

Registered number: 03467406  
Charity number: 1067885



## **Martha Trust**

**(A company limited by guarantee)**

## **Trustees' report and financial statements**

**For the year ended 31 December 2024**

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**Martha Trust****(A company limited by guarantee)****Reference and administrative details of the Charity, its Trustees and advisers  
For the year ended 31 December 2024**

<b>Trustee</b>	Roger Walton, (Chairman) John Quin Robert Sparkes Georgina Hovey Richard Pitt Rebecca Pryse
<b>Company registered number</b>	03467406
<b>Charity registered number</b>	1067885
<b>Registered office</b>	Homemead Lane Hacklinge Deal Kent CT14 0PG
<b>Company secretary</b>	Julie Gayler
<b>Chief executive officer</b>	Julie Gayler
<b>Independent auditors</b>	Kreston Reeves LLP Statutory Auditor Chartered Accountants 37 St Margaret's Street Canterbury Kent CT1 2TU
<b>Bankers</b>	Barclays Bank PLC 9 St George Street Canterbury Kent CT1 2JX
<b>Solicitors</b>	Girlings Solicitors LLP 16 Rose Lane Canterbury Kent CT1 2UR
<b>Senior management team</b>	Claire Rogerson, Director of People and Culture Alice Moir, Director of Fundraising and Marketing Kelly Hutchings, Associate Director of Finance Phillip Linkin, Senior Registered Home Manager - appointed 5 July 2024 Owen Nolan, Strategic Health and Social Care Lead - resigned 5 July 2024

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**Chairman's statement**  
**For the year ended 31 December 2024**

The chairman presents his statement for the year.

This is my first statement as Chairman, having taken over the role from Humphrey Clarke in December 2023. Humphrey served as Chair for 12 years and successfully led Martha through many challenges during that time. All those involved with Martha, be they staff, trustees, parents or supporters are hugely grateful to Humphrey for his leadership and commitment to Martha, and I am very grateful that he has agreed to continue to serve as a Board member.

As I write this statement, reflecting on the past year, given the wider economic situation and the impact this is having on the care sector, we have much to be thankful for. The pressure on the budgets which local authorities and the NHS are grappling with has inevitably impacted on the funding available to support those needing our care and has created some challenges for us. Equally, costs to Martha of providing appropriate levels of care continues to rise, as Martha is not immune to the cost pressures facing the wider economy.

That said, I am struck by how much progress we have made over the year in responding to these challenges in both managing costs and improving our income streams, as we seek to ensure that the fees paid by the various funders meet in full the cost of the high-quality, person-centred care that Martha prides itself on.

The Senior Management Team (SMT) should be commended for the work they have undertaken over the past year or so, focusing on the specific individual care needs of each resident and then challenging funders to adjust the fees paid to ensure that the care our residents need and deserve is properly funded. This painstaking work has, over the year, led to a significant improvement in the overall financial position at the year end compared with where we were in 2023, and we are therefore now able to look to the future with much greater confidence that we will be able to maintain and meet the care needs of our residents.

That said, there are still many challenges ahead; work to ensure that fees paid meet the costs of care provision continues, recruitment and retention remains a challenge at both sites as we continue to seek to reduce dependency on agency staff, and we continue to work to address the feedback provided by the CQC following the inspections of Mary House, our home in Hastings, in 2022 and 2023.

Promoting the work of Martha across the wider community is of course a vital part of ensuring support for what we do both in terms of raising funds and in encouraging and enabling volunteer support. It is good to note therefore that this has been an exceptional year in terms of fundraising, with the Music on the Farm event in June and the Rome or Bust car challenge in September both exceeding our most optimistic expectations as to funds raised. We are all grateful for the hard work and dedication of all those involved in arranging these and the other promotional events held through the year.

Volunteers at both Hastings and Hacklinge need also to be acknowledged, as they help to maintain our grounds and provide a welcome environment to be enjoyed by our residents, their families, and staff.

We therefore look forward to 2025 with renewed optimism, founded in the faith we have that the Lord will continue to guide and protect Martha, so that we can continue to provide for the needs of our residents.



Roger Walton  
Chairman

Date: 4<sup>th</sup> August 2025

**Martha Trust**  
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**Trustees' report**  
**For the year ended 31 December 2024**

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of Martha Trust (the charity) for the year ended 31 December 2024. The Trustees confirm that the annual report and financial statements of the charity comply with the current statutory requirements, the requirements of the charity'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 (FRS 102) (effective 1 January 2019).

**Public Benefit**

**a. Purpose**

We are an established regional charity, formed in 1987, providing residential care to adults with profound physical and multiple learning disabilities (PMLD). We are passionate about delivering person-centred care, enabling the individuals we support to achieve their highest level of independence and lead a fulfilling, contented and meaningful life.

We achieve this by:

- recognising and respecting people as unique individuals.
- encouraging and supporting everyone to be involved and engaged in the world around them.
- promoting good health and holistic well-being.

Our health goals are to reduce and prevent unnecessary hospital admissions and to prevent delayed discharges.

We achieve this by:

- having individual care and support plans for people, recognising best practice and how we can support them with our nursing teams.
- developing a discharge plan on admission and acting as advocates for the residents' well-being while they are in hospital.

We believe that people with PMLD have the right to make choices about their lives as well as the absolute right to privacy, dignity and respect. They are encouraged and assisted to engage where possible in activities within their local community. Our residential services are supported by a team of in-house care professionals as well as external specialists in health, person-centred planning, communication and physiotherapy.

Our Mission is to offer compassion, friendship and encouragement to people with PMLD, supporting them to lead a full and contented life.

Our Vision is for everyone with profound disabilities to be given the very best opportunities in life, enabling them to engage in the world around them and achieve their individual potential.

Our Values are:

- To treat everyone with respect, dignity and compassion
- To always be supportive and encouraging
- To promote a culture of inclusion and diversity
- To act with integrity and honesty at all times
- To champion the needs and rights of people with profound disabilities

While Martha Trust is driven by Christian values, we offer care and support to people from all faiths and backgrounds. We employ staff based on their skills and experience and do not discriminate on grounds of faith, gender, age, ethnic origin, disability, marital status, race, nationality or sexual orientation.

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**Trustees' report (continued)**  
**For the year ended 31 December 2024**

**b. Our strategic aims**

1. Be an outstanding provider offering high quality services and support for the people we support.
2. Generate sufficient fee and fundraising income to ensure ongoing financial viability.
3. Operate an effective and efficient charity.
4. Be an employer of choice in our local area.
5. Enhance our links with community to the benefit of our residents

**c. Our strategic objectives for 2022-2024**

Objectives supporting each Strategic Aim

1. Be an outstanding provider offering high quality services and support for our residents.
  - 1.1. Understand the needs of the residents we serve and ensure we can evidence the impact of our services.
  - 1.2. Ensure our services are safe, effective, caring, responsive and well-led.
  - 1.3. Working closely with CQC and local authorities; to be outstanding in clinical expertise with an emphasis on residents needs.
2. Generate sufficient fee and fundraising income to ensure ongoing financial viability.
  - 2.1. Ensure fee income for each resident is sufficient to fully cover the cost of their individual care needs
  - 2.2. Grow and sustain voluntary income.
  - 2.3. Maintain efficient staffing levels and costs and limited use of agency staff.
  - 2.4. Ensure value for money by applying principles of economy, efficiency and effectiveness.
3. Operate an effective and efficient charity.
  - 3.1. Ensure our organisation is well-governed and that our strategies, plans and budgets are aligned.
  - 3.2. Maintain effective risk management to aid and inform decision-making.
  - 3.3. Measure impact and outcomes in line with our Mission.
4. Be an employer of choice in our local area.
  - 4.1. Support, develop and manage our staff in the achievement of our objectives.
  - 4.2. Foster a culture where individuals of all backgrounds feel confident to be themselves, and are included and empowered.
  - 4.3. Continue to evolve our strategic approach to recruitment and retention.
5. Enhance our links with community to the benefit of our residents.
  - 5.1. Identify and take advantage of opportunities to support residents to be active members of the local community.
  - 5.2. Develop initiatives to engage with our local communities, promoting the work of Martha Trust and ways to support the charity.
  - 5.3. Identify and promote volunteering opportunities to individuals, businesses and local groups.

The above objectives are in the process of review prior to the development of a formal Strategic Plan for 2025-2027. Some initiatives and projects to deliver the objectives above are already live and will continue to evolve during the lifespan of the new Strategic Plan. For the purposes of this Report, the annual performance will be measured against achievements relating to objectives of the 2022-2024 Strategic Plan.

