



**Marsha Phoenix
Memorial Trust
Annual Report
2020/21**

Marsha Phoenix Memorial Trust

Annual Report 2020/21

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From Woodrow Phoenix Chair, Marsha Phoenix Memorial Trust

Every year, my introduction to our annual report is a catalogue of the changes that have occurred at MPMT. We have had to make some fairly radical alterations in the way we deliver care here in the wake of the pandemic, but most of those have worked out to be improvements. This year has seen more changes again. Our director, Rebecca Long, joined the staff team here way back in 2003, working very closely with Sybil Phoenix until she stepped back around 2014, and then taking over the reins to very capably lead this organisation. After 18 years at the helm, Rebecca decided it was time to move on and in February this year she announced she would be leaving.

We did a lot of thinking about how we would replace her and in the process, decided to re-organise our staff structure. One result was splitting her post into two roles. A series of interviews for these two positions brought us a brilliant new person in Donna Lewis, who has become our operational manager, dealing with all the day-to-day issues of directing and running our service. Joining her as our new director is Denise Ifield, who will be dealing with more of the strategy and partnership side of this work. It's a big wrench to say goodbye to Rebecca, but it's also very exciting to welcome our two new colleagues, who have already made some very significant changes in the staff culture here that are thrilling to witness.

COVID-19 does not appear to be receding from the forefront any time soon, so the somewhat embattled feeling that we have been living with continues to impact on how we work with our residents, with almost none of the social activities that have been a hallmark of how we do things at MPMT. However we were able to have a very small gathering to award the prize that we set up in memory of our departed staff member Bev Adams and that was a very pleasant thing to be able to do. We have also made a new friend in Mary Bell, who has incredibly generously gifted us with two laptops for use by the residents. These are especially welcome since it's no longer ideal for them to working on a communal desktop computer at the current time.

Our work continues. More alterations and upgrades to the space are ongoing. Thank you to all our friends, supporters and funders as we continue into 2022. See you next year.



Our Mission Statement

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

Equality and Diversity Policy Declaration

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

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

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

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

Marsha Phoenix Memorial Trust is a Charitable Company Limited by Guarantee

Marsha Phoenix Memorial Trust 2020/21

Voluntary Board / Executive Committee

Chair Woodrow Phoenix

Treasurer Derrick Martin

Company Secretary Jane Chandler

Executive Committee Members

Jenny Berbeck

Latoya Charles

Danny Gray

Jo Mackie

Rosie Reynolds

Carol Smith

Esther Stanford Xosei

London Borough of Lewisham co-optee Obajimi Adefiranye

Key Partners

Liaison Officer, London Borough of Lewisham Supporting People Team

Jonathan Scarth

Liaison Officer, London and Quadrant Housing Trust

Gemma Carmody

Staff Team

Director (to September 2021) Rebecca Long

Director (from November 2021) Denise Ifield

Senior Operational Manager Donna Lewis

Project Manager Jackie Doyley

Facilities Manager Loraine Phoenix

Project Manager, Erlanger Road Adebimpe Oputa

Health and Safety Officers Adebimpe Oputa, Loraine Phoenix

Deputy Project Manager/Resettlement Worker Samantha King

Project Worker Noelle Kellett

Project Worker Jennifer Rose

Project Worker Elvira Okonedo

Night Waking Staff Christine Grizzle (to December 21),

Rosaline Mensah, Roli Verton

Weekend Night Waking Staff Belinda Wallace (to June 21),

Carmen Thompson

Cook Malvia Walters

Sessional, Saturday & Sunday Staff Veronica Roberts

Sessional & Weekend Night Cover Staff Panchita Golding, Rosaline

Mensah, Lillith Campbell, Julia Arindell, Jameela Landell, Janet

Appleby

Volunteers

Good Gym volunteer group

Gardening Suriya Pieris, Sue Luxton

Activities and peer mentoring Sheenay Babb

Homework club tutor Alex Humphries

Fair Share Tesco collection supporter Kris Hibbert

Website development David Alliet

INFORM database partners: SHP

Contract cleaning by Cleanwise Contractors

Fundraising report

This year again we had some regular donators including Abigail Ashmore, Clare Haddy and Camille Baldock. We thank those who have helped run events, although these have been very curtailed by the pandemic, relying as they do on groups working together to raise funds. We really thank St Peter's Church again for several really helpful donations throughout this year.

