

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



From Harriet Thomas, Chief Executive Officer

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

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

HIGHLIGHTS and ACHIEVEMENTS

This year has seen a series of concrete improvements.

1. Proactive Security Upgrades:

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

2. IT and Cybersecurity Revamp:

We have continued the revamp of our IT infrastructure. Upgrading

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

3. Expanding Housing Capacity:

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

4. WiFi Improvements:

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

5. Policy and Practice Reform:

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

6. Training and Development:

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

7. Reflective Practice:

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

8. Strengthening Night Staffing:

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

9. Celebrating Community:

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

THANKS and ACKNOWLEDGEMENTS

I must thank Jane Chandler, our Treasurer, for her guidance; Donna Lewis and the Board Members for their continued commitment to the vision of MPMT;

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

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

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

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

Her story is the foundation on which we stand.

LOOKING FORWARD: PRIORITIES for 2025

We are entering a new era, committed to:

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

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

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

From Carol Smith, MPMT Trustee

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

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

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

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

From Loraine Phoenix, Facilities Manager

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

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

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

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



From Vanesa Gomez Garcia, Project Worker

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

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

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

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



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WHO IS IT FOR?
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who want to improve their wellbeing
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Levenshulme Community Centre
40 Canton Road, S60 1PP
WHEN?
Wednesday 16th February, 10am - 4pm
Thursday 17th February, 10am - 4pm
Friday 18th February, 10am - 4pm

From Chinyere A Ogba, Support worker

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

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

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

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

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





From Malvia Walters, Chef

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

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

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

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

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

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

From Nicole Daniels, Specialist Support Worker

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

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

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

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



From Rosaline Mensah, Night and Weekend Support Worker

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

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

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

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

From Ore Williams-Kofoworade, Night and Weekend Support Worker

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

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

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

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

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

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

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

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

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



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

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

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

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