

**Registered number: 01741444**  
**Charity number: 287579**

**The Mortimer Society**  
**(A Company Limited by Guarantee)**

**Trustees' Report and Financial Statements**

**For the Year Ended 31 October 2025**

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**Reference and Administrative Details of the Charity, its Trustees' and Advisers  
For the Year Ended 31 October 2025**

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**Trustees**

Dr D J Oliver, Chair (Resigned 9 July 2025)  
Mr K Lagden, Vice Chair (Resigned 20 March 2025)  
Mrs V Lepadden (Resigned 20 November 2024)  
Mrs C Clinton  
Mrs C Neville  
Mrs J Hackett  
Ms N Farley (Resigned 11 February 2026)  
Ms M Kabia (Appointed 20 March 2025) (Appointed as Chair 24 September 2025)  
Mr T Rose (Appointed 20 March 2025)

**Company registered number**  
01741444

**Charity registered number**  
287579

**Registered office**  
42 Hollywood Lane  
Frindsbury  
Rochester  
Kent, ME3 8AL

**Chief Executive Officer**

Mr Paul Studd

**Executive Management Team**

Mrs Susan Matthews, Head of Operations  
Mr Peter Lee, Head of Care, Birling House and Frindsbury House (Appointed 1 May 2025 and Resigned 12 September 2025)

**Independent auditor**

UHY Hacker Young  
Thames House, Roman Square  
Sittingbourne  
Kent, ME10 4BJ

**Bankers**

National Westminster Bank Plc  
5 Market Place  
Hampton Wick  
Kingston upon Thames  
Surrey, KT1 1JX

**Solicitors**

Russell-Cooke LLP  
2 Putney Hill  
Putney  
London, SW15 6AB

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**Trustees' Report (continued)  
For the Year Ended 31 October 2025**

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The Trustees present their annual report together with the audited financial statements of the charitable company for the period 1 November 2024 to 31 October 2025. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Charities SORP (FRS 102) (second edition), "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard in the UK and Republic of Ireland (FRS 102)".

**OBJECTIVES AND ACTIVITIES**

**Policies and objectives**

The Society gives due regard to the guidance published by the Charity Commission on public benefit and the Trustees consider the Charity is compliant. The purpose of the Society, as set out in the Society's Memorandum of Association, is to provide relief for those in need by reason of ill health or disability particularly a physical and/or a learning disability, and particularly those people suffering from Huntington's Disease and other neurological conditions.

**Strategies for achieving objectives**

The objectives are achieved through the provision of long-term residential care for adults across two residential homes owned by the Society, Birling and Frindsbury House. One of the homes is in West Kent and the other in Medway but both welcome clients from all over the country. Most of our residents are sponsored by their Local Authority Social Services or by their NHS Integrated Commissioning Boards. Prior to admission to either of our homes, a full pre-admission assessment of a prospective resident is carried out with the help of relatives and the social care case manager and other social care professionals to ensure that we can provide the most appropriate level of care and support.

No one receives any private benefit from the Society other than the care services we provide.

**Activities for achieving objectives**

By considering our aims, objectives, and activities each year, we strive to deliver the most effective and beneficial outcomes. We also ensure that the environment of our homes and the activities and services we provide make our homes attractive to prospective residents, their families, and commissioners. In each home we offer:

- An integrated Activities Team
- Well-equipped Activity Suites including the provision of facilities such as family accommodation, TV, hairdressing salon, PC and Tablets with internet access and interactive game table with Wi-Fi connectivity
- Adapted mini-buses and an MPV for the benefit of the residents
- Wheelchair accessible gardens with sensory features for the enjoyment of residents and their families and visitors
- Regular visits by musicians and entertainers
- Trips to the theatre, cinema, shopping, and places of individual interest
- Music therapy, aromatherapy, chiropody, and counselling
- Speech and language therapy – service provided by Medway Community Healthcare and privately contracted services
- Multi-sensory rooms
- Programmes for Activities of Daily Living
- Residents, Family and Carers assemblies and social events
- Access to laptops and tablets to facilitate communication with families and friends through MS Teams, Zoom, WhatsApp, FaceTime, and other online social media channels.

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**Trustees' Report (continued)  
For the Year Ended 31 October 2025**

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**Involvement of Volunteers**

Volunteers from local schools and colleges may be involved in visiting residents who have no family contacts. One volunteer, an ex-staff member of the Activities team, visits Birling House on a regular basis to support residents and staff with various social activities such as visits to the local pubs for lunch and accompanying residents on days out on boat trips. On occasions other ex-members of staff or family members of deceased residents deliver buddy support to residents at Birling House who have no family or do not receive regular visitors.

**Advocacy**

The Society has close links to the Independent Mental Capacity Advocacy (IMCA) service provided by the Advocacy People. The service provides support on a confidential basis for residents who are unable to represent themselves and have no close family and friends.

**STRATEGIC REPORT**

**ACHIEVEMENTS AND PERFORMANCE**

**Review of activities**

**Activities and achievements during the year**

The year has again been exceptionally challenging in ensuring the stability and provision of care to the residents. The issues with funding from the authorities who place residents into our care has continued. There has been a major challenge in obtaining appropriate increases in funding from authorities in line with the rate of inflation and the costs of care, such as increased costs for food and utilities and the National Living Wage provision, leaving a potential deficit in providing the cost of care. Negotiations have taken place with authorities and these will continue in the coming years.

The pressures around the recruitment and retention of staff have eased during this year with the turnover of staff being much improved but nevertheless some newly appointed staff members continue to leave after a short period of time. This reflects a national issue, with caring not seen as a long-term career and to be poorly paid. The Executive Team have worked very hard at addressing these issues, with increased flexibility in the recruitment process, support of new staff and an ongoing support for all staff. We have aimed to provide a reasonable pay increase and other support for staff.

**Staff**

Over the years, Birling House and Frindsbury House have built up a strong reputation for the quality of care, kindness and support given to our residents and their families by our staff. The Society has been very fortunate to have a loyal and dedicated staff team in both homes who are valued and keen to provide for the individual care needs and aspirations of our residents to deliver the required person-centred outcomes. During the last year the recruitment and retention of staff has seen a marked improvement with the Society's staff turnover stabilising and is now much lower than has been experienced in prior years and has provided a consistent staff base allowing the enhanced care which is our normal level of service. Staffing issues continue to remain at the top of the agenda across the care sector generally.

The pay increases to all staff included meeting the National Living Wage of 6.73% with incremental increases for all staff. Extra support has been provided with counselling and support available to all staff from Health Assured which provides confidential support, advice, and counselling for staff.

Despite these challenges and pressures, we have continued to stress the high importance on the personal and professional development of staff which encourages initiative and innovation. Our comprehensive induction programme for all staff reflects the Society's principles, aims, and values through which they are encouraged to contribute to the future planning and development of the service.

Staff have continued to undertake many activities in-house to provide enjoyment and entertainment and support for residents who have been unable to leave the homes and for those who have received limited visiting by friends and families.

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**Trustees' Report (continued)  
For the Year Ended 31 October 2025**

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These activity and social entertainment days include birds of prey, Alpaca, and reptile visits, hatching of ducks and chicks and performances by singers and entertainers with families and friends also being invited to attend. These activities have been supported by the charitable donations from residents and families and charitable events held by staff throughout the year.