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**Trustees' report (continued)**  
**For the year ended 31 December 2024**

**d. Activities for achieving objectives**

Strategy

The biggest challenges in delivering against our strategic aims in 2024 have been the continuing effects of the cost-of-living crisis, combined with the under-funding that has become systemic in the sector and is widely publicised in the national press and by service provider membership groups. These groups have been representing the views of the care sector through a programme of lobbying in response to the government's autumn budget announcement of an increase in the Employer National Insurance Contributions from 13.8% to 15%, from April 2025 and the reduction in the threshold from £9,100 to £5,000 per employee. These measures, together with the increase in minimum wage, will materially increase our costs.

Martha Trust strives to be an organisation that adapts and evolves to meet the inevitable challenges posed by external forces. During 2024 our focus has been on implementing new strategies to counter funding shortfalls. A robust process of reassessment and strong, evidence-based fee challenges have led to an encouraging number of funding increases, which have been instrumental in the improvement in our overall financial position compared to 2023. However, our focus on this process will need to be maintained to ensure that the funding we receive continues to meet the needs of those we support.

Alongside fee challenges, costs across the organisation have been subject to tight budgetary control, with reductions made wherever possible as a consequence of the improvements in our budgetary control processes.

As shown below, the financial challenges faced this year have not deterred Martha Trust from meeting the vast majority of our other strategic objectives around service quality, community engagement and staff retention and recruitment.

By recognising the complex needs of those we support, we acknowledge the responsibility we have in ensuring that we protect the long-term sustainability of the organisation and can provide residents with the caring home for life that they deserve – and while doing so set new industry standards of excellence.

We are passionate about supporting people with PMLD to lead a full and contented life. We achieve this by recognising and respecting people as unique individuals, encouraging and supporting everyone to be involved and engaged in the world around them and promoting good health and holistic well-being.

Families

We continue to be committed to working alongside families, recognising their wealth of knowledge, listening to feedback and ideas to improve the experience for those involved and create meaningful relationships for the benefit of everyone.

Virtual family forums continued during 2024, enabling family members from both Martha locations to interact, share views and experiences and develop their own support networks. Social media has proven to be invaluable in enabling families to keep in touch, with dedicated Facebook and WhatsApp platforms set up by the families. The re-introduction of face-to-face forums will be explored in 2025.

Parent Representative Meetings have continued to take place regularly via Zoom. This has facilitated open and transparent communication between the Representatives and the Martha management team, which has been vital during a year of unexpected external pressures. One of the many benefits from these meetings, has been that consistent communications to wider family members has been far easier to facilitate.

The Relatives Gateway provides access for families to areas of Martha's electronic care plan system, PCS, enabling them to keep up to date with the care and activities of their loved ones. This is available to the families of all residents but will be replaced by an updated service in 2025, accessible through an App and with some new features.

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**Trustees' report (continued)**  
**For the year ended 31 December 2024**

The family feedback questionnaire was sent out to all families – 35 in total. We received responses from 25% (9) of the families. This is slightly down on 2023 when 32% replied, compared to 23% of families responding in 2022, in 2021 a fifth of families responded and a quarter of families in 2020.

Although the response rate is a little disappointing with only a quarter responding, it is on par with previous years. And when we consider the other mechanisms we have in place for families to express their views, which we know they utilise, we are confident that we have a good understanding of the views of our families. Many of our families frequently attend the family forums and are encouraged to raise issues, concerns or positive feedback directly to the Home Managers as and when they need to, as well as utilising the Parent Representative group. The family questionnaire plays a part in the review of our care services but isn't to be used as a stand-alone.

Family members are recruited to sit on Trustee-led committees when their experience is identified as being of value. This includes the Care Improvement Committee (CIC) and Audit & Finance Committee, both of which have benefited enormously from the skills and different perspectives brought to the discussions by the families of our residents.

Operations

The CIC, attended by a clinical Trustee and two family members with clinical backgrounds, continues to provide valuable support to Martha Trust. A new review process discussed within this Committee was introduced and has had a positive impact on some of our applications for increased fees. The new review paperwork discussed and designed with input from the CIC is now sent to the funding authority, so they have a greater understanding of the resident before we meet, including any changes in their needs.

Our Quality Assurance Framework continues to evolve and improve, with PCS providing excellent data for quality assurance. Being able to interrogate the PCS system enables us to send detailed information to Commissioners of our services to support funding requests and evidence changes in need.

Recording has significantly improved since the digitalisation of Martha Trust. The PCS technology streamlines the process of recording daily care and the review of risk assessments and resident needs. The Electronic Medication Administration Record (eMAR), which integrates with PCS and provides a safe, efficient system, has been proven to reduce medication errors. It has also been useful in providing evidence to local safeguarding teams and ensuring compliance with the Medicines Optimisation Team, who advise on our medication processes.

A joint clinical and organisational governance meeting is held six weekly involving all managers across Martha Trust. It is guided by the CQC regulation 17 for Governance, encompassing the Regulations for Service Providers and Managers under the Health and Social Care act 2008 and 2009. From a clinical perspective the meeting focuses on audit results, ratification of new or updated policies and procedures, as well as any improvements necessary following inspections, for example by CQC and the Fire Service.

Continuous Improvement Plans (CIP) form the basis of improving the quality of the services we offer. Each site has a CIP based on the CQC Key Questions and Quality Statements. CIPs have been regularly updated during the year to include areas of improvement highlighted in stakeholder questionnaire responses, audits and CQC inspections. Focus is also placed on any areas rated as Good by CQC at the last inspections, with a view to achieving Outstanding. This rolling plan ensures we can react quickly to areas of concern or innovative ideas, put more robust governance in place and evidence our ethos of being a learning organisation.



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**Trustees' report (continued)**  
**For the year ended 31 December 2024**

CIP meetings are held, where recording information to provide appropriate evidence for the CQC Key Questions and Quality Statements is discussed and agreed. Key staff have received training regarding the Quality Statements and the care management team have a good understanding of the expectations of CQC. The activities teams at both Martha locations continue to lead on delivering person-centred activity plans, communication and physiotherapy programmes. PCS provides the platform for recording evidence of activities and review of individual plans due to any changes in need or preferences.

As always, we are keen to explore opportunities offered by new technology which can enable all residents to communicate more effectively, express themselves, have fun and improve their physical and mental wellbeing. In 2024 we were able to purchase a Thera Trainer Tigo, made possible by a generous donation. This is a motor-assisted stationary cycling trainer for wheelchair users which gives the residents of Martha Trust an opportunity for physical exercise that they would not otherwise be able to enjoy.

Development of the Martha Trust GDPR policy is an ongoing project, with overall responsibility passing to the CEO and Director of Marketing & Fundraising. Progress is now being made on reviewing and updating processes relating to Martha's care services and HR processes to ensure ongoing compliance with the latest regulations. The operational teams have a working understanding of the GDPR requirements. The Home Managers, Senior Nurse and Home Support Managers have nhs.net email accounts which enables them to send sensitive personal information to members of the Multi-Disciplinary Teams (MDT's).

We continue to provide monthly information to several CCG Commissioning Support Units on set Key Performance Indicators and are working with other funding authorities to provide more detailed information on the service we provide.

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**Trustees' report (continued)**  
**For the year ended 31 December 2024**

Our People

Recruitment challenges continued to put pressure on staffing teams in 2024, as our ability to compete with pay rates in the wider economy remains a challenge in common with the social care sector more generally.

The annual staff questionnaire responses highlighted the negative impact of this necessary decision, with respondents stating they felt underpaid and undervalued. In the period of January 2024 through to the end of April, there were a total of 14 leavers from the care teams across the organisation.

In March 2024 pay increases were announced. Due to ongoing financial constraints pay rates were set at the minimum wage for Support Workers, with increases of 4% for other care roles and a 2% increase for other staff. The reasoning behind this decision was communicated, but not necessarily understood by all staff.

The staff questionnaire responses were overall less positive than previous years. In response to this SMT decided to respond in more detail, taking the time to address each question in more detail over a ten-week period. This enabled further feedback from the teams and for SMT to share their plans and aspirations with the wider teams.

Alongside the staff questionnaire, values-based supervisions took place, encouraging people to reflect on their interactions with residents and one another, and to provide feedback on the way Martha supports the teams. These were conducted alongside the Values and Empathy training and fit into the wider strategy of Martha leading as a valued based, supportive employer. Job based supervisions continued to take place alongside these, ensuring that all staff receive support, appreciation, and guidance on a regular basis.