We thank the Quaggy community choir for their fundraising event in June 2021. Also thanks to all who participated in our Fun Run in October. We organised it with Run Through and it was a virtual event this year but still raised some cash, and special thanks to our Board member Latoya Charles for her efforts on this one.

Also we thank our other new Committee member Jo Mackie for her calendar fundraising project where her great images of Hilly Fields Park were sold off and raised a good sum too around Christmas 2020. Thanks to all who bought them. Also to Adele at Good Gym for distributing them. Our neighbour Kate Glasspool also receives our gratitude and thanks for sale of a cleaned-up antique trunk for our benefit. We are so lucky to be part of this giving generous community.

Many local women donated toiletries and gifts for the Christmas goody bags, we had a great donation of soap from Lucy Bee and also some wonderful masks from "Masks for Extraordinary People". We also got cleaning products and PPE from neighbours and latterly London Borough of Lewisham. It has all helped us keep things going in this challenging year which has certainly shown how great community and neighbourhoods can be.

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

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



From Derrick Martin, Treasurer

The summarised financial statement included in this report is for the financial year ending March 2021. The Trust again had a good operating surplus at the end of the financial year to March 2021, in line with the previous year's surplus, again mainly due to extra funding received, fundraising efforts and another increase in rents. Our main funding sources of local authority grants continues and we were grateful to receive uplift to help with the costs of increased cover and PPE demanded by the management of Covid-19 within a hostel setting. A summarised financial statement is included in this report.

The main grant income continues to be from the London Borough of Lewisham Prevention and Inclusion Team. We thank The National Lottery for their funding which helped as well with staffing, cleaning, and new communication devices to facilitate home working. As ever we also try hard to ensure our rental income is run as efficiently as possible which includes fostering good relations with the benefits agencies as many of our clients are on a low income.

We thank all donators for contributing to different areas of our work. The fundraising activities of the Trust and our supporters continue to play an important role in generating income especially to pay for food, as do the regular and "one off" donations from individuals. See the fundraising report opposite for more information and thanks on this. Every donation is welcome.

The challenge continues to make savings without compromising the service provided for the young women in our care. We still focus on how we can continue in our current form, as an independent charity which is adequately staffed and resourced. The Trust will continue to need to focus on fundraising activities as well as donations.

The statutory annual accounts were audited without qualification and approved by the Trustees on 06.09.21. A copy of the Accounts and Auditors' report can be obtained by written request from the Trust. It is also available on our website. I am pleased to submit the Audited Accounts of Hedley Dunk Ltd and recommend that the Trust retain their services.

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

OPINION

We have audited the financial statements of Marsha Phoenix Memorial Trust (the 'charitable company') for the year ended 31 March 2020 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Auditors' report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

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

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using

the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

Use of our report

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

Hedley Dunk Limited

9 August 2021

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



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

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

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

***Bankers;
HSBC Bank,
38 Lewisham High Street,
SE13 6BE***

MARSHA PHOENIX MEMORIAL TRUST
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Statement of Trustees' responsibilities

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

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

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

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

Disclosure of information to auditors

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

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

Auditors

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

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



W Phoenix

Date: 9 August 2021

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

BALANCE SHEET
AS AT 31 MARCH 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	13	304,834	314,014
		<hr style="width: 100%;"/>	<hr style="width: 100%;"/>
		304,834	314,014
Current assets			
Debtors	14	16,839	44,128
Cash at bank and in hand		631,123	531,986
		<hr style="width: 100%;"/>	<hr style="width: 100%;"/>
		647,962	576,114
Creditors: amounts falling due within one year	15	(14,942)	(4,590)
		<hr style="width: 100%;"/>	<hr style="width: 100%;"/>
Net current assets		633,020	571,524
Total assets less current liabilities		937,854	885,538
Creditors: amounts falling due after more than one year	16	-	(1,302)
		<hr style="width: 100%;"/>	<hr style="width: 100%;"/>
Net assets excluding pension asset		937,854	884,236
Total net assets		937,854	884,236
		<hr style="width: 100%;"/>	<hr style="width: 100%;"/>
		<hr style="width: 100%;"/>	<hr style="width: 100%;"/>
Charity funds			
Restricted funds	17	154,626	157,726
Unrestricted funds	17	783,228	726,510
		<hr style="width: 100%;"/>	<hr style="width: 100%;"/>
Total funds		937,854	884,236
		<hr style="width: 100%;"/>	<hr style="width: 100%;"/>

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006. The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006. However, an audit is required in accordance with section 144 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements. The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

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



W Phoenix

Date: 9 August 2021

From Rebecca Long, Director 2002–2021

I write this as my last Annual Report and in my 20th year of service for Marsha Phoenix Memorial Trust. It's been a challenging and rewarding role, seeing me go from meeting the Queen and Prince Philip and to numbers 10 and 11 Downing Street, to unblocking toilets and dealing with dead vermin.