There has also been the opportunity this year to reorganise the management structure at the Society. A new post of Head of Care and Registered Manager with the CQC for the Society has been developed and implemented and the postholder will lead the Home Managers and care teams to deliver the highest possible quality care for people with complex needs.

**Staff Training**

The organisation is committed to an extensive training programme for all our staff and this has continued throughout the year including working towards Diploma qualifications at level 2 and level 3 in Health and Social Care through the Qualifications Credit Framework (QCF). This ensures our staff are better trained than is perhaps the norm in residential care homes in this area of practice.

The on-line training programme delivered by Care Tutor delivers the necessary mandatory courses for all categories of employees with care staff being expected to complete 32 modules for which they are recompensed if completed in their own time which are refreshed every two or three years depending on the course subject. This programme has continued to be extremely effective which means that it will continue to be the method of delivering all training in the future except for any practical training that has to be undertaken face to face such as first aid, moving and handling and Safeguarding of vulnerable adults which is delivered by both methods.

All new staff undertake an in-depth induction process which must be completed within a 12-week period and gives each person a full understanding of the responsibilities of their role, the quality of care we provide and expect to be delivered which will give everyone the opportunity to explore the working practices and environments at both of our homes. All staff are encouraged to practice the aims, beliefs and values of the Society in order to deliver high-quality person-centred care to everyone.

**Mandatory and Specialised Training**

Staff training is carried out regularly and includes: Fire Safety, Health and Safety, Safeguarding of Vulnerable Adults, Infection Prevention and Control, Moving and Handling, Mental Capacity and Deprivation of Liberty, Food Hygiene and First Aid. In addition to this training, we also offer staff training on a wide range of subjects including Medication, Report Writing, Equality and Diversity, LGBTQ, Communication Skills, Huntington's disease, Multiple Sclerosis, Parkinson's disease, autism, learning disability and Dementia. The Society also prides itself in providing support to new employees who are new to social care as part of their induction process, in achieving the Care Certificate. This qualification is an agreed set of standards published by Skills for Care that sets out the knowledge, skills and behaviours expected of specific job roles by workers in the health and social care sectors. The Certificate comprises of 15 minimum standards and forms part of any new employee's robust induction programme over a period of 12 weeks.

**Occupancy levels**

The Society's financial performance depends on overall room occupancy and the level of weekly fees paid on behalf of our residents by the local authorities and the NHS Integrated Commissioning Boards (ICBs). The Society is registered with the Care Quality Commission for 29 rooms at Birling House (29 residents) and 23 rooms (23 residents) at Frindsbury House. In 2024/25, the Society achieved an overall average occupancy rate of 97.05%, with Birling House achieving an occupancy level of 97.4% and Frindsbury House achieving 96.7%.

**Capital Reinvestment - Fabric and equipment**

Capital reinvestment into the Society from reserves was limited in 2024/25 with a conscious decision to minimise expenditure from reserves due to the likely high level of day-to-day operational costs in the current year. As a result, the annual capital budget for 2024/25 was limited to essential fire safety work around fire doors and compartmentalisation identified in the annual Fire Risk Assessment totalling a cost of £159,000 across both homes. In addition to this work, a contingency fund of up to £50,000 was set aside by the Trustees for any unexpected but essential items of capital expenditure and it was agreed to fund both the fire safety work and the unexpected capital items from general reserves within then financial year 2024/25. Further non-critical fire safety work will be carried out and completed in 2025/26.

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**Trustees' Report (continued)  
For the Year Ended 31 October 2025**

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**Care Quality Commission**

CQC inspections exist to make sure health and social care services in England are safe, effective, caring, responsive, and well-led, and to protect people who use those services. They check whether providers meet the legal fundamental standards and take necessary action if these standards are not met.

The CQC's new Single Assessment Framework (SAF) is a unified, flexible, and evidence-based way of assessing all health and social care providers in England. It uses quality statements, six evidence categories, and ongoing assessment rather than large, infrequent inspections. This creates a more consistent, transparent, and continuous view of quality across all services.

Birling House was last inspected by the CQC on 3 April 2025 under the new single assessment framework inspection regime looking at the five key lines of inquiry where questions are asked about the service being (1) Safe (2) Effective (3) Caring (4) Responsive and (5) Well-Led. The outcome of the inspection was that the service was rated 'Good' in all domains and was awarded an overall rating of 'Good'.

Frindsbury House was last inspected by the CQC on 12 February 2019 and the service was awarded the rating of 'Good' in all five key lines of inquiry domains. No further visits have been carried out by the CQC since this date.

During 2024/25 the CQC have continued to introduce a new strategy for the changing world of health and social care and the way they regulate to improve the care for everyone, aiming to be more relevant to the way care is delivered, more flexible to manage risk and uncertainty and enabling them to respond in a quicker and more proportionate way as the health and care environment continues to evolve. The Single Assessment framework has been introduced to strengthen their commitment to deliver their purpose; to ensure health and social care services provide people with safe, effective, compassionate, high-quality care and to encourage those services to improve. Throughout 2025, the CQC were committed to implementing this further new way of working with care providers and this method is how health and social care organisations will work together to ensure that assessment and subsequent care planning for people are person-centred, integrated, effective, and coordinated.

Over the last 5 years, the CQC have suspended their routine inspection programme and have stated that they do not intend to resume it unless they consider there are risks associated with the service being identified. They have continued to use a mix of intelligence gathering information to ensure the public have assurance as to the safety and quality of the care that is being delivered.

The CQC carry out a regular review of the data that is available to them and to date they have not found any evidence to suggest that they need to carry out an inspection or reassess the ratings at either home which are currently both rated as 'Good' in all five areas of inspection domains.

**FINANCIAL REVIEW**

**Financial risk management objectives and policies**

The Society produced a moderate surplus of £389,987 for the year ended 31 October 2025 following disappointing results in the prior two years from charitable activities. Compared with the prior year, the total income in 2024/25 increased by £676,594 and the expenditure increased by £339,993. However, it should be noted that the out-turn includes monies from fundraising for specific projects, the majority of which has been capitalised as tangible fixed assets on the Balance Sheet. During 2024/25, the Society experienced an increase in cash reserves compared with previous financial years as it increased by £417,152 to £1,476,964 by the end of the financial year. Further capital reinvestment will have to be carefully monitored together with detailed reviews of the fee income and expenditure levels. However, there are still sufficient reserves to allow the Society to remain viable in the coming years.

In 2024/25, staffing costs accounted for 76.1p out of every £1 of fee income financial year compared with 81.3p in the prior year. Many of our residents require a very high level of specialised individual and complex care making it is necessary to have high staffing levels and highly trained and experienced staff to deliver this unique and person-centred service which maintains the professionalism and reputation of the Society's charitable purpose. There have been some issues in the recruitment and retention of staff which has been seen nationally within the care sector and this has significantly increased staffing costs. Measures are being and will continue to be taken to reduce the costs as far as possible but national measures will also be needed to address this problem.