Assistance for people in the form of food cupboards, fruit and sanitary products continued as did the gifting of vouchers to recognise Birthdays, Easter, and Christmas. Families once again were very generous in providing donations that were used to give all staff a second supermarket voucher prior to Christmas. Our annual staff raffle to celebrate carers week, and the provision of treats over Christmas all provided gestures of appreciation to the teams through the year.

An organisational staff and family fun day was again held in the fields of Solley's ice cream parlour in Ripple. While the weather led to a smaller turn out than in 2023, feedback from those who attended was again very positive. We were supported by Rapid Relief who provided all who attended with a BBQ.

Flexible working agreements were supported from day one of employment when possible, and requests to work hours around academic commitments honoured to give people the opportunity to progress into areas such as nursing.

The combination of these measures saw retention improve, with several leavers returning to Martha having explored alternative employment. They also resulted in an increase in employment applications from people working as agency in the homes.

The strategies in place to recruit and retain staff saw the staffing numbers gradually increase, especially at Mary House, our home in Hastings, as the year progressed. This in turn led to a slow but steady reduction in agency use at Hastings. In Deal however, agency use increased as the year went on. This was in part due to movement of staff but was also a result of successful reassessments of residents resulting in increases to supporting hours, and therefore an increase in staffing numbers to deliver these. This was particularly so with overnight support.

To reduce agency costs, overtime rates continued to be paid at time and a half, and for all shifts worked over contracted hours. This was of benefit particularly to part-time employees. The decision to take this approach will be reviewed in 2025 as staffing levels improve, in the hope that less overtime will be required, and further savings can be made. The rota continues to be closely managed, and staffing levels adjusted to meet resident's needs.

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**Trustees' report (continued)**  
**For the year ended 31 December 2024**

Feedback on the way new starters are inducted was overwhelmingly positive, with people appreciating the time given to get to know and understand residents. The shadow period and use of experienced and knowledgeable 'buddies' continues to be well received, setting new staff up to achieve their goals, and become valued members of the team. Our residents, and the way we value person-centred care continue to be the main drivers for our teams and the biggest reason people choose to work here.

Training in 2024 continued to be focused on mandatory courses, and specialised training related to medication and resident's requirements. Financial constraints meant hopes to offer additional courses such as intensive communication or Active Support had to be put on hold, with specific medical/clinical courses prioritised to ensure the safety of new residents, or those who had developed more complex care needs.

The roll out of medication enabled Support Workers to take on more responsibility and receive a higher level of remuneration to recognise this. Competencies will be renewed to ensure these skills remain useful and safe.

Work continued on a new Code of Conduct, a necessary document to ensure that all external stakeholders respect the need for professional boundaries, and behaviour that is respectful and kind. There continued to be some challenging relationships with families, with Martha committed to ensuring the resident is at the centre of decision making but also, that staff are protected from unfair or unnecessary criticism. SMT continue to work with family representatives for the good of the homes.

Mandatory courses continued to be delivered with a mix of face to face and online delivery, although a higher number of courses moved to online in an effort reduce costs. The newly written 'Values and Empathy' course was rolled out across the organisation and received overwhelmingly positive feedback. The session sees people spending time considering language, behaviour and how it feels to have a lack of control over what is happening to you. This course will continue to be delivered to all new starters and will be used as a refresher course as needed.

In 2025 we intend to move forward with plans to provide training that enhances skills and allows for more resident communication and interaction allowing them to embrace life and engage in the world around them. These courses will run alongside the mandatory required training.

Although 2024 was a challenging year, that started with financial concerns and staffing pressures, SMT showed that positivity, determination, and a faith in our cause can lead to a welcome change in circumstances. Julie Gayler continues to lead SMT as CEO, with Kelly Hutchings promoted to Associate Director – Finance, and Alice Moir promoted to Director of Fundraising and Marketing. The year also saw Owen Nolan, Strategic Health and Social Care Lead, leave Martha Trust to focus on his life in new pastures, allowing us to welcome Phil Linkin to the SMT. Phil is a long-standing member of the management team, a registered nurse and brings a wealth of knowledge both clinical and operational, that enable him to fulfil his role as Senior Registered Home Manager.

As a collective, SMT worked to challenge funders, support managers to advocate for residents, establish clear boundaries of respect with families, staff and external stakeholders and ensure that Martha safeguard the future of the homes and our ability to support residents in a home for life for many years to come.

Overall, 2024 ended with improved levels of staff, but also a higher number of staff required to meet the updated needs of people we support. This resulted in vacancies still needing to be filled. Recruitment continues, but with a healthier level of interest in Support Worker positions. Plans for 2025 will put retention as the priority, with a focus on communication, training and regular supervisions.

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**Trustees' report (continued)**  
**For the year ended 31 December 2024**

Fundraising

Income raised via our fundraising events programme continues to grow, with our music events and golf days proving extremely popular with our supporters and the wider community of Deal. The majority of our events saw growth with income from our events series at an all-time high.

In September, our annual car challenge saw 13 cars head off to Rome. This event is a high-profile event often picked up by the media and continues to provide us with great connections with local businesses and develops long term supporters.

Our strategy for focussing our events around providing an enjoyable as well as a rewarding experience is proving the right focus for our charity. Where possible we also aim for our fundraising events, especially our music ones, to be accessible and inclusive.

General income was down on forecast, but this is a reflection on the challenges facing the charity sector as a whole and the impact the cost-of-living crisis is having on general fundraising.

We continue to build on support from local businesses and nurture relationships, we saw growth in support through sponsorship of our events programme, volunteering and gifts in kind.

Our profile in the local communities within which we work continues to grow and we are spreading awareness further into Kent and Sussex. We continue to build good foundations in the Hastings area with key community groups. Our social media strategy continues to gather momentum with our Facebook followers up 7%, Instagram up 13% on 2023, LinkedIn up 16%. The only exception to this was X where we saw a drop of 3.4%.

Our social media is a great tool in promoting our fundraising activity, support for Martha, as well as raising awareness of profound disability.

Our fundraising team was the equivalent of 2.54 full time roles in 2024.

Core Grant Income

Our core grant income stream, which focuses on securing core funding support from Trusts and Foundations proved to be the most challenging area of fundraising for us in 2024. We ended the year 20% under forecasted income.

In 2024, our aim was to secure core funding towards items we have to pay for as a charity. We focussed our core approaches this year around activities, Person Centred Software, replacement hoists and fundraising events costs.

Restricted Appeals

In 2024, we had a small number of restricted projects.

We completed our appeal this year, for a THERA trainer. The THERA Trainer Tigo is essentially an exercise bike designed specifically for people with limited mobility.

A number of restricted donations were received for us to enhance our gardens at our Deal homes, with a large grant to support a volunteer day by a team from Swiss Re.

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**Trustees' report (continued)**  
**For the year ended 31 December 2024**

**Achievements and performance**

**a. Key financial performance indicators**

Martha Trust had another challenging year in 2024. The adult social care sector continued to suffer the effects of the cost-of-living crisis, combined with the under-funding that has become systemic in the sector and is widely debated within the national press and service provider membership groups. We have to report that once again the annual fee increases received from our funders were insufficient to cover the full extent of the cost pressures we faced. Inflationary fee increases we received for 2024 were on average only 2.7% (2023: 2.9%), compared to the 2.5% increase in the Consumer Price Index, a 9.8% increase in the National Living wage and wider inflationary pressures in the economy. It is unclear how National and Local Government envisaged this gap would be filled. Total income was £7.2 million (2023: £6.6 million) and the surplus was £158,686 (2023 deficit: £451,715). Room occupancy which has a direct impact on income decreased to 92.6% compared to 94.9% in 2023, due to the sad death of three residents during the year, two other residents moving on to other placements and the time lag to fill resident vacancies caused by necessary assessments required by funders.

Over the last six years, the full rate of National Living Wage has risen by 46.1%, from £7.83 per hour in April 2018 to £11.44 per hour from April 2024. None of our funding authorities have increased their fees by anything near 46.1% over that six-year period. The mismatch between increases in the National Living Wage and inflationary fee increases clearly means a significant gap in funding because approximately 70% of our costs are staff costs. This funding gap is further exacerbated by increases in Employers' National Insurance costs announced in 2024. It is notable that the Government, having set the National Living wage each year, did not recognise a need to properly compensate through fees those organisations that are, like Martha Trust, largely publicly funded.

Marketing of care services is still generating new care enquiries. We are further building on relationships with stakeholder authorities that resulted from marketing activity in recent years. We continue to engage with local Social Care and NHS funders, to enhance relationships with them at both of our locations.