From the get-go I have tried hard to model and gain inspiration from Sybil Phoenix whose vision and hard work made this charity virtually unique in the borough and maybe beyond; an all-female, black-led, independent safe space and a successful service. We don't trumpet this enough but it is so. Sybil's way was always to give a second chance, forgive easily and deal with anything that comes our way calmly and pragmatically. Often when faced with a testing situation I have asked myself: what would Sybil Phoenix do?

And also I have used my favourite mantra "this too shall pass" and you know what? ... It does!

As ever, we do extend our thanks to all our funders and partners, in particular the borough's Prevention and Inclusion Team who we thank for our ongoing contract. We thank Sarah Miran the Contract Manager, in particular for their great support during our Covid outbreak in January 2021. This saw nine residents (count them!) and five staff struck down. I take my hat off to the staff (and myself actually!) for keeping the show on the road this year.

We thank London and Quadrant, our partners with the Erlanger Road scheme, and in particular Gemma; our positive partnership will continue. We thank the London Borough of Lewisham SHIP for being our partners in providing us with residents to house and move on for them when that time comes; as ever they are to be praised for continuing to do this when so many other local authorities have removed this important facility which makes supported housing have a meaningful goal. We also thank the Housing Benefit team as usual whose role is so important in making sure the young people's rent is paid.

We say big thanks to the Cassel's centre who supply our weekly counselling service. Christine, Sarah, and Natasha have all contributed to running this service in 2020/21 by phone and by distance but always with care.



Sue Luxton and the Good Gym team have kept our garden looking lovely. My thanks to our Executive Committee for their commitment to the Trust and input dealing with the challenges of managing my departure.

I welcome Donna Lewis our new Senior Operational Manager and commend her as a safe pair of hands to keep things going. My love to the staff who keep everything going, also my gratitude and appreciation and my best wishes to all our residents past and present who it has (mostly!) been a privilege to work with.

*From Donna Lewis, Senior Operational Manager
Acting Director, September 2021–November 2021*

Since starting at Marsha Phoenix in May 2021, I can honestly say I received a wonderful welcome from the team. This is my first time of working in an all-female environment and I was wondering how I would fare, working with all women, but I have to say it has been surprising.

The passion, care and dedication shown to our young ladies from the team at Marsha Phoenix Memorial Trust is outstanding and it is a pleasure to be a part of this unique organisation. I want to help Marsha Phoenix grow and evolve into a stronger financial position so that we can continue to support homeless, disadvantaged young woman into independence.

It's hard to believe I have only been with the organization for five months; I feel like I have been in the role a lot longer as the time has gone by so quickly.

I would like to say a big thank you to Rebecca Long for trusting in me and giving me the opportunity to be involved in this wonderful organisation and supporting me during my first few months. It really takes an amazing person such as yourself to do what you've done over the years to continue Sybil's Phoenix's dream.

The one person that I would love to have met is Sybil Phoenix; surprisingly we both share the same Birthday! I'm not sure if this is a sign, but it brings to mind a quote from Angela Bassett, who says "Don't settle for average. Bring your best to the moment, then, whether it fails or succeeds, at least you know you gave all you had. We need to live the best that's in us".

Well, Mrs. Sybil Phoenix didn't just settle for average; she built a foundation and I for one will pick up her baton and give it my all, and carry it until I have to pass the baton onto the next person with passion and vision and the dreams which started this organisation. In the words of the late Nelson Mandela, a winner is a dreamer who never gives up, and Marsha Phoenix Memorial Trust will never give up on our mission to provide a safe environment for the young ladies in Lewisham.





From Jackie Doyley, Project Manager

First and foremost I would like to extend my sincere appreciation and gratitude to all Staff at Marsha Phoenix. Thank you for your hard work and support especially during these turbulent times we have all encountered in the last 18 months.

Through this time there have been changes. We recently bade farewell to our leader Rebecca Long who I have personally worked with for the last 18 years – I wish her all the best as she enters the next chapter of her life.