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**Trustees' Report (continued)  
For the Year Ended 31 October 2025**

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During 2024/25 most of sponsoring authorities and NHS Integrated Care Boards (ICBs) awarded inflationary increases in weekly fees to recognise the ongoing and increasing cost of the National Living Wage each year and the general cost of living rises on goods and services. However, the percentage increases were not sufficient in recognising the extremely high level of inflation or the actual level of pay increases awarded out of necessity to retain staff. Unfortunately, some authorities offered no increase at all or were actively seeking to reducing their costs in line with their budget constraints.

We have little control over many of the fixed and variable costs, for instance food and drink, utilities, repairs and maintenance costs and equipment service agreements which have all been subject to a substantial price increase in line with or above, the general inflation rate level. At the same time the ever-increasing regulation of the care sector brings year on year additional costs which must be borne and absorbed without any consideration being given to the impact that may have on the operation of individual care homes. This situation has arisen because of local government restrictions imposed by central government and national action will be necessary as this situation cannot continue in the future without impacting on the services we can provide. We have been in conversation with all authorities during the year to discuss these issues and the careful reassessment of the residents' needs and costings has led to increased fees for many residents. These reassessments are continuing and may lead to increased income to meet increased costs.

As a charity we strive to deliver high-quality, cost-effective care at a fair and true price. However, our income must at least meet our expenditure and allow us to continue to invest for the future. We sincerely hope that our sponsoring authorities will recognise that if charitable residential care homes such as the Mortimer Society are to continue, fee income must reflect the true cost of caring for our residents who have very high dependency and complex care needs. The funding authorities must also recognise and attempt to meet the increasing pay rates resulting from the imposed year on year increases in the National Living Wage through the future years ahead.

**Going Concern**

The level of total reserves has increased at the end of the 2024/25 financial year to £5,622,361 compared with the prior year of £5,232,374, an increase of £389,987.

The Society is actively fundraising through a contracted fundraiser, and this has been reasonably successful throughout 2024/25 which had a positive impact on the budget through these very tough and challenging times and the position is being effectively managed. A total of £25,166 of restricted income was received for specific capital projects during the year and the donors are personally thanked for their contribution in making these projects a reality.

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

**Donations**

The Society also received a small sum of £1,991 from local fundraising income as a result of either staff or families arranging social activities such as charity football matches and other events and also internal activities organised by staff for the benefit of the residents such as coffee and cake mornings.

During the year small values of donations were received from families and friends of £6,331 at 31 October 2025 which is included in the total reserves figure below. The expected timing of expenditure of donations received would be within 12 months of receipt and would be spent for the benefit of all the residents.

In addition, a further sum of £19,000 was received from an anonymous donor which was restricted for specific purposes at Frindsbury House.



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**Trustees' Report (continued)  
For the Year Ended 31 October 2025**

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**Fundraising**

As noted above, the Society continues to engage the services of an external fundraising consultant, who is a member of the Chartered Institute of Fundraising. The fundraiser researches and submits grant applications to trusts and foundations, specifically to help fund the annual capital programme. Fundraising is not sought from individuals or the general public.

The Society received a total of £25,166 of grant funding from various sources including £490 from the Charlotte Marshall Charitable Trust, £1,100 from the Cantiaorum Foundation, £1,000 from the Whitehead Monckton Charitable Foundation, £376 from the Medway Council, £2,000 from the Iron Bridge Trust, £1,000 from the Sir James Roll Charitable Trust, and £200 from the Michael & Anna Wix Charitable Trust all of which will be classified as restricted funds for the specific purposes of either specialist equipment for residents across both homes and for the new lift project at Frindsbury House.

The Fundraising Contractor will continue with a programme of fundraising for 2025/26 in anticipation of receiving restricted grants to enable the purchase of more specialist equipment, activity events or for extensive capital projects to improve the residential service to our beneficiaries.

**Principal risks and uncertainties**

A risk management review process is undertaken by the Executive Management Team and has been approved and adopted by the Trustees. This process is monitored through the Society's Corporate Risk Assurance Framework and this is reviewed, updated as appropriate and reported upon to the Board on a quarterly basis.

The review process enables the CEO, executive managers, and Trustees to mitigate risks that might otherwise prevent the Society from achieving its charitable purpose and objectives through its core values.

The Trustees considered the greatest risk at beginning of the financial year was that of the increases in expenditure due to increases in food costs, utilities, and salaries with insufficient increases in funding from authorities. There was the risk that there may be only small and inadequate increases in fees paid by local authorities linked with the significant year on year increased operating costs and staffing costs arising from the National Living Wage through to 2026 and beyond. Moreover, changes in the political and social climate, a further economic downturn would affect the operation of the Society's business.

The Society has continued to operate the role of Caldicott Guardian this year and an external consultant firm Accordio is now responsible for information governance and acts as the Society's Data Protection Office in collaboration with the CQC nominated individual in recognition of the possible risks surrounding resident data and systems security.

Risks also included a possible shortfall in CQC required outcomes within the service provision and the consequent loss of full compliance which could be a resulting factor. The Society operates a clinical audit and performance management process to rectify any possible failure in standards. The appointment of the Head of Care/Registered Manager in May 2025 aimed to ensure legal compliance and be responsible for the recently introduced changes in monitoring from the CQC by way of the Single Assessment Framework and will ensure that the requirements of the CQC are met but unfortunately, the postholder resigned after only 4 months in post. Subsequently the Trustees approved a structure review of the management team and a new Director of Care/Registered Manager has been appointed from inhouse and will take up the position as from 1<sup>st</sup> January 2026.

Recruitment and retention of appropriate staff continues to be a main priority in this unprecedented and challenging climate that results in higher costs due to the use of agency provision whose prices have significantly increased in line with all staffing costs due to the high level of inflation and the National Living Wage across the health and social care sector.

**Reserves policy**

The total reserves at the end of the financial year amounted to £5,622,361 which included the designated fixed asset fund of £4,135,180, which can only be realised on the disposal of the assets, and restricted funds of £8,858.

Funding from local authorities has received a very high profile this year regarding the possible issuing of Section 114 notices but the Society is managing and monitoring the situation very closely in order to maintain our level of reserves in accordance with our policies and procedures.

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**Trustees’ Report (continued)**  
**For the Year Ended 31 October 2025**

At the end of 2024/25 the Society's free reserves stood at £1,478,323 compared with £1,035,814 at the end of the previous year which is a £442,509 increase. During the year the Trustees reviewed the reserves policy and confirmed that an adequate reserve needs to be maintained to allow for any reduction in occupancy levels and for other potential risks and any unexpected eventualities.

The reserves policy agreed by the Board of Trustees currently state that reserves should aim to be maintained at a minimum of three months of basic operating expenditure, which at this current time amounts to around £1.3m and it is anticipated this would be met during 2026.

Trustees continue to review investment opportunities within the framework of the investment policy to maximise the income of the Society with due consideration to protecting the beneficiaries in our care.

**Performance Management**

The Board of Trustees have recognised that it is increasingly necessary and good practice for charities to demonstrate organisational performance in the annual reports and accounts.

The Trustees have taken the decision following recommendations by the Charity Commission and our External Auditor to continue to adopt and report upon five key performance indicators (KPIs) for the year ending 31 October 2025.