The level of new care enquiries in 2024 continued to be encouraging. This is, as in previous years, partly due to our profile being raised through marketing and partly due to a sustained and particularly high level of demand in a time of shrinking service provision in South East England.

We have a continuing system of expenditure monitoring and control and a rigorous budgeting process. We negotiate with existing suppliers as well as potential new suppliers to source goods and services at the best possible price. Although there continue to be increases in costs, we have achieved efficiencies across the organisation where this was possible. Having said that, we suffered cost increases that we are unable to control as outlined above.

The year ended with the following results:

- Total income £7.24m (2023: £6.57m)
- Expenditure £7.09m (2023: 7.03m)
- Surplus £0.16m (2023 deficit: £0.45m)
- Percentage costs of management and administration 7.5% (2023: 8.3%)
- Occupancy 92.6% (2023: 94.9%)
- Balance Sheet total funds £4.78m (2023: £4.62m)

**b. Review of activities**

There were six new residential placements during the year. The respite service was suspended in March 2020 due to Covid-19 and remains closed. Enquiries from families and clinical professionals seeking a possible placement continue to be at an encouraging level and residential rooms are very much in demand.

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**c. Investment policy and performance**

The investment policy agreed by the Trustees is to place funds in cash deposits on fixed and short-term arrangements but with the primary objective of ensuring Martha Trust's cash flow requirements are met.

**d. Factors relevant to achieve objectives**

Our staff team works as seamlessly as possible to ensure that occupancy is maximised, and that care is provided to not just meet residents' needs but to make a real difference to their lives. Some of the major challenges are outlined in a later section of this report, but we ensure that everyone has their needs regularly reassessed and that full and comprehensive care plans, risk assessments and other important documentation are in place and regularly updated in support of our objective to ensure our services are safe, effective, caring, responsive and well-led.

**Financial review**

**a. Going concern**

The adverse impact on our overall finances of underfunding from our major funding authorities and high staff vacancies, resulting in substantial agency cost, were understandably a cause for concern. Work has continued during 2024 to address these issues and, consequently, the Trustees are confident that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

**b. Financial risk management objectives and policies**

Financial risk is minimised in several ways by Martha Trust. The ways we manage risk include seeking adequate fees for residents, effective cost control and proper appraisal of any developments. Through our policies and procedures our financial risk management is embedded in our organisational culture.

**c. Principal risks and uncertainties**

In common with many providers of social care and health services, Martha Trust faces risks and uncertainties regarding the sustainability of fee levels in the long term. As noted above there have not been sufficient fee increases to cover cost pressures in full, particularly wage increases. Costs in the care sector are rising faster than general inflation. Regulation and good practice have caused notable cost increases as we need to spend more on maintaining and enhancing the quality of care. The Trustees have always believed it is absolutely correct for stakeholders to have confidence that our service is safe, effective, caring, responsive and well led. Securing funding for the essential spending that is increasingly required remains very challenging.

As mentioned in a. above, staff vacancies and the impact of agency cost are another concern. Staffing costs continue to be impacted by increases in National Living Wage (NLW). Although some funding authorities have increased fee levels, those increases do not cover the increase in wage costs. This results in continued pressure on resources and a greater challenge in maintaining financial stability.

As mentioned above under Strategy, the increase in the rate of National Insurance Contributions and the reduction in the threshold will have a material impact on our costs and we await responses from funding authorities.

As also mentioned in a. above, inadequate fee increases remain of concern. In recent prior years our largest funding authorities have provided low, or even no, increases. Although the signs after the Balance Sheet date for 2025 increases are rather more encouraging, they still do not fully take account of the inflationary situation. However, the financial impact has been reduced by regular reassessment of resident' needs, leading to a significant number moving across to NHS funding. In addition we have developed relationships with funding authorities where in previous years these did not exist. By working to resist pressure on fees, nurturing relationships with stakeholders, increasing the number of rooms and by maximising our bed occupancy level we continue to meet risk with concerted action and therefore safeguard the future of Martha Trust.

**Martha Trust**  
**(A company limited by guarantee)**

**Trustees' report (continued)**  
**For the year ended 31 December 2024**

**d. Principal funding**

The main source of income for Martha Trust is from contracts with local authorities and NHS ICBs. Since Martha Trust provides care for people drawn from all parts of the UK, the charity has cultivated and maintained a wide range of relationships.

In addition, Martha Trust has, over several years, developed a marketing strategy specifically for its care services that has broadened its reach, enabling it to source placements from a greater number of authorities. This will help to maximise overall occupancy levels and therefore fee income. Alongside this strategy we are working more closely with Sussex ICB as well as with Kent & Medway ICB to source a higher level of placements from local areas.

Fundraising income finances some of our capital expenditure including developments within our homes like new rooms and specialist equipment, as well as providing some unrestricted funding. Other than fees for services, no income is received from any statutory sources.

We are also grateful for the vital contributions by our supporters who help Martha Trust provide the level of service and care that we are all committed to. Without this support it would not be possible for the charity to continue to undertake its current level of service provision.

We believe that giving to charity should be a positive experience, and to help make sure this is the case the charity has put in place a policy that seeks to ensure the highest possible standards of fundraising practice are being adopted. This policy acknowledges the damaging impact an excessively aggressive approach to fundraising can have on vulnerable people, whether from unreasonably persistent approaches being made or undue pressure to give being applied, and great care is undertaken to ensure that such practices are not adopted by the charity.

The charity voluntarily subscribes to the Fundraising Regulator and complies with all aspects of its Code of Practice as well as ensuring its fundraising activity follows the principles set out under GDPR. Fundraising activity is predominantly carried out by our own in-house team and volunteers. The charity does not utilise the services of any external commercial fundraisers for general fundraising purposes. However, during 2024, Martha sought support from a Fundraising Consultant for the purposes of its strategy and appeal approach to Trusts and Foundations

Martha welcomes feedback on its fundraising approach and seeks to make improvements wherever it can. Any complaints received in respect of our fundraising activities are taken very seriously and are acted upon immediately. We are pleased to report that during the year no complaints were received in respect of our fundraising activity.

**e. Material investments policy**

We do not participate in material investments.

**Martha Trust**  
**(A company limited by guarantee)**

**Trustees' report (continued)**  
**For the year ended 31 December 2024**

**Structure, governance and management**

**a. Constitution**

The charity is registered as a charitable company limited by guarantee and was set up by a Trust Deed.

The principal object of the charity is to provide residential or 'inclusive care', for people with profound physical and multiple learning disabilities (PMLD), as well as respite services and support to families caring for people with PMLD.

**b. Method of appointment or election of Trustees**

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

**c. Policies adopted for the induction and training of Trustees**

For all new Trustees we undertake an induction programme using the guidance from the Charity Commission under the heading of good governance.

We discuss with them the seven principles of the Charity Governance Code:

- Organisational Purpose
- Leadership
- Integrity
- Decision making, risk and control
- Board Effectiveness
- Equality, Diversity and Inclusion and
- Openness and Accountability

This ensures that they have a full understanding of their responsibilities. In addition, new Trustees will attend a seminar on their responsibilities by a charity firm during the first year of their Trusteeship at Martha Trust. New Trustees will also be allocated an experienced Trustee to guide them in their first six months of Trusteeship.

**d. Pay policy for senior staff**

The Trustees can claim reasonable travelling and other expenses properly incurred by them in connection with their attendance at meetings of Trustee Board, Committee or General meetings, or otherwise in connection with the discharge of their duties but are not paid remuneration. Some Trustees choose to donate their expenses back to Martha Trust.

All salaried roles at Martha, including those of the Directors and Chief Executive Officer, have been evaluated based on comparator market data by an independent HR consultancy, TRP Ltd, specialising in remuneration and reward issues.

**e. Organisational structure and decision making**

At the year end the Board of Trustees consisted of seven Trustees, who are also Directors of Martha Trust for the purposes of company law. The Senior Management Team consisted of the Chief Executive Officer, Director of People and Culture, Director of Fundraising and Marketing, Associate Director of Finance and Senior Registered Home Manager.

There are four full Board Meetings per year, plus at least four Audit & Finance Committee Meetings. The Care Improvement Committee meets quarterly and has one Trustee and two Family representatives. The Health & Safety Committee meets quarterly and is chaired by the Chair of Trustees.



**Martha Trust**  
**(A company limited by guarantee)**

**Trustees' report (continued)**  
**For the year ended 31 December 2024**

In terms of financial control, revenue and capital budgets are prepared for the forthcoming financial year and the Audit and Finance Committee considers the budgets prior to the start of that year. Once agreed, budgets are presented to Trustees for approval. Additionally, regular forecasts are prepared and reviewed during each financial year.

