

Registered number: 03467406
Charity number: 1067885



Martha Trust

(A company limited by guarantee)

Trustees' report and financial statements

For the year ended 31 December 2017

Martha Trust

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**Notes to the financial statements
For the year ended 31 December 2017**

Contents

	Page
Reference and administrative details of the charity, its trustees and advisers	1
Chairman's statement	2
Trustees' report	3 - 13
Trustees' responsibilities statement	14
Independent auditors' report	15 - 17
Statement of financial activities	18
Balance sheet	19
Statement of cash flows	20
Notes to the financial statements	21 - 38

Martha Trust
(A company limited by guarantee)

Reference and administrative details of the charity, its trustees and advisers
For the year ended 31 December 2017

Trustees

Humphrey Clarke, Chairman
John Quin
Elizabeth Acarnley
Amy Chapman
Richard Pitt (resigned 2 May 2018)
Robert Sparkes
Roger Walton
Anne Kippax (resigned 12 April 2018)
Georgina Hovey (appointed 12 April 2018)

Company registered number

03467406

Charity registered number

1067885

Registered office

Homemead Lane, Hacklinge, Deal, Kent, CT14 0PG

Chief executive officer

George White

Senior management team

Judy Brace, Director of Resources
Julie Gayler, Director of Operations & Marketing

Independent auditors

Kreston Reeves LLP, 37 St Margaret's Street, Canterbury, Kent, CT1 2TU

Bankers

Barclays Bank PLC, 9 St George Street, Canterbury, Kent, CT1 2JX

Solicitors

Girlings Solicitors LLP, 16 Rose Lane, Canterbury, Kent, CT1 2UR

Martha Trust
(A company limited by guarantee)

Chairman's statement
For the year ended 31 December 2017

The chairman presents his statement for the period.

Looking back over our objectives for 2017 I am pleased to note that we made considerable impact on our aims to continuously improve the services we provide, whilst managing under the continued restrictions of very few increases in funding.

As trustees we signed off the plan to increase our existing provision at Mary House, our home in Hastings, by adding an interactive computer technology suite containing the latest technology such as Eyegaze and two new rooms in an area where families are desperate for a place at Martha Trust. We have a long waiting list in this area and it is vital that we continue to grow to help families in such great need. The majority of this funding was gained through donations and I am extremely grateful to all those who contributed. Building work will commence in early 2018 and we are hopeful the rooms will be completed by mid 2018.

We noted with interest and concern the number of charities, not necessarily in the care sector who had been the subject of safeguarding matters. Our increased quality assurance work identified that as an organisation supporting some of the most vulnerable in society our care, and particularly around safeguarding, has to be the best in the charity sector, no exceptions. We made the decision as a board after recommendation from our management team to employ a highly regarded safeguarding consultant and she will begin work with us in early 2018. We are determined that we will do everything in our power to make Martha the safest home for our residents.

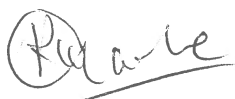
Care management is an extremely challenging role and there are constant changes of managers throughout the industry. The job of being a registered home manager is acknowledged as perhaps the most demanding in the sector. We are therefore delighted that in 2017 we established a settled care management team and one we look forward to providing us with stability for many years to come. This is hugely important to our families.

Another objective for 2017 was to enhance the development work we do with families. This has gone from strength to strength with Brett Martin the Parents Representative chair at Deal and Dave Poke the chair at Hastings being very involved in the production of our family handbook. Dave and Brett now attend alternate trustee board meetings and I am extremely grateful for their contribution to Martha in the last year. They make a big difference.

We have worked hard to further develop our relationships with local authorities. This has been stronger in East Sussex where we have become a provider of choice, but a little more difficult in Kent due to a number of staffing changes in the local authority. But alongside other local charities we will continue this next year to ensure we are all working together in a multi-disciplinary format to get the best care for all our residents.

I continue to oversee Martha from my home in Scotland and am only able to do so having such a dedicated and skilled board of trustees to support me. I am grateful to each and everyone one of them.

May God bless you



Name **Humphrey Clarke**
Chairman

Date 26 July 2018

Martha Trust
(A company limited by guarantee)

Trustees' report
For the year ended 31 December 2017

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of Martha Trust (the charity) for the year ended 31 December 2017. The Trustees confirm that the annual report and financial statements of the charity comply with the current statutory requirements, the requirements of the charity's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Purpose and Aims

a. Purpose

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

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

Our Mission is to offer friendship and encouragement to the people we support, enabling them to achieve their own goals. Our Values are:

- We treat everyone with respect and dignity
- We show compassion to everyone