The five Key Finance Performance Indicators (KFPIs) that are being reported upon in 2024/25 are as follows:

- 1) Occupancy level
- 2) Total surplus as a percentage of total income
- 3) Staffing costs as a percentage of total income by home
- 4) Staffing costs and operational costs as a percentage of total costs
- 5) Net current assets position

KPIs serve as a measurable value that demonstrates how effectively an organisation is achieving its key business objectives such as performance and progress in order to help evaluate their success in reaching its strategic goals and specific targets.

The Society’s results from the KFPIs in the 2024/25 financial year were as follows:

<b>Key Performance Indicator</b>	<b>Birling House</b>		<b>Frindsbury House</b>		<b>Society Total (inc. Central Dept)</b>	
	<u>Actual</u>	<u>Objective</u>	<u>Actual</u>	<u>Objective</u>	<u>Actual</u>	<u>Objective</u>
Occupancy level	97.4%	96.55%	96.7%	95.65%	97.05%	96.10%
Surplus to Income	20.74%	14.93%	9.20%	5.43%	6.11%	-.001%
Staffing costs to Income	64.22%	68.8%	77.31%	78.9%	76.12%	80.4%
Staff costs to Total Costs	81.03%	80.89%	85.15%	83.43%	81.08%	80.0%
Operational Costs to Total Costs	18.97%	19.11%	14.85%	16.57%	18.92%	20.0%
Net Current Assets	n/a	n/a	n/a	n/a	£1.475m	£1.200m

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Constitution**

The Society is a registered charity and a company limited by guarantee and as such operates under its Memorandum and Articles of Association, which have received the approval of the Charity Commission.

**Method of appointment or election of Trustees**

One third of the Trustees must retire at each AGM, those longest in office retiring first. A retiring Trustee who remains qualified may be reappointed.

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**Trustees' Report (continued)**  
**For the Year Ended 31 October 2025**

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At the Annual General Meeting held on 9 July 2025, Trustee David Oliver, Chair, retired from the Board of Trustees and one Trustee Jacquie Hackett was eligible to retire by rotation. The latter Trustee was reappointed to remain on the Board for at least a further year in office. It is intended that new trustees will continue to be recruited in 2025/26 by embarking on a Trustee recruitment campaign.

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

The Society has an appointment and induction programme for Trustees covering the work of the Society including visits to the two homes and an opportunity to meet the Chair of Trustees, the Chief Executive, Executive Management Team, the staff, and the residents.

The programme includes an explanation of the latest financial position, the current year's budget and the longer-term strategies and business plans of the Society. New Trustees are given copies of the Memorandum and Articles of Association together with a Trustee Information Pack which includes Terms of Reference, Annual Report and Financial Statement and a list of Policies and Procedures. Ongoing online training is provided to Trustees by Hempson Charity Solicitors on the subject of Governance Principles in respect of legal duties and responsibilities of charity Trustees as well financial governance. The Trustees also undertake online statutory training such as Safeguarding of Vulnerable Adults and GDPR.

**Pay policy for senior staff**

The goal of the Society's pay policy is to offer fair pay to attract and retain appropriately qualified staff to lead, manage, support and deliver the Society's purpose and aims. It will always be consistent with these aims and within an affordable framework.

The Trustees are responsible for setting remuneration levels for the Society's staff and reviewing pay for the most senior staff. These senior staff are clearly identified by the Trustees and will typically, although not always, be part of the Society's executive or senior management team.

The Society's Remuneration Policy follows the National Council for Voluntary Organisation's (NCVO) guidance of which the Mortimer Society is a member and/or the guidance from the Association of Chief Executives in Voluntary Organisations.

**Organisational structure and decision making**

The Board of Trustees discharges its responsibility of overseeing the management practice of the Society at its quarterly general and additional meetings and by delegating specific projects to sub-groups if appropriate. The Trustees are, at present, the only members of the Mortimer Society and are entitled to attend and vote at all Annual General Meetings.

The day-to-day management of the Society is delegated to the Chief Executive and to the Executive Management Team. The operational management and the running of the two homes is carried out by the Head of Care/Registered Manager with the assistance from the Head of Operations. Major policy questions affecting the future of the Society are discussed between the Executive Management team and the Trustees who are responsible for making the final decisions.

In November 2017 the Society adopted the original principles contained in the Charity Good Governance Code which was a introduced and containing seven main principles as recommended by the Charity Commission for use by Charities in England and Wales. The Society is now in the process of adopting the revised Good Governance Code 2025 consisting of eight principles which build on the assumption that the charity is meeting its legal and regulatory responsibilities as a foundation. These principles include Foundation, Organisational purpose, Leadership, Ethics and culture, Decision making, Managing resources and risks, Equity, diversity and inclusion and finally Board effectiveness and all principles will be reviewed annually as part of the strategic review carried out by Trustees, Senior Managers and Executive Team.

**Risk management**

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

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**Trustees' Report (continued)  
For the Year Ended 31 October 2025**

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**PLANS FOR FUTURE PERIODS**

**Future developments**

The main aims and objectives of the Society during 2025/26 will be to:

- Ensure that the Society's policies and procedures meet statutory requirements and exceed the standards and expectations of our current regulator, the Care Quality Commission (CQC).
- Remain financially viable in an adverse and turbulent economic climate affecting the care sector generally.
- Aim to negotiate appropriate funding with authorities for all the residents, covering the costs of the specific and specialist care that they require which also includes the fee levels for legacy residents.
- Accomplish staff training programmes relevant to our residents' complex and individual needs to meet the expectations of our residents, sponsoring authorities and the CQC and deliver the required outcomes.
- Continue to utilise available capital to invest in prioritised projects and estate development at both homes as set out in the programmes agreed by the Trustees.
- Continually review the need for new initiatives to improve standards including the delivery of safe care, the catering provision and infection prevention and control to meet the diverse needs of our residents.
- Pursue new business opportunities to provide additional day and respite care placements whenever possible as an introduction opportunity into the service for possible permanent care in the future.
- Continue to review the long-term vision and business diversification strategy in client categories and models of care in line with our expertise and client base.
- Continue to enhance the Society's profile by widening our offer of care to include certain neurological conditions in addition to Huntington's disease for which the Mortimer Society is an experienced and reputable provider. This aim will be aided using the Society's website, social media, and continually revised marketing material.
- Further develop the web based Nourish care management system for residents' care plans and the recording of all daily information which meets CQC compliance standards and enable the organisation to hold residents' electronic records to comply with GDPR regulations.

**STATEMENT OF TRUSTEES' RESPONSIBILITIES**

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

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the ongoing concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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**The Mortimer Society  
(A Company Limited by Guarantee)**

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**Trustees' Report (continued)  
For the Year Ended 31 October 2025**

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

**AUDITOR**

The Society's auditors are appointed by a Resolution of the Society's Annual General Meeting.


At the last AGM, UHY Hacker Young were re-appointed as auditors following a unanimous decision made by the Trustees.

**Disclosure of information to auditor**

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

- So far as that Trustees are aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- The Trustees have taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This report was approved by the Trustees on 27 March 2026 and signed on their behalf by:

Signed by:  
  
817C4761C49C482...

**Ms Michelle Kabia, Chair**

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**The Mortimer Society**  
**(A Company Limited by Guarantee)**

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**Independent Auditor's Report to the Trustees of The Mortimer Society**

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**Opinion**

We have audited the financial statements of The Mortimer Society (the 'society') for the year ended 31 October 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 October 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

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

**Other information**

The other information comprises the information included in the Annual Report other than the financial statements and our Auditor's 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.