The budgets and forecasts are the cornerstone for financial operations during the year.

The CEO currently holds the CQC registration for the Hastings site, with a Home Manager responsible for the operational management of the home, who is going through the registration process. Registration for the Deal site is held by the Senior Registered Home Manager (SRHM) who also provides clinical advice and support to the Hastings home management team.

All new care policies or changes to existing care policies are reviewed and approved at the organisation Governance meetings, which involve the SMT and management teams across all functions.

**f. Risk management**

The Trustees have assessed the major risks to which the charity is exposed, in particular those related to the operations and finances of the charity and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

**Plans for future periods**

**a. Future developments**

The challenges faced during 2023, most importantly the ability to negotiate appropriate fees against a backdrop of financial pressure on commissioners, and the impact of the ongoing national recruitment crisis within the adult social care sector, have remained during 2024.

Delivery against key objectives of our three-year strategic plan will involve the new strategies now in place to counter funding shortfalls. These include regular reassessment of residents' needs and approaches to funders to fully fund those needs, together with robust challenges to inadequate annual fee increases.

We will continue to build on the foundations set to ensure staff teams feel valued, appreciated, and well supported through the entire employee journey. We continue to explore ways of improving communication and ensuring we listen and respond to feedback from the teams as a way of continually learning and improving, with an aim to be an excellent employer, evidenced by low turnover and high retention levels. We remain committed to ensuring we employ the right people in the right roles, and that we empower them to deliver the highest standards of care.

In line with our strategic aims set out above, we will also:

Continue to be an outstanding provider that others can aspire to by:

- Demonstrating our understanding of the needs of the residents at Martha Trust and ensuring we can evidence the impact of our support.
- Ensuring our services are safe, effective, caring, responsive and well-led.
- Working closely with CQC and funding authorities, aim to be outstanding in clinical knowledge and safeguarding with an emphasis on residents' needs.
- Being a leading provider in our work on communication with people with PMLD through traditional methods and using the latest technology.

**Martha Trust**  
**(A company limited by guarantee)**

**Trustees' report (continued)**  
**For the year ended 31 December 2024**

Generate sustainable funding and maximise resources to provide our residents with the best possible lives by:

- Growing, maximising and sustaining statutory, earned and fundraising income.
- Producing three-year budget plan, incorporating income and expenditure, to live within our means.
- Ensuring value for money by applying principles of economy, efficiency and effectiveness.
- Consider new opportunities to increase service provision, but only where the outcomes will contribute to the longevity of Martha Trust

Operate a well-governed, efficient organisation, supporting and developing the staff and volunteers who work for us by:

- Ensuring our charity is well-governed with alignment of strategy, business plan and financial sustainability.
- Managing our quality standards and risks effectively within our regulatory frameworks.
- Supporting, developing and managing our staff in the achievement of our objectives.

**Risk Policy**

The charity maintains a risk register which firstly identifies all risks and then has a scoring system to further identify major risks. The organisational risk register is reviewed bi-monthly by the SMT and the Board of Trustees bi-annually. The CEO discusses serious risks with the Trustees and the relevant subcommittees.

**Reserves Policy**

At 31 December 2023 the Trustees considered it appropriate to set reserves held equivalent to at least four months expenditure for one home which is in the region of £700,000. The actual reserves held at 31 December 2024 were £796,000 which is in line with this policy.

**Remuneration and social investment policy**

Martha Trust recognises the importance of a sound remuneration and benefits policy when it comes to attracting and retaining highly skilled and motivated staff. This policy cannot stand still in isolation and must be reviewed regularly in absolute terms and compared to other similar organisations to ensure its competitiveness.

Staff should be rewarded in relation to:

1. The level of responsibility and the value placed on comparable jobs within the Trust.
2. The value placed on comparable jobs in the local area.

In addition to an annual inflation-linked review, regular reviews will be carried out by the Chief Executive in conjunction with the Home Managers to ensure that Martha Trust remains competitive in respect of its pay and benefits policy generally.

We do not currently undertake any social investment and hence have no policy for this.

**Martha Trust**  
**(A company limited by guarantee)**

**Trustees' report (continued)**  
**For the year ended 31 December 2024**

**Trustee Declaration**

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 charitable company's auditors are unaware, and
- That Trustee has taken all the steps that ought to have been taken as a Trustee to be aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.
- That Trustee had due regard to the Charity Commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant.

The Board of Trustees welcomed the new Charity Governance Code published in December 2020, which has been revisited by the Board following a review of progress by the CEO during 2024. The Trustees consider some of the new requirements of The Code aspirational and thus have faced constraints in immediately implementing all of its recommendations. Nevertheless, the Board will continue to strive for continuous improvement, exploring possibilities for extending the range of skills and experience of existing trustees, recruiting where any shortfalls are identified.

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



**Roger Walton**

Chairman

Date: 1<sup>st</sup> August 2025

**Martha Trust**  
**(A company limited by guarantee)**

**Independent auditors' report to the Members of Martha Trust**

**Opinion**

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

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2024 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 Companies Act 2006.

**Basis for opinion**

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

**Martha Trust**  
**(A company limited by guarantee)**

**Independent auditors' report to the Members of Martha 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.

**Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' report including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

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

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

**Responsibilities of trustees**

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

In preparing the financial statements, the Trustees are responsible for assessing the 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.

**Independent auditors' report to the Members of Martha Trust (continued)**

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an 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:

Based on our understanding of the charitable company and industry, and through discussion with the directors and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to safeguarding, health and safety, Care Quality Commission inspection reports and fundraising practices, anti-bribery and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and taxation legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to management bias in accounting estimates and judgemental areas of the financial statements. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety, Care Quality Commission inspection reports and fundraising practices) and fraud, and review of the reports made by management; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

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

**Martha Trust**  
**(A company limited by guarantee)**

**Independent auditors' report to the Members of Martha Trust (continued)**

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. 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 control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**Use of our report**

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

*Kreston Reeves LLP*

**Samantha Rouse FCCA DChA (Senior statutory auditor)**

for and on behalf of

**Kreston Reeves LLP**

Statutory Auditor

Chartered Accountants

Canterbury

5 August 2025

**Martha Trust**  
(A company limited by guarantee)

**Statement of financial activities (incorporating income and expenditure account)**  
**For the year ended 31 December 2024**

	Note	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
<b>Income from:</b>					
Donations and legacies	3	249,205	46,742	295,947	342,436
Charitable activities	4	6,923,250	-	6,923,250	6,210,067
Other income	5	25,602	-	25,602	21,063
<b>Total income</b>		<b>7,198,057</b>	<b>46,742</b>	<b>7,244,799</b>	<b>6,573,566</b>
<b>Expenditure on:</b>					
Raising funds	6	174,783	-	174,783	243,277
Charitable activities	7	6,835,349	75,981	6,911,330	6,782,004
<b>Total expenditure</b>		<b>7,010,132</b>	<b>75,981</b>	<b>7,086,113</b>	<b>7,025,281</b>
<b>Net movement in funds</b>		<b>187,925</b>	<b>(29,239)</b>	<b>158,686</b>	<b>(451,715)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		3,986,297	635,536	4,621,833	5,073,548
Net movement in funds		187,925	(29,239)	158,686	(451,715)
<b>Total funds carried forward</b>		<b>4,174,222</b>	<b>606,297</b>	<b>4,780,519</b>	<b>4,621,833</b>

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

The notes on pages 25 to 44 form part of these financial statements.




**Martha Trust**  
**(A company limited by guarantee)**  
**Registered number: 03467406**

**Balance sheet**  
**As at 31 December 2024**

	Note	2024 £	2023 £
<b>Fixed assets</b>			
Tangible assets	11	4,523,576	4,691,045
		<u>4,523,576</u>	<u>4,691,045</u>
<b>Current assets</b>			
Debtors	12	739,347	484,075
Cash at bank and in hand		614,958	600,078
		<u>1,354,305</u>	<u>1,084,153</u>
Creditors: amounts falling due within one year	13	(599,172)	(586,081)
<b>Net current assets</b>		<u>755,133</u>	<u>498,072</u>
<b>Total assets less current liabilities</b>		<u>5,278,709</u>	<u>5,189,117</u>
Creditors: amounts falling due after more than one year	14	(498,190)	(567,284)
<b>Total net assets</b>		<u><u>4,780,519</u></u>	<u><u>4,621,833</u></u>
<b>Charity funds</b>			
Restricted funds	15	606,297	635,536
Unrestricted funds			
Designated funds	15	3,173,377	3,278,389
General funds	15	796,710	503,773
Revaluation reserve		204,135	204,135
Total unrestricted funds	15	<u>4,174,222</u>	<u>3,986,297</u>
<b>Total funds</b>		<u><u>4,780,519</u></u>	<u><u>4,621,833</u></u>

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

  
**Roger Walton**  
Chairman  
Date: 4<sup>th</sup> August 2025

The notes on pages 25 to 44 form part of these financial statements.