As one door closes another opens – we welcomed Donna Lewis to the team, our new Senior Operational Manager, and already I have seen the positive influence she is having in making the Trust operate efficiently and effectively.

I would also like to welcome Roli Verton to the team (waking night staff), who has now come on board as a permanent member of staff. It is Marsha Phoenix's mission to provide a safe environment for the young ladies in our care and all staff contribute to making this possible. In the last year the way the residents have conducted themselves during the pandemic has been so considerate to all. We are very proud of them – well done to you all!

Once again I would like to thank everyone involved for making Marsha Phoenix the success it is today. Until this time next year let us all stay safe & stay strong. So in the meantime stay safe, cover face and make space! Embrace the new norm.

Team, you are amazing!

From Adebimpe Oputa, Erlanger Road Project Manager

Erlanger Road has been very turbulent in general this year. It has not been easy but we only hope there will be changes. There has been turnover of residents in the year, with two evictions. One was offered IMOR during the eviction process and the other one was moved to another accommodation.

We have no residents on NEET (No Education Employment or Training). We have two starting University this academic year, two in college and two working. This is very good with how things have been in the year.

More good news is that finally L&Q has carried out the double glazing to all windows throughout the house, which has added value to the building. They continued to do their best to maintain the health and safety of the building without any struggle. Sometimes some of their contractors can be very difficult, but the work still gets done. We could not do much this year due to the pandemic. House meetings restarted back in June, with very poor attendance but we will continue to press on this area until there is consensus.

Our long-standing L&Q officer has returned to us this year and we are very glad about this because it has solidified our bonding.

From Samatha King, Resettlement Officer and Deputy Project Manager

This year still has been very challenging with the Covid-19 virus and the lockdowns that have taken place. But we are now able to see the light at the end of the tunnel. However, this has had a big knock-on effect from people being out of work and the need for additional help and support from the government and charities. This has been seen in the reduction of the local support grant which has been cut down to less than half of its previous amount, and in charities offering less or not taking applications. This has had a big impact on the residents that are ready to move into their own permanent accommodation, as there have been less financial support to help them set up.

All I can say is the plan and goal has never changed, I will continue to remind, encourage the residents to save and now they need to save even harder. But their goal can still be achieved.

I can't believe that this is also the year that we are losing a great member of the team: Rebecca Long. I have known Rebecca for many many years and she has always given Marsha Phoenix 200%. You will be missed and I would like to say it was lovely working with you. I wish you all the very best with your new adventure.

It has become that much harder this year as jobs are harder to get too and the charity support available to help our young women get items for their own accommodation is limited. But every little counts, so my advice is always to keep saving.



From LaToya Charles, Trustee of MPMT Executive Committee

I have the honour of extending a huge thank you, and a sad farewell to our long time Charity Director, Rebecca Long. Rebecca held the management reins of MPMT for over 19 spectacular years and has now moved on to new adventures. In the past year, Rebecca worked with the team to deliver the best service they could under the very difficult circumstances that Covid presented. However, the very strong strategic Covid plans that she put in place the previous year enabled our Houses to continue running safely for our residents and team. A big thank you to Rebecca once again and to the entire team for your amazing work.

While we say goodbye to Rebecca, we'd also like to extend a big welcome to the MPMT family to our new management team. Donna Lewis has taken up a new role as Senior Operations Manager and Denise Ifield steps in as our new Charity Director.

Keeping up with that theme of consistency the Executive Committee did further work on governance. This year I led the Governance Review exercise which highlights seven key areas of focus set by the Charities Commission. As a Committee, we're committed to continuous improvement and we recognise that change does not come overnight. We are committed to doing the work to ensure we're continuously moving towards excellence.

With that understanding we honed in on two specific areas for closer review, 'openness and accountability' and 'leadership'. When reviewing openness and accountability, for example, we are not only looking inward but externally. We are committed to ensuring we have effective communications in place with our stakeholders and incorporate their views when planning and making decisions. Under 'leadership', we explored whether the Committee consistently demonstrates values aligned to MPMT purposes. I am happy to say that we do!

We have and will continue to take the relevant steps to ensure we move towards not just being better but to the point where we can be seen as an example from which others can learn.



From Loraine Phoenix, Facilities Manager

Another year and a new role: becoming the Facilities Manager as well as Health & Safety officer. We have done well in maintaining our high standards keeping our 5-star rating in the kitchen and continuing to keep up with all the changes that face us.