**The Mortimer Society**  
**(A Company Limited by Guarantee)**

**Independent Auditor's Report to the Trustees of The Mortimer Society (continued)**

**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.

**Auditor's 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 Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken 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:

**Non-compliance with laws and regulations**

Based on:

- our understanding of the Society and the sector in which it operates;
  - discussion with management and those charged with governance; and
  - obtaining an understanding of the Society's policies and procedures regarding compliance with laws and regulations;
- we considered the significant laws and regulations to be the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Charities SORP (FRS 102) and the Charities Act 2011 and UK tax legislation.

The Society is also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and regulations to be the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014, Care Quality Commission (regulation) Regulations 2009, Health and Safety Act 1974, Data Protection Act 2018, Employment Rights Act 1996, and the Bribery Act 2010.

Our procedures in respect of the above included:

- review of financial statement disclosures and agreeing to supporting documentation;
- review of minutes of meeting of those charged with governance for any instances of non-compliance with laws and regulations;
- review of correspondence with regulatory and tax authorities for any instances of non-compliance with laws and regulations; and
- review of legal expenditure accounts to understand the nature of expenditure incurred.

**The Mortimer Society**  
**(A Company Limited by Guarantee)**

**Independent Auditor's Report to the Trustees of The Mortimer Society (continued)**

**Fraud**

We assessed the susceptibility of the financial statements to material misstatement, including fraud. Our risk assessment procedures included:

- enquiry with management and those charged with governance regarding any known or suspected instances of fraud;
- obtaining an understanding of the Society's policies and procedures relating to:
  - detecting and responding to the risks of fraud; and
  - internal controls established to mitigate risks related to fraud.
  - review of minutes of meeting of those charged with governance for any known or suspected instances of fraud;
  - discussion amongst the engagement team as to how and where fraud might occur in the financial statements;
  - performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

Based on our risk assessment, we considered the areas most susceptible to fraud to be to be journals, client personal allowances and key estimates and judgements.

Our procedures in respect of the above included:

- testing a sample of journal entries throughout the year, which met a defined risk criteria, by agreeing to supporting documentation;
- assessing significant estimates and judgements made by management for bias, including the recognition of legacy income and the allocation of costs;
- testing the existence and accuracy of income recognised in the year;
- testing the completeness, accuracy and occurrence of client allowance transactions.

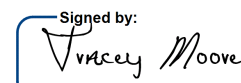
We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

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.

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

**Use of our report**

This report is made solely to the charitable Society's trustees, 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 Society's trustees those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable Society and its trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

Signed by:  
  
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**Tracey Moore BFP ACA (Senior Statutory Auditor)**

for and on behalf of  
**UHY Hacker Young**  
 Chartered Accountants  
 Statutory Auditors  
 Thames House  
 Roman Square  
 Sittingbourne  
 Kent  
 ME10 4BJ

Date: **01 April 2026**



**The Mortimer Society**  
**(A Company Limited by Guarantee)**

**Statement of financial activities (incorporating income and expenditure account)**  
**For the Year Ended 31 October 2025**

	<b>Note</b>	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
<b>Income from:</b>					
Donations and legacies	4	6,331	25,166	31,497	112,814
Charitable activities	5	5,702,637	-	5,702,637	4,943,726
Other trading activities	6	1,992	-	1,992	2,830
Investments	7	49,606	-	49,606	49,768
<b>Total income</b>		<b>5,760,566</b>	<b>25,166</b>	<b>5,785,732</b>	<b>5,109,138</b>
<b>Expenditure on:</b>					
Raising funds	8	10,500	-	10,500	19,085
Charitable activities	9	5,372,425	12,820	5,385,245	5,036,667
<b>Total expenditure</b>		<b>5,382,925</b>	<b>12,820</b>	<b>5,395,745</b>	<b>5,055,752</b>
<b>Net income</b>		<b>377,641</b>	<b>12,346</b>	<b>389,987</b>	<b>53,386</b>
Transfers between funds	18	6,200	(6,200)	-	-
<b>Net movement in funds</b>		<b>383,841</b>	<b>6,146</b>	<b>389,987</b>	<b>53,386</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		5,229,662	2,712	5,232,374	5,178,988
Net movement in funds		383,841	6,146	389,987	53,386
<b>Total funds carried forward</b>		<b>5,613,503</b>	<b>8,858</b>	<b>5,622,361</b>	<b>5,232,374</b>

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 18 to 35 form part of these financial statements.


**The Mortimer Society**  
**(A Company Limited by Guarantee)**  
**Registered number: 01741444**

**Balance Sheet**  
**As at 31 October 2025**

	Note	2025 £	2024 £
Intangible assets	14	6,583	-
Tangible assets	15	4,118,197	4,175,702
		<u>4,124,780</u>	<u>4,175,702</u>
<b>Current assets</b>			
Debtors	16	258,739	287,365
Cash at bank and in hand		1,476,964	1,059,812
		<u>1,735,703</u>	<u>1,347,177</u>
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	17	(238,122)	(290,505)
<b>Net current assets</b>		<u>1,497,581</u>	<u>1,056,672</u>
<b>Total net assets</b>		<u><u>5,622,361</u></u>	<u><u>5,232,374</u></u>
<b>Charity funds</b>			
Restricted funds	18	8,858	2,712
Unrestricted funds	18	5,613,503	5,229,662
<b>Total funds</b>		<u><u>5,622,361</u></u>	<u><u>5,232,374</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:

Signed by:  
  
817C4761C49C482...

**Ms. M. A. Kabia**  
(Chair of Trustees)

Date: 27 March 2026

The notes on pages 18 to 35 form part of these financial statements.

**The Mortimer Society**  
**(A Company Limited by Guarantee)**

**Statement of Cash Flows**  
**For the Year Ended 31 October 2025**

	Note	2025 £	2024 £
<b>Cash flows from operating activities</b>			
Net cash used in operating activities	20	530,393	78,820
<b>Cash flows from investing activities</b>			
Dividends, interests and rents from investments		49,606	49,768
Purchase of intangible assets		(6,930)	-
Purchase of tangible fixed assets		(155,917)	(335,700)
<b>Net cash used in investing activities</b>		(113,241)	(285,932)
<b>Change in cash and cash equivalents in the year</b>		417,152	(207,112)
Cash and cash equivalents at the beginning of the year		1,059,812	1,266,924
<b>Cash and cash equivalents at the end of the year</b>	21	1,476,964	1,059,812

The notes on pages 18 to 35 form part of these financial statements

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**The Mortimer Society**  
**(A Company Limited by Guarantee)**

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**Notes to the Financial Statements**  
**For the Year Ended 31 October 2025**

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**1. General information**

The Mortimer Society is a charitable company limited by guarantee, registered in England and Wales. Its registered office is 42 Hollywood Lane, Frindsbury, Rochester, Kent, ME3 8AL.

The nature of the Society's operations and its principal activity is to provide relief of suffering for people with physical and/or learning difficulties and/or physical and/or mental illness of any description, including people suffering from Huntington's disease.