**Martha Trust**  
**(A company limited by guarantee)**

**Statement of cash flows**  
**For the year ended 31 December 2024**

	<b>Note</b>	<b>2024 £</b>	<b>2023 £</b>
<b>Cash flows from operating activities</b>			
Net cash used in operating activities	18	<b>167,754</b>	<b>98,641</b>
<b>Cash flows from investing activities</b>			
Dividends, interests and rents from investments		<b>(25,602)</b>	<b>(24,047)</b>
Purchase of tangible fixed assets		<b>(67,093)</b>	<b>(171,443)</b>
<b>Net cash used in investing activities</b>		<b>(92,695)</b>	<b>(195,490)</b>
<b>Cash flows from financing activities</b>			
Repayments of borrowing		<b>(60,179)</b>	<b>(57,841)</b>
<b>Net cash used in financing activities</b>		<b>(60,179)</b>	<b>(57,841)</b>
<b>Change in cash and cash equivalents in the year</b>		<b>14,880</b>	<b>(154,690)</b>
Cash and cash equivalents at the beginning of the year		<b>600,078</b>	<b>754,768</b>
<b>Cash and cash equivalents at the end of the year</b>	19	<b>614,958</b>	<b>600,078</b>

The notes on pages 25 to 44 form part of these financial statements

**Martha Trust**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**For the year ended 31 December 2024**

**1. General information**

Martha Trust is a charity, limited by guarantee, domiciled in England and Wales, registration number 03467406.

The registered office is Homemead Lane, Hacklinge, Deal, Kent, CT14 0PG.

**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.

Martha 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.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following the Charities SORP (FRS 102) published on 16 July 2014 rather than the Accounting and Reporting by Charities; Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The charity's functional currency is Pounds Sterling.

The charity's financial statements are presented to the nearest pound.

**2.2 Company status**

The charity is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

**2.3 Fund accounting**

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

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

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

**Martha Trust**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**For the year ended 31 December 2024**

**2. Accounting policies (continued)**

**2.4 Income**

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

For legacies, entitlement is taken as the earlier of the date on which either; the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor;s intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to the charity where this can be quantified and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

Donated services or facilities are recognised when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the charity of the item is probable and that economic benefit can be measured reliably.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the Charity which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

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

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

**Martha Trust**  
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**Notes to the financial statements**  
**For the year ended 31 December 2024**

**2. Accounting policies (continued)**

**2.5 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated to the applicable expenditure headings.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management carried out at the Headquarters. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

Expenditure on raising funds includes all expenditure incurred by the Charity to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

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

Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

**2.6 Going concern**

The charity has a net surplus of £158,686 during the year ended 31 December 2024. The adverse impact of underfunding from our major funding authorities and high staff vacancies resulting in substantial agency cost were a cause of concern for the majority of 2023, however these issues have now largely been addressed. The Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

**2.7 Government grants**

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

**2.8 Tangible fixed assets and depreciation**

Tangible fixed assets costing £1,000 or more are capitalised.

Tangible fixed assets are carried at cost or deemed cost, net of depreciation and any provision for impairment. Deemed cost represents the fair value of certain freehold properties owned by the charity, at the date of transition to FRS 102, 1 January 2014. Under the cost mode, freehold property will not be subject to further valuations.

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**Notes to the financial statements**  
**For the year ended 31 December 2024**

**2. Accounting policies (continued)**

**2.8 Tangible fixed assets and depreciation (continued)**

Depreciation is not charged on freehold land. Depreciation is provided from when assets become available for use at rates calculated to write off the cost or deemed cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	- 2% straight line
Motor vehicles	- 20% straight line
Fixtures and fittings	- 10% - 20% straight line
Freehold land	- not depreciated

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

**2.9 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

**2.10 Operating leases**

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

**2.11 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.

**2.12 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.

**2.13 Creditors and provisions**

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

**2.14 Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

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**Notes to the financial statements**  
**For the year ended 31 December 2024**

**2. Accounting policies (continued)**

**2.15 Judgements in applying accounting policies and key sources of estimation uncertainty**

The preparation of the financial statements required the Trustees to make judgements, estimates and assumptions that can affect the amounts reported for assets and liabilities, and the results from the year. The nature of estimation is such though that actual outcomes could differ significantly from those estimates.

The following judgement has had the most significant impact on the amounts recognised in the financial statements:

The charity has recognised tangible fixed assets with a carrying value of £4,523,576 at the reporting date (see note 11). These assets are stated at their cost less provision for depreciation and impairment. The charity's accounting policy sets out the approach to calculating depreciation for immaterial assets acquired (see note 2.8). For material assets such as land and buildings the charity determines at acquisition reliable estimates for the useful life of the asset, its residual value and decommissioning costs. These estimates are based upon such factors as the expected use of the acquired asset and market conditions. At subsequent reporting dates the Trustees consider whether there are any factors such as technological advancements or changes in market conditions that indicate a need to reconsider the estimates used.

Where there are indicators that the carrying value of tangible assets may be impaired the charity undertakes tests to determine the recoverable amount of assets. These tests require estimates of the fair value of assets less cost to sell and of their value in use. Wherever possible the estimate of the fair value of assets is based upon observable market prices less incremental cost for disposing of the asset. The value in use calculation is based upon a discounted cash flow model, based upon the charity's forecasts for the foreseeable future which do not include any restructuring activities that the charity is not yet committed to or significant future investments that will enhance the asset's performance. The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well expected future cash flows and the growth rate used for extrapolation purposes.

**2.16 Pensions**

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

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**Notes to the financial statements**  
**For the year ended 31 December 2024**

**3. Income from donations and legacies**

	<b>Unrestricted funds 2024 £</b>	<b>Restricted funds 2024 £</b>	<b>Total funds 2024 £</b>	<b>Total funds 2023 £</b>
Donations	249,205	11,126	<b>260,331</b>	292,254
Grants	-	35,616	<b>35,616</b>	50,182
<b>Total 2024</b>	<b>249,205</b>	<b>46,742</b>	<b>295,947</b>	<b>342,436</b>
<b>Total 2023</b>	<b>275,138</b>	<b>67,298</b>	<b>342,436</b>	

**4. Income from charitable activities**

	<b>Unrestricted funds 2024 £</b>	<b>Total funds 2024 £</b>	<b>Total funds 2023 £</b>
Residential and day care fees	6,923,250	<b>6,923,250</b>	6,210,067
<b>Total 2023</b>	<b>6,210,067</b>	<b>6,210,067</b>	

**5. Other incoming resources**

	<b>Unrestricted funds 2024 £</b>	<b>Total funds 2024 £</b>	<b>Total funds 2023 £</b>
Other	25,602	<b>25,602</b>	21,063
<b>Total 2023</b>	<b>21,063</b>	<b>21,063</b>	



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**Notes to the financial statements**  
**For the year ended 31 December 2024**

**6. Expenditure on raising funds**

**Costs of raising voluntary income**

	<b>Unrestricted funds 2024 £</b>	<b>Total funds 2024 £</b>	<b>Total funds 2023 £</b>
Events and publicity costs	55,652	<b>55,652</b>	44,757
Events and publicity costs - gift in kind	-	-	69,700
Legal and professional	1,869	<b>1,869</b>	2,431
General office costs	2,161	<b>2,161</b>	2,186
Maintenance/Utilities/Sundry	2,224	<b>2,224</b>	1,911
Salaries to generate income	112,877	<b>112,877</b>	122,292
<b>Total 2024</b>	<b>174,783</b>	<b>174,783</b>	<b>243,277</b>
<b>Total 2023</b>	<b>243,277</b>	<b>243,277</b>	

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

**Summary by fund type**

	<b>Unrestricted funds 2024 £</b>	<b>Restricted funds 2024 £</b>	<b>Total 2024 £</b>	<b>Total 2023 £</b>
Residential and day care costs	6,835,349	75,981	<b>6,911,330</b>	6,782,004
<b>Total 2023</b>	<b>6,737,282</b>	<b>44,722</b>	<b>6,782,004</b>	