We are constantly maintaining awareness of all the obligations that we as a small organisation have, to stay on point with every aspect of our Health & Safety (stressful or what! But we do it). Now I need to say a BIG THANK YOU to Kris Hibbert for her support on our Fareshare food bank collection from Tesco's Lewisham every week. Also thanks to Monica and the Fellowship Church for organising donations for us from Waitrose and Marks & Spencer. Thanks to them we are able to give the girls the raw materials to go DIY on the days the cook is not in, keeping every one of them fed.

As the new Facilities Manager it has been the start of a very interesting journey for me as this is a new challenge trying to keep the house running as normally as possible, considering what we all went through dealing with Covid, trying to obtain PPE - which we did (it's not what you know, it's who you know) thanks to our contact Gemma King at Lewisham Town Hall. She has been a great help in getting us the PPE and still supports us when needed.

I have been very involved overseeing things: not just dealing with the everyday issues like contracts and other companies we deal with. I am also part of the planning team for some of the new projects that we are hoping to start in the new year, such as putting in a new kitchen and also a kitchenette. This new space is going to be the training kitchen so the girls are given the support and encouragement to cook more for themselves as part of their preparation towards independent living, skills that they will need in the future adding towards their readiness for move on. We are also in the planning stages for repainting the interior of the house. We have involved the girls in choosing the colour scheme which has proven to be a lot of fun.

I look forward to improving on what I have already learnt in this year.

Residents Comments 2021/21

At Marsha Phoenix Memorial Trust (MPMT), I am proud to say I'm thankful I was a resident. The day I moved in, I was uncertain about getting along with others and sharing with other residents. Yet I was proved wrong. The staff and majority of the residents were approachable whilst I was settling in and getting familiar with my environment.

MPMT has taught me to engage with others and build my confidence, as well as accomplish various goals, They were very supportive when I had issues regarding the restrooms, laundry room or kitchen (residents' shared areas). They also carried out a few workshops at the beginning that allowed me to be more wary of the social platform. I found it very helpful.

Next, the day and night shift staff are extraordinary. They were so understanding with certain circumstances I had and always motivated me to do well in my education and job, as well as love myself more and always think positively not negatively. This allowed a part of myself to feel as I had support behind me at all times and continue studying hard. During my living experience I got great grades and was accepted to all my uni choices. It made me so proud and I say a big thanks to my keyworker Jen. As a keyworker Jen always showed she had time for me even on days we had no key meetings. She listened to me through circumstances I went through and advised me throughout it all. Alongside she pushed me to achieving goals, for example, setting up my little side business, starting my driving lessons, booking my theory test, making savings and continuing to understand the roles of living independently and keeping my head held high at all times.

Overall, although they were concerned with the property, they always try to resolve the residents' problems. To all the staff: WELL DONE!!

Thank you for allowing me to work more on myself and teach me to live independently. Most appreciated.

Diana K



Feedback from our 2020/21 surveys

•100% of our young ladies felt “safe” at both projects, same as last year and we say “job done” when we achieve this result. Also it is great to see this in the year when all the upset and uncertainty of covid-19 pervaded.

•83 % at Erlanger Road felt they were achieving their goals to some degree – same as last year. It was 92% at Tressillian Road

•100% said they benefited from their key work meetings

Ambitions

Several expressed an ambition;

- Run their own business*
- Go to university*
- Find employment*
- Be a real-estate agent*

Notably a lot fewer residents expressed an onward goal than last year, possibly reflective of the effect of the pandemic on aspirations at this time.

We hope to support them all to achieve those goals. We sent another three young women to university in 2020 and 2021. At time of writing we have several more poised to do that after some great exam results.

The feedback below is from an ex-resident who got in touch this year; this sort of thing really does make it all worthwhile!

Hello Rebecca,

I am not sure if you and Ade still work at Marsha Phoenix but I wanted to know if I could get about 5 minutes to speak with you. It's not about anything serious, I just personally wanted to thank you both.

I know I was really hard work and I constantly went against you both but I honestly am so grateful for your guidance.

I definitely was not taking life very serious back then and if only I had listened to you both then maybe I would have been here sooner but things happen.

I have a partner, a 1 and a half year old baby girl, a two bedroom flat, I am driving and I am hoping to go to uni in September and do a medical course once I finish my access to science. I am managing my bills a lot better and I have become more consistent than I have ever been. I think my daughter has a lot to do with that but I wouldn't have known how to put a lot of these things into action without what you have both shown me.