**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) (second edition) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (January 2022) and the Companies Act 2006.

The Mortimer Society 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 currency used in the financial statements is Pound Sterling.

**2.2 Going concern**

The accounts have been prepared on the going concern basis. The Trustees assess the reasonableness of the assumption of the charity to continue as a going concern for a period of 12 months from the date the financial statements are signed.

The considerations made in this assertion include the review of the current and future operations of the Society, together with a review of its cash and reserves position up to the end of March 2027. The free reserves of the Society are currently inline with its stated reserves policy, as detailed on page 8 of the Trustees' Report, which is considered appropriate to provide the Society with enough flexibility to continue to provide a high standard of care to its beneficiaries should there be any interruption in the receipt of income.

No material uncertainties that may cast significant doubt about the ability of the Society to continue as a going concern have been identified by the Trustees.

**2.3 Income**

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

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

Donated goods 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 item is probable and that economic benefit can be measured reliably.

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**The Mortimer Society**  
**(A Company Limited by Guarantee)**

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**Notes to the Financial Statements**  
**For the Year Ended 31 October 2025**

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**2. Accounting policies (continued)**

**2.3 Income (continued)**

**Provision of care services**

Fees from a contract to provide care related services are recognised in the period in which the services are provided on an accruals basis. Any fees invoiced in advance are included within deferred income until the service has been provided. Fees that are invoiced in arrears are included within accrued income, based on the fixed fee rate for each individual resident. The Society's charitable activities are exempt from Value Added Tax. Income from investments and bank interest is included when receivable and the amount can be measured reliably.

**2.4 Expenditure**

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

Expenditure on raising funds includes all expenditure incurred by the Society 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 Society's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the Society and include the audit fees and costs linked to the strategic management of the Society.

**2.5 Taxation**

The Society is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Society is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively in the pursuance of charitable purposes. No tax charge has arisen in the year.

**2.6 Intangible assets and amortisation**

Intangible assets costing £2,500 or more are capitalised and recognised when future economic benefits are probable, and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

Computer software	- 10 %
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**The Mortimer Society**  
**(A Company Limited by Guarantee)**

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**Notes to the Financial Statements**  
**For the Year Ended 31 October 2025**

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**2. Accounting policies (continued)**

**2.7 Tangible fixed assets and depreciation**

Tangible fixed assets costing £2,500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

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

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

Depreciation is provided on the following bases:

Freehold property	- Over 50 years
Integral features (included within buildings)	- Over 15-20 years
Freehold land	- Nil
Motor vehicles	- Over 3 years
Household furniture and equipment	- Over 5 years

**2.8 Debtors**

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

**2.9 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, a fixed 6 month maturity or opening of the deposit or similar account.

**2.10 Liabilities and provisions**

Creditors and provisions are recognised where the charity has an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are normally recognised at their settlement amount.

**2.11 Financial instruments**

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

**2.12 Operating leases**

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

**2.13 Pensions**

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

**The Mortimer Society**  
**(A Company Limited by Guarantee)**

**Notes to the Financial Statements**  
**For the Year Ended 31 October 2025**

**2. Accounting policies (continued)**

**2.14 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 Society 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 Society 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.

**3. Critical accounting estimates and areas of judgement**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

Useful Economic Life of Assets

Given that the Society's tangible fixed assets comprise land and buildings and different items of furniture and equipment, significant judgements have to be made by management and the Trustees in determining the useful economic lives of these assets.

**4. Income from donations and legacies**

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Donations	6,331	19,200	25,531	4,401
Grants	-	5,966	5,966	108,413
<b>Total 2025</b>	<b>6,331</b>	<b>25,166</b>	<b>31,497</b>	<b>112,814</b>
<i>Total 2024</i>	<i>12,901</i>	<i>99,913</i>	<i>112,814</i>	

The Mortimer Society  
(A Company Limited by Guarantee)

Notes to the Financial Statements  
For the Year Ended 31 October 2025

5. Income from charitable activities

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Provision of care services	5,702,637	5,702,637	4,943,726
Total 2024	4,943,726	4,943,726	

6. Income from other trading activities

Income from fundraising events

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Fundraising	1,992	1,992	2,830
Total 2024	2,830	2,830	

7. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Bank deposit interest	49,606	49,606	49,768
Total 2024	49,768	49,768	



**The Mortimer Society**  
**(A Company Limited by Guarantee)**

**Notes to the Financial Statements**  
**For the Year Ended 31 October 2025**

**8. Expenditure on raising funds**

**Fundraising trading expenses**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Fundraising	10,500	10,500	19,085
<i>Total 2024</i>	19,085	19,085	

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

**Summary by fund type**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total 2025 £</b>	<i>Total 2024 £</i>
Provision of care services	5,372,425	12,820	5,385,245	5,036,667
<i>Total 2024</i>	5,018,249	18,418	5,036,667	

**10. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2025 £</b>	<b>Support costs 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Provision of care services	4,983,323	401,922	5,385,245	5,036,667
<i>Total 2024</i>	4,583,372	453,295	5,036,667	

**The Mortimer Society**  
**(A Company Limited by Guarantee)**

**Notes to the Financial Statements**  
**For the Year Ended 31 October 2025**

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

**Analysis of direct costs**

	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Staff costs	3,714,382	3,337,441
Depreciation	213,769	197,462
Staff recruitment	17,220	11,728
Travel and other staff costs	98,799	83,731
Resident costs including food and household expenses	504,769	473,549
Property costs	188,316	192,485
Insurance	45,092	41,088
Agency costs	191,845	222,383
General office costs	8,162	23,079
Professional fees	-	426
Bad debts	969	-
	<u>4,983,323</u>	<u>4,583,372</u>

**Analysis of support costs**

	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Staff costs	322,766	368,961
General office costs	62,227	59,775
Communications	4,285	4,575
Professional fees	4,268	6,100
Bank charges	1,144	1,122
Governance costs	7,232	12,762
	<u>401,922</u>	<u>453,295</u>

**11. Auditor's remuneration**

	<b>2025 £</b>	<i>2024 £</i>
Fees payable to the Society's auditor for the audit of the Society's annual accounts (inclusive of VAT)	<u>11,760</u>	<u>11,040</u>

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**Notes to the Financial Statements**  
**For the Year Ended 31 October 2025**

**12. Staff costs**

	<b>2025</b>	<i>2024</i>
	<b>£</b>	<i>£</i>
Wages and salaries	3,625,530	<i>3,387,316</i>
Social security costs	331,549	<i>244,141</i>
Pension costs	80,069	<i>74,945</i>
	<u>4,037,148</u>	<u><i>3,706,402</i></u>

During the year the Society made a redundancy payment totalling £Nil (2024: £38,796). This payment was made to one employee as part of an agreed redundancy. The costs have been included within staff costs in the Statement of Financial Activities.

The redundancy payment was made in accordance with the Society's contractual obligations. No amounts were outstanding at the Balance Sheet date.