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**Notes to the financial statements**  
**For the year ended 31 December 2024**

**8. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2024 £</b>	<b>Support costs 2024 £</b>	<b>Total funds 2024 £</b>	<b>Total funds 2023 £</b>
Residential and day care costs	6,377,663	533,667	<b>6,911,330</b>	6,782,004
Total 2023	6,198,827	583,177	<b>6,782,004</b>	

**Analysis of direct costs**

	<b>Residential and day care 2024 £</b>	<b>Total funds 2024 £</b>	<b>Total funds 2023 £</b>
Staff costs	4,067,042	<b>4,067,042</b>	4,051,056
Depreciation	217,222	<b>217,222</b>	213,374
Establishment costs	2,093,399	<b>2,093,399</b>	1,934,397
<b>Total 2024</b>	<b>6,377,663</b>	<b>6,377,663</b>	6,198,827
Total 2023	6,198,827	<b>6,198,827</b>	

**Martha Trust**  
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**Notes to the financial statements**  
**For the year ended 31 December 2024**

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

**Analysis of support costs**

	<b>Residential and day care 2024 £</b>	<b>Total funds 2024 £</b>	<b>Total funds 2023 £</b>
Wages and salaries	432,116	<b>432,116</b>	455,229
Depreciation	17,342	<b>17,342</b>	17,241
Establishment costs	76	<b>76</b>	75
Travel and subsistence	4,263	<b>4,263</b>	5,112
Insurance	4,367	<b>4,367</b>	5,780
Maintenance, cleaning and repairs	16,455	<b>16,455</b>	13,784
Print, post and stationery	1,038	<b>1,038</b>	2,961
Telephone and fax	1,233	<b>1,233</b>	2,032
Operating lease rentals and equipment	1,170	<b>1,170</b>	878
Staff training	1,849	<b>1,849</b>	3,328
General expenses	1,806	<b>1,806</b>	1,777
Bank charges and interest	4,775	<b>4,775</b>	3,135
IT Costs	962	<b>962</b>	836
Legal and professional fees	17,910	<b>17,910</b>	52,770
Publicity and communications	6,597	<b>6,597</b>	3,635
Governance costs	21,708	<b>21,708</b>	14,604
<b>Total 2024</b>	<b>533,667</b>	<b>533,667</b>	<b>583,177</b>

**9. Net income/(expenditure)**

This is stated after charging:

	<b>2024 £</b>	<b>2023 £</b>
Depreciation of tangible fixed assets:	<b>234,564</b>	230,439
- owned by the charity		
Auditors' remuneration - audit	<b>19,086</b>	12,276
Operating lease rentals	<b>1,170</b>	878

During the year, no Trustees received any remuneration (2023: £NIL).

During the year, no Trustees received any benefits in kind (2023: £NIL).

Trustees received a reimbursement of travel expenses totalling £NIL in the current year, (2023: £105 paid to one trustee).

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**Notes to the financial statements**  
**For the year ended 31 December 2024**

**10. Staff costs**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Wages and salaries	<b>4,141,579</b>	4,154,053
Social security costs	<b>357,942</b>	363,743
Contribution to defined contribution pension schemes	<b>112,514</b>	110,781
	<b>4,612,035</b>	4,628,577

No termination payments were made during the year (2023: £Nil) included within wages and salaries.

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

	<b>2024</b>	<b>2023</b>
	<b>No.</b>	<b>No.</b>
Employees	<b>171</b>	173

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

	<b>2024</b>	<b>2023</b>
	<b>No.</b>	<b>No.</b>
In the band £60,001 - £70,000	<b>2</b>	2
In the band £70,001 - £80,000	<b>1</b>	1

The total salaries received by key management personnel was £315,852 (2023: £296,951), with benefits of £2,194 (2023: £2,357). Employer pension contributions were a total of £14,838 (2023: £13,235) and employer national insurance contributions were a total of £36,227 (2023: £34,219).

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**Notes to the financial statements**  
**For the year ended 31 December 2024**

**11. Tangible fixed assets**

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Total £
<b>Cost or valuation</b>				
At 1 January 2024	6,260,745	136,462	1,539,445	7,936,652
Additions	-	-	67,093	67,093
Disposals	-	-	(64,456)	(64,456)
At 31 December 2024	6,260,745	136,462	1,542,082	7,939,289
<b>Depreciation</b>				
At 1 January 2024	1,983,900	121,305	1,140,402	3,245,607
Charge for the year	116,167	5,044	113,351	234,562
On disposals	-	-	(64,456)	(64,456)
At 31 December 2024	2,100,067	126,349	1,189,297	3,415,713
<b>Net book value</b>				
At 31 December 2024	4,160,678	10,113	352,785	4,523,576
At 31 December 2023	4,276,845	15,157	399,043	4,691,045

Included in land and buildings is freehold land of £716,575 (2023: 716,575), which is not depreciated.

**12. Debtors**

	2024 £	2023 £
Trade debtors	709,860	444,611
Other debtors	6,577	8,754
Prepayments and accrued income	22,910	30,710
	739,347	484,075

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

	2024 £	2023 £
Barclays Mortgage	26,740	26,508
Charity Bank Loans	40,902	32,219

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**Notes to the financial statements**  
**For the year ended 31 December 2024**

**13. Creditors: Amounts falling due within one year (continued)**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Trade creditors	<b>172,662</b>	163,036
Other taxation and social security	<b>86,266</b>	87,884
Other creditors	<b>86,955</b>	66,163
Accruals and deferred income	<b>185,647</b>	210,271
	<b>599,172</b>	<b>586,081</b>

**Deferred income**

Deferred income as at 1 January 2024 is £68,802. There have been resources deferred during the year of £104,516. £68,802 has been released relating to deferred income in previous years. The deferred income as at 31 December 2024 is therefore £104,516.

Deferred income is in relation to fees received in advance.

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**Notes to the financial statements**  
**For the year ended 31 December 2024**

**14. Creditors: Amounts falling due after more than one year**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Barclays Mortgage	<b>59,608</b>	80,933
Charity Bank Loans	<b>438,582</b>	486,351
	<u><b>498,190</b></u>	<u>567,284</u>

The aggregate amount of liabilities payable or repayable wholly or in part more than five years after the reporting date is:

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Repayable by installments	<b>255,807</b>	337,107
	<u><b>255,807</b></u>	<u>337,107</u>

The Barclays Mortgage is secured by way of a charge over the charity's land and buildings at Martha House. The mortgage is repayable in installments until 2028 for £86,348. During the year, the mortgage bore interest at a flexible rate of 1% over the Barclays Base Rate.

Charity Bank holds a fixed legal charge over the freehold property that is Mary House in Hastings. The two loans are repayable by way of the following:

Charity Bank loan 2 is repayable in instalments until 2033 and bears interest at a rate of 4.4%. The outstanding balance of this loan as at 31 December 2024 was £323,010.

Charity Bank loan 3 is repayable in instalments until 2037 and bears interest at a rate of 4.4%. The outstanding balance of this loan as at 31 December 2024 was £156,474.

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**Notes to the financial statements**  
**For the year ended 31 December 2024**

**15. Statement of funds**

**Statement of funds - current year**

	Balance at 1 January 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2024 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Designated fixed asset fund	3,278,389	-	-	(105,012)	3,173,377
<b>General funds</b>					
General Funds	503,773	7,198,057	(7,010,132)	105,012	796,710
Revaluation reserve	204,135	-	-	-	204,135
	707,908	7,198,057	(7,010,132)	105,012	1,000,845
<b>Total Unrestricted funds</b>	<b>3,986,297</b>	<b>7,198,057</b>	<b>(7,010,132)</b>	<b>-</b>	<b>4,174,222</b>
<b>Restricted funds</b>					
Frances House	230,001	-	-	-	230,001
Mary House	350,000	-	-	-	350,000
Mary House ICT	2,278	-	(2,278)	-	-
Mary House Misc	8,087	1,134	(8,087)	-	1,134
Martha House Misc	-	1,086	(100)	-	986
Deal Garden	-	3,050	(3,023)	-	27
Deal Staff Fund	2,049	-	(1,049)	-	1,000
Core Restricted (Grants)	30,320	35,617	(47,299)	-	18,638
Frances House Misc	540	-	-	-	540
Staff Christmas Fund	2,180	2,855	(4,395)	-	640
Thera Trainer	6,750	3,000	(9,750)	-	-
Dave Poke Memorial Fund	3,100	-	-	-	3,100
Rainbow Table	231	-	-	-	231
	635,536	46,742	(75,981)	-	606,297
<b>Total of funds</b>	<b>4,621,833</b>	<b>7,244,799</b>	<b>(7,086,113)</b>	<b>-</b>	<b>4,780,519</b>