I would just like to say thank you and bring a card.

LH

Amazing supportive staff

I appreciate all the support from the staff whilst being here. Great people

Noelle was very supportive





Jameela Landell, Ex-resident to returning worker

MPMT provided me with accommodation back in 2001. It is here where I received top class support, my keyworker and all the project workers were outstanding.

All the staff at MPMT taught me the skills I required for my pathway to independence. Within a month I was re-housed in MPMT's second stage accommodation at Erlanger Road. 11 months later I moved into my own flat with the help and support of the resettlement team. Subsequently I went on to purchase my flat, and today the said property is now a rental property business that I own. Without my keywork sessions on finances I do not believe the above would have been possible.

In the summer of 2019 I successfully completed my induction to become a sessional worker at MPMT. I continue to work at MPMT to date and I can say I am truly honoured. The hard work, determination and dedication Ms Phoenix started so many years ago continues. The staff at the trust are a set of inspirational strong women that I am empowered by.

The residents I have the pleasure of working with are ambitious and emotionally intelligent. I really enjoy working with them all, they relate to me on a special level as we all share our experiences about living at MPMT.

My favourite part about working with MPMT is the engagement with the residents.

MPMT has a special place in my heart and always will.

Thank you everyone involved in helping MPMT to strive through out the years.

Statistics

***Referral source: Lewisham SHIP including via Centre point
Assessment Centres 100 % (52 referrals)***

1. Outcomes of Referrals

**Housed/ accepted onto waiting list: 53%
Applicant refused offer/ did not turn up: 7 people*
Marsha Phoenix Memorial Trust refused: 1
Agency/client withdrew application: 3**

2. Reasons for Referral and top support needs by percentage (the totals are more than 100% because residents occupy multiple categories)

**Family breakdown General: 48%
Care leaver: 20%
Experience of abuse or violence: 38%
Mental health issues: 59%**

3. Ethnicity of referrals by percentage %

**Black Caribbean: 44
Black African: 4.08
White British: 20.4
Mixed race all white /b/c: 20.04
Other (South American): 2
Asian / Indian: 4.08**

VOIDS and ARREARS

Our rental income is very important for our cash flow and we performed quite well in these areas: Average letting time was 4.16 days at Tressillian Rd out of lettings and 4 days at Erlanger Road. Total lettings: 31 at Tressillian Rd and 4 at Erlanger Road so a 129% turnover overall. We averaged 2.91 lettings per month. All were improved figures even on last year. There was 1.09 % void loss at Erlanger Road and 1.67% at Tressillian Road all year. Letting times are shorter than last year. Some void loss is again partly attributable to Covid-19 issues. Some failed referrals, particularly people being accepted and then refusing a place, all takes time.

We are still well under target and performed well in these areas in spite of the challenges of Covid-19. This is again due to vigilant monitoring of rent accounts, Housing Benefit claims and arrears and a proactive approach to lettings by trying to maintain a waiting list.

Arrears ran at a 2.03 % average across both schemes as at 31.03.21. Our target was 5% which was lower than last year and a good result.

SUPPORT NEEDS - Resident needs summary

As at 31.03.21, 66% of our residents had a mental health issue of some sort. This was combined with other high needs such as self-harming, eating disorders, learning difficulties and alcohol or other drug issues. This is higher than last year and in addition Covid-19 has contributed to mental health issues as it has across the board in society as well. 52% had experienced some form of violence or abuse, either gender-based or from family. The same sort of figure as last year. There were 5 care leavers. In addition, 3 of the women had experienced having their own children being taken into care. This is all a picture of high needs being managed during this year once again. Some challenging and safeguarding situations including domestic violence were managed successfully with the help of our partners. This year both projects suffered some damage to communal areas. There were instances of intimidation and threats to staff on a few occasions.

Resettlement Figures and Thank You's

In all we managed to move on 10 people, helping them move into their own permanent homes this year. This was 3 more than last year and we felt it was a real achievement when so many services suspended action, and the borough of Lewisham itself for a time halted move-on and did not perform so well. 10 people also went to other supported housing and move-through. 3 went back to family which when it works we consider to be good outcome. 3 went into private rented options.