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

	<b>2025</b>	<i>2024</i>
	<b>No.</b>	<i>No.</i>
Provision of care services	131	<i>130</i>
Administration and support	12	<i>12</i>
Senior management	2	<i>3</i>
	<u>145</u>	<u><i>145</i></u>

The average headcount expressed as full-time equivalents was:

	<b>2025</b>	<i>2024</i>
	<b>No.</b>	<i>No.</i>
Provision of care services	118	<i>125</i>
Administration and support	10	<i>10</i>
Senior management	2	<i>3</i>
	<u>130</u>	<u><i>138</i></u>

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

	<b>2025</b>	<i>2024</i>
	<b>No.</b>	<i>No.</i>
In the band £60,001 - £70,000	-	<i>1</i>
In the band £70,001 - £80,000	1	<i>-</i>

The key management personnel of the charity comprise the Trustees, the Chief Executive Officer and the Senior Management Team. The total aggregate amount of employee benefits (including employer national insurance and pension contributions) received by key management personnel for their services to the charity was £187,677 (2024: £246,962).

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**Notes to the Financial Statements**  
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**13. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2024 - £NIL).

During the year ended 31 October 2025, £233 was reimbursed to 2 Trustees for honorary or recognition gifts for retiring members of the Board of Trustees.

In the prior year, expenses totalling £32 were reimbursed to 1 Trustee in respect of mileage.

**14. Intangible assets**

	Computer software £
<b>Cost</b>	
Additions	6,930
At 31 October 2025	6,930
<b>Amortisation</b>	
Charge for the year	347
At 31 October 2025	347
<b>Net book value</b>	
At 31 October 2025	6,583
At 31 October 2024	-

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**For the Year Ended 31 October 2025**

**15. Tangible fixed assets**

	<b>Freehold property £</b>	<b>Motor vehicles £</b>	<b>Fixtures and fittings £</b>	<b>Total £</b>
<b>Cost</b>				
At 1 November 2024	5,751,762	72,367	655,487	6,479,616
Additions	108,408	4,459	43,050	155,917
Disposals	-	-	(38,128)	(38,128)
At 31 October 2025	5,860,170	76,826	660,409	6,597,405
<b>Depreciation</b>				
At 1 November 2024	1,692,931	72,367	538,616	2,303,914
Charge for the year	153,378	618	59,426	213,422
On disposals	-	-	(38,128)	(38,128)
At 31 October 2025	1,846,309	72,985	559,914	2,479,208
<b>Net book value</b>				
At 31 October 2025	4,013,861	3,841	100,495	4,118,197
At 31 October 2024	4,058,831	-	116,871	4,175,702

Included in land and buildings is freehold land with an estimated cost of £179,608 which is not depreciated.

**16. Debtors**

	<b>2025 £</b>	<b>2024 £</b>
<b>Due within one year</b>		
Trade debtors	230,124	258,688
Other debtors	4,242	3,905
Prepayments	24,373	24,772
	258,739	287,365

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

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Trade creditors	50,871	75,871
Other taxation and social security	78,630	55,471
Other creditors	43,862	72,473
Accruals and deferred income	64,759	86,690
	<u>238,122</u>	<u>290,505</u>
	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Deferred income at 1 November	51,472	47,208
Resources deferred during the year	53,346	51,472
Amounts released from previous periods	(51,472)	(47,208)
	<u>53,346</u>	<u>51,472</u>

Income relating to the provision of care services has been deferred as it was received in advance of the agreed performance obligation. The Society has not met the criteria to recognise this income as revenue and it has been deferred until the revenue recognition criteria has been met.

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**Notes to the Financial Statements**  
**For the Year Ended 31 October 2025**

**18. Statement of funds**

**Statement of funds - current year**

	<b>Balance at 1 November 2024 £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Transfers in/out £</b>	<b>Balance at 31 October 2025 £</b>
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Birling House donations	5,127	5,814	(5,417)	(3,995)	1,529
Frindsbury House donations	1,914	517	(601)	-	1,830
Fixed assets	4,175,702	-	(213,769)	162,847	4,124,780
Birling House Fundraising	5,689	1,368	(1,985)	-	5,072
Frindsbury House Fundraising	1,577	624	(232)	-	1,969
The Dorothy Twiggins Charitable Trust	3,839	-	4,661	(8,500)	-
	<u>4,193,848</u>	<u>8,323</u>	<u>(217,343)</u>	<u>150,352</u>	<u>4,135,180</u>
<b>General funds</b>					
General Funds - all funds	<u>1,035,814</u>	<u>5,752,243</u>	<u>(5,165,582)</u>	<u>(144,152)</u>	<u>1,478,323</u>
<b>Total Unrestricted funds</b>	<u>5,229,662</u>	<u>5,760,566</u>	<u>(5,382,925)</u>	<u>6,200</u>	<u>5,613,503</u>
<b>Restricted funds</b>					
Cantiacorum Foundation	855	1,100	(883)	-	1,072
Charlotte Marshall Charitable Trust	452	490	(686)	-	256
HDH Wills 1965 Charitable Trust	1,405	-	(1,405)	-	-
The Whitehead Monckton Charitable Foundation	-	1,000	(1,000)	-	-
Medway Council	-	376	-	-	376
The Iron Bridge Trust	-	2,000	(2,000)	-	-
The Sir James Roll Charitable Trust	-	1,000	-	-	1,000
The Michael & Anna Wix Charitable Trust	-	200	-	(200)	-
Other Restricted Income	-	19,000	(6,846)	(6,000)	6,154
	<u>2,712</u>	<u>25,166</u>	<u>(12,820)</u>	<u>(6,200)</u>	<u>8,858</u>
<b>Total of funds</b>	<u><u>5,232,374</u></u>	<u><u>5,785,732</u></u>	<u><u>(5,395,745)</u></u>	<u><u>-</u></u>	<u><u>5,622,361</u></u>

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**Notes to the Financial Statements**  
**For the Year Ended 31 October 2025**

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

**Designated funds**

The Birling and Frindsbury House designated funds hold donations received at each house during the year. These individual funds will be used to fund purchases of items outside of the general operating budget of the charity and the managers and staff at each of the homes will be able to suggest ideas on how they believe this should be spent.

The designated fixed assets fund represents the net book value of tangible and intangible assets. An amount is transferred to or from the fund each year representing the movement in the net book value of tangible fixed assets at the year end.

**Unrestricted funds**

These are 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.

**Restricted funds**

Cantiacorum Foundation

The Society received funds in the previous year to fund music therapy at Frindsbury House. The funds brought forward into 24/25 financial year were fully spent in the year.

Further monies were received from the Foundation of £1,100 towards activities for residents at Frindsbury House. The remaining funds will be spent in the 25/26 financial year.

Charlotte Marshall Charitable Trust

The Society received a grant towards a cocoon bed system at Frindsbury House in the 23/24 financial year. The remaining funds will be spent in the 25/26 financial year.

Further monies were received from the Trust of £490 towards activities for residents at Frindsbury House. These funds were fully spent in the year.

HDH Wills 1965 Charitable Trust

The Society received funds towards activities for residents at Frindsbury House. The funds brought forward into 24/25 were fully spent in the year.

The Whitehead Monckton Charitable Foundation

The Foundation granted £1,000 towards activities for residents at Birling House. The funds were fully spent in the year.

Medway Council

The local council provided funding of £376 for new shower trolleys at Frindsbury House. The expenditure will take place in the 25/26 financial year.

The Iron Bridge Trust

The Trust provided £2,000 to support activities for residents at Birling House. The funds were fully spent in the year.