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**Notes to the financial statements**  
**For the year ended 31 December 2024**

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

**Statement of funds - prior year**

	Balance at 1 January 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2023 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Designated fixed asset fund	3,272,715	-	-	5,674	3,278,389
<b>General funds</b>					
General Funds	983,738	6,506,268	(6,980,559)	(5,674)	503,773
Revaluation reserve	204,135	-	-	-	204,135
	1,187,873	6,506,268	(6,980,559)	(5,674)	707,908
<b>Total Unrestricted funds</b>	4,460,588	6,506,268	(6,980,559)	-	3,986,297
<b>Restricted funds</b>					
Frances House	230,001	-	-	-	230,001
Mary House	350,000	-	-	-	350,000
Mary House ICT	2,278	-	-	-	2,278
Mary House Misc	6,620	1,527	(60)	-	8,087
Martha House Misc	3,237	23	(3,260)	-	-
Deal Garden	-	2,750	(2,750)	-	-
Deal Staff Fund	2,890	50	(891)	-	2,049
Core Restricted (Grants)	10,743	50,183	(30,606)	-	30,320
Frances House Misc	480	525	(465)	-	540
Staff Christmas Fund	1,035	3,490	(2,345)	-	2,180
Thera Trainer	-	6,750	-	-	6,750
Dave Poke Memorial Fund	3,100	-	-	-	3,100
Rainbow Table	2,576	2,000	(4,345)	-	231
	612,960	67,298	(44,722)	-	635,536
<b>Total of funds</b>	5,073,548	6,573,566	(7,025,281)	-	4,621,833

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**Notes to the financial statements**  
**For the year ended 31 December 2024**

**Designated fixed asset fund**

This represents the book value of fixed assets less any associated liabilities and are not deemed to be freely available funds by the Trustees.

**Designated build fund**

The designated build fund represents the charity's own financial investment in the development of Mary House.

**Frances House**

In 2007 £230,000 was donated by the Development Trust towards the extension at Frances House which provided three new places. This donation carries a restriction for a period of 21 years and requires that those three new residents at Frances House must not have previously lived at any other Martha Trust home. The restriction is secured by way of a legal charge over the property. In the opinion of the Trustees this criteria will be met and the likelihood of having to repay the money is considered remote.

**Mary House**

(i) This fund includes a donation of land and buildings in Hastings from The Agape Trust in 2004. The use to which the land and buildings could be put was restricted by the original donors, Blatchington Court Trust. The restriction requires Martha Trust to provide homes for a period of 99 years and at any one time at least four residents must be people under 31 years, of whom at least two must be visually impaired. This restriction applies to Martha Trust as a whole and not to Mary House individually. If this restriction is breached £350,000 is repayable to Blatchington Court Trust. In the opinion of the Trustees this criteria will be met and the likelihood of having to repay the money is considered to be remote. These restrictions will be waived on Martha Trust meeting certain criteria.

(ii) The remainder of the fund represents ongoing donations we have been receiving for the benefit of Mary House.

**Martha House**

This fund represents ongoing donations we have been receiving for the benefit of Martha House.

**Deal Staff Fund**

This fund is for donations received towards staff entertainment.

**Core restricted (Grants)**

This fund has been set up to secure core funding for ongoing costs we face as a charity, such as specialist equipment, training and the cost of providing activities to our residents. Grants secured from multiple funders.

**Staff Christmas Fund**

This fund represents donations from families and Trustees for the purchase of gift cards.

**Dave Poke Memorial Fund**

Donations were raised in memory of the parent of one of the residents at Mary House. The family are considering use of the funds either towards a sensory garden or as a bursary for specialist training to support adults with PMLD.

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**Notes to the financial statements**  
**For the year ended 31 December 2024**

**Mary House Vehicle**

We successfully fundraised for an adapted vehicle for our home in Hastings, Mary House. This vehicle now plays an integral role in our residents lives, enabling them to go out on an individual basis for medical appointments and trips out as an alternative to the use of the communal minibus.

**Rainbow Table**

Our appeal, to purchase two Rainbow Tables for our Deal homes proved popular with funders. These interactive touch screen multipurpose tablets are the perfect addition to our activity offering at Martha. And, we successfully ended the year completing the appeal with two grants pending payment and one Rainbow Table purchased.

**Deal Garden**

This fund represents donations made to fund maintenance of the gardens at Martha and Frances House.

**Thera Trainer**

The Thera Trainer is a piece of physio equipment with a range of benefits such as improved circulation, building muscle tone and bone density and improves the range of movement in residents arms and legs as well as being lots of fun to use.

**Transfers**

During the year, the Trustees have designated funds representing the book value of the fixed assets less any associated borrowings as these are not deemed to be freely available funds by the Trustees.

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**Notes to the financial statements**  
**For the year ended 31 December 2024**

**16. Summary of funds**

**Summary of funds - current year**

	Balance at 1 January 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2024 £
Designated funds	3,278,389	-	-	(105,012)	3,173,377
General funds	707,908	7,198,057	(7,010,132)	105,012	1,000,845
Restricted funds	635,536	46,742	(75,981)	-	606,297
	<u>4,621,833</u>	<u>7,244,799</u>	<u>(7,086,113)</u>	<u>-</u>	<u>4,780,519</u>

**Summary of funds - prior year**

	Balance at 1 January 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2023 £
Designated funds	3,272,715	-	-	5,674	3,278,389
General funds	1,187,873	6,506,268	(6,980,559)	(5,674)	707,908
Restricted funds	612,960	67,298	(44,722)	-	635,536
	<u>5,073,548</u>	<u>6,573,566</u>	<u>(7,025,281)</u>	<u>-</u>	<u>4,621,833</u>

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

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

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	3,942,589	580,987	4,523,576
Current assets	1,328,995	25,310	1,354,305
Creditors due within one year	(599,172)	-	(599,172)
Creditors due in more than one year	(498,190)	-	(498,190)
<b>Total</b>	<u>4,174,222</u>	<u>606,297</u>	<u>4,780,519</u>

**Martha Trust**  
(A company limited by guarantee)

**Notes to the financial statements**  
**For the year ended 31 December 2024**

**17. Analysis of net assets between funds (continued)**

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

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	4,108,766	582,279	4,691,045
Current assets	1,030,896	53,257	1,084,153
Creditors due within one year	(586,081)	-	(586,081)
Creditors due in more than one year	(567,284)	-	(567,284)
<b>Total</b>	<b>3,986,297</b>	<b>635,536</b>	<b>4,621,833</b>

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

	2024 £	2023 £
Net income/expenditure for the period (as per Statement of Financial Activities)	<b>158,686</b>	(451,715)
<b>Adjustments for:</b>		
Depreciation charges	<b>234,562</b>	230,615
Dividends, interests and rents from investments	<b>25,602</b>	24,047
Loss on the sale of fixed assets	-	3,101
Decrease/(increase) in debtors	<b>(255,272)</b>	172,756
Increase in creditors	<b>4,176</b>	119,837
<b>Net cash provided by operating activities</b>	<b>167,754</b>	98,641

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

	2024 £	2023 £
Cash in hand	<b>614,958</b>	600,078
<b>Total cash and cash equivalents</b>	<b>614,958</b>	600,078

**Martha Trust**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**For the year ended 31 December 2024**

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

	At 1 January 2024 £	Cash flows £	At 31 December 2024 £
Cash at bank and in hand	600,078	14,880	614,958
Debt due within 1 year	(58,727)	(8,915)	(67,642)
Debt due after 1 year	(567,284)	69,094	(498,190)
	<u>(25,933)</u>	<u>75,059</u>	<u>49,126</u>

**21. Pension commitments**

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £112,514 (2023: £110,781). Contributions totaling £17,653 (2023: £17,748) were payable to the fund at the balance sheet date and are included in creditors.

**22. Operating lease commitments**

At 31 December 2024 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2024 £	2023 £
Not later than 1 year	31,225	32,356
Later than 1 year and not later than 5 years	46,780	57,350
Later than 5 years	1,248	1,399
	<u>79,253</u>	<u>91,105</u>

**23. Related party transactions**

During the year ended 31 December 2024 donations totalling £613, plus Gift Aid totalling £Nil (2023: £1,570) were received from Trustees.

**24. Controlling party**

The charity is a company limited by guarantee and was controlled throughout the year by the board of Trustees.