·This means we have in fact rehoused 183 people into permanent accommodation between 2002 and 31 March 2021. We resettled 31 people in total this year between March 2020 and April 2021. This is a 114% turnover of our capacity with existing residents. 2 people were asked to leave this year, due to violence. Despite this circumstance they were still were moved on in a planned way within the housing pathway. Our motto here is “go in peace”.

·The average stay of those who moved on was 58.3 weeks at Erlanger Road and 33.3 weeks at Tressillian Road. A decrease again on the 66.05 average last year, working out overall at 45 weeks on average.

Our ex-residents continued to call in for help, support and to socialise all year. Ex residents were helped with things like university applications as usual, and money issues. We did our best to support them all. They phoned, emailed, texted or mainly came to see us. Once again, I must say it has been lovely to employ and work with three former residents during the year; Lilly, Jameela and Sheenay. What a great example they set!

The local support scheme has helped our residents on benefits buy essentials once they move on. We worry this has decreased for the coming year and are considering a contingency plan to help from our reserves with a small fund. Tenancies can fail without the basics to start to build a home. We continued to help our residents find small grants particularly from the Frank Buttle Trust, Glass Pool and other schemes. We thank them for supporting the young people. The “Money House” project continued virtually as of the resettlement routine. Our thanks for our move on allocation to SHIP and to the London Borough of Lewisham for their help with move on. We also thank our partners at One housing for helping us with move through again this year which is an alternative for those not quite ready for independence but not in need of such intensive support. Also thanks to London and Quadrant for reinstating their scheme which was suspended in 2020.

Social Events, Education and Welfare

This year we ran some classes, social events and educational activities. The pandemic made it very hard to sustain anything much if I'm honest, however we gave a mentor hub with our partners at Believe UK a good shot and Sheenay's help and enthusiasm was very helpful on this. We certainly provided or residents with plenty of information about Covid-19 throughout the year, with regular meetings and newsletters to try to keep everyone as safe as we could. They really behaved wonderfully during the boring and difficult lock down periods.

Our education programme as noted was quite limited this year as both our partners and our service had to look inwards to keep things open and safe as a priority. This is hard as interaction and group socialisation has always been such an important part of our offer. Telling people to stay away from each other and the staff just felt so wrong on so many levels.

We continued to improve the free wi-fi we provide at both sites so our residents can get online easily and for free.

People attending university post-Marsha Phoenix continued too and many of our ex-residents are now at university. 39 have started or indeed completed their courses from 2010 to the 2021 current crop of residents and leavers! As ever we are proud of all our residents' successes in whatever they undertake to educate or train themselves and when they start work. Our aim of ensuring everyone at least tries to do something to build for their future in these areas remains a constant theme...

Our Christmas party went well in 2020 albeit as individual small group meals, and not a big party like we usually have. We also thank our supporters for the donations that went towards the Christmas gifts from friends and neighbours enabling us to have a really full goody bag for each young lady plus some great lucky dip prizes. And we also had Christmas gifts for the people who were here in the project on Christmas day. Our huge Thanks to Chinelle Mclean and Community Partners who made this happen last year.

–Rebecca Long

*The 'Believe and Achieve' Award
dedicated to Beverley-Anne Adams Mathurin*

In memory of Bev Adams, a much loved support worker who died on 18 October 2020, we decided to institute a yearly award for residents who had made a significant improvement in their lives. Bev began an encouragement programme called 'Believe and Achieve' to encourage the young women here to push themselves, therefore of course we named this award the 'Believe and Achieve' Award after her.

We had two equally outstanding ex-residents who deserved recognition for their efforts this year, so for our inaugural award we decided not to choose between them, but to reward them both. In a small ceremony attended by Bev's family members, they both received a framed certificate designed by Woodrow Phoenix (he is a graphic designer in his day job), signed by all the staff of MPMT. This was accompanied by a voucher for £100.

Congratulations to Diana Seline King, and Emily Louise Byrne from all of us at Marsha Phoenix. Thank you to Bev's family who were so kind as to take part in the giving of these awards too. Bev is very missed and we will keep her legacy alive here in the years to come.



HEALTH & WELLBEING

As noted, our counselling partnership with Cassels continued successfully and every week Natasha has supported a number of young women and covered a range of issues to support them. The switch to phone service did not impact this success, which we are very pleased about.

Sadly our longstanding partnership with 3 boroughs nurse service ended and we look to replace it with oms sexual health sessions and support when we are all able to achieve this. As ever partners at the VAWG service Athena helped us support young women in difficult relationships and we appreciate their help, especially Annie.



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