The Sir James Roll Charitable Trust

The Trust provided a grant of £1,000 for resident activities at Frindsbury House. Expenditure will take place in the 25/26 financial year.

The Michael & Anna Wix Charitable Trust

The Trust provided £200 to support the purchase of air conditioning units at Frindsbury House. The funds were fully spent in the year.

Other Restricted Income

The Society received £19,000 funding for restricted purposes / projects. The remaining funds will be spent in the 25/26 financial year.



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**Notes to the Financial Statements**  
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**18. Statement of funds (continued)**

**Statement of funds - prior year**

	<i>Balance at 1 November 2023 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 October 2024 £</i>
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Birling House donations	7,299	1,717	(3,889)	-	5,127
Frindsbury House donations	53	2,684	(823)	-	1,914
Fixed assets	4,037,464	-	(197,462)	335,700	4,175,702
Birling House Fundraising	7,283	987	(2,581)	-	5,689
Frindsbury House Fundraising	980	732	(135)	-	1,577
The Dorothy Twiggins Charitable Trust	-	8,500	(4,661)	-	3,839
	<u>4,053,079</u>	<u>14,620</u>	<u>(209,551)</u>	<u>335,700</u>	<u>4,193,848</u>
<b>General funds</b>					
General Funds - all funds	<u>955,813</u>	<u>4,994,605</u>	<u>(4,827,783)</u>	<u>(86,821)</u>	<u>1,035,814</u>
<b>Total Unrestricted funds</b>	<u>5,008,892</u>	<u>5,009,225</u>	<u>(5,037,334)</u>	<u>248,879</u>	<u>5,229,662</u>

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

	<i>Balance at 1 November 2023 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 October 2024 £</i>
<b>Restricted funds</b>					
Cantiacorum Foundation	-	3,420	(2,507)	(58)	855
Charlotte Marshall Charitable Trust	-	452	-	-	452
HDH Wills 1965 Charitable Trust	-	2,000	(595)	-	1,405
Medway Council	-	400	(400)	-	-
The Iron Bridge Trust	2,000	-	(2,000)	-	-
The Sir James Roll Charitable Trust	-	1,500	(1,500)	-	-
Albert Gubay Charitable Foundation	160,867	-	-	(160,867)	-
Garfield Weston Foundation	7,081	-	-	(7,081)	-
Screwfix Foundation	148	-	(148)	-	-
The Hospital Saturday Fund	-	2,800	(800)	(2,000)	-
Percy Bilton Charity	-	3,841	(3,841)	-	-
The Edward Gosling Foundation	-	25,000	-	(25,000)	-
The Clothworkers Foundation	-	50,000	-	(50,000)	-
Douglas Arter Foundation	-	500	(500)	-	-
Kent County Council	-	500	(500)	-	-
Gardening with Disabilities	-	1,500	(1,500)	-	-
The Lawson Trust	-	8,000	(4,127)	(3,873)	-
	<u>170,096</u>	<u>99,913</u>	<u>(18,418)</u>	<u>(248,879)</u>	<u>2,712</u>
<b>Total of funds</b>	<u>5,178,988</u>	<u>5,109,138</u>	<u>(5,055,752)</u>	<u>-</u>	<u>5,232,374</u>

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**Notes to the Financial Statements**  
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**19. Analysis of net assets between funds**

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

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total funds 2025 £</b>
Tangible fixed assets	4,118,197	-	4,118,197
Intangible fixed assets	6,583	-	6,583
Current assets	1,726,845	8,858	1,735,703
Creditors due within one year	(238,122)	-	(238,122)
<b>Total</b>	<b>5,613,503</b>	<b>8,858</b>	<b>5,622,361</b>

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

	<i>Unrestricted funds 2024 £</i>	<i>Restricted funds 2024 £</i>	<i>Total funds 2024 £</i>
Tangible fixed assets	4,175,702	-	4,175,702
Current assets	1,344,465	2,712	1,347,177
Creditors due within one year	(290,505)	-	(290,505)
<b>Total</b>	<b>5,229,662</b>	<b>2,712</b>	<b>5,232,374</b>

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

	<b>2025 £</b>	<b>2024 £</b>
Net income for the year (as per Statement of Financial Activities)	389,987	53,386
<b>Adjustments for:</b>		
Depreciation charges	213,422	197,462
Amortisation charges	347	-
Dividends, interests and rents from investments	(49,606)	(49,768)
Decrease/(increase) in debtors	28,626	(108,188)
Decrease in creditors	(52,383)	(14,072)
<b>Net cash provided by operating activities</b>	<b>530,393</b>	<b>78,820</b>

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**21. Analysis of cash and cash equivalents**

	<b>2025</b>	<i>2024</i>
	<b>£</b>	<i>£</i>
Cash in hand	1,476,964	<i>1,059,812</i>
<b>Total cash and cash equivalents</b>	<b>1,476,964</b>	<i>1,059,812</i>

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

	<b>At 1 November 2024</b>	<b>Cash flows</b>	<b>At 31 October 2025</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Cash at bank and in hand	1,059,812	417,152	1,476,964
	<b>1,059,812</b>	<b>417,152</b>	<b>1,476,964</b>

**23. Capital commitments**

	<b>2025</b>	<i>2024</i>
	<b>£</b>	<i>£</i>
<b>Contracted for but not provided in these financial statements</b>		
Acquisition of tangible fixed assets	-	<i>80,256</i>

The prior year commitment referred to fire safety and fire compartmentalisation works at Birling House - the works began in November 2024 and were completed in 24/25.

**24. Pension commitments**

The Charity operates a defined contribution pension scheme open to all permanent employees. During the year the Charity contributed £80,069 (*2024: £74,945*) on behalf of employees who have opted into the scheme. Of these contributions £15,826 (*2024: £31,596*) remained outstanding at the balance sheet date and is included within current liabilities.

**25. Operating lease commitments**

At 31 October 2025 the Society had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	<b>2025</b>	<i>2024</i>
	<b>£</b>	<i>£</i>
Not later than 1 year	13,853	<i>15,808</i>
Later than 1 year and not later than 5 years	9,930	<i>20,699</i>
	<b>23,783</b>	<i>36,507</i>

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**Notes to the Financial Statements**  
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**26. Members' liability**

Each member of the charitable company undertakes to contribute to the assets of the charitable company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £1 for the debts and liabilities contracted before he/she ceases to be a member.

**27. Related party transactions**

**Expenditure related transaction**

During the year, the Society received payroll and human resources services from TC Kent Limited and Crossley HR Holdings Ltd. These service arrangements were already in place prior to the start of the financial year.

On 20 March 2025, Mr T. Rose was appointed as a Trustee of the Society. Mr T. Rose is also a Director of both TC Kent Limited and Crossley HR Holdings Ltd.

The total amount paid to these suppliers during the year was £20,430 (2024: £16,159), of which £13,930 related to services provided after Mr T. Rose became a Trustee. All services were provided on normal commercial terms and at market rates.

At the balance sheet date, the amount outstanding to these suppliers was £1,804.

**Income related transactions**

During the year the Society received donations totalling £19,200 (2024: £600) from 2 Trustees, without conditions that would require the Society to significantly alter the nature of its existing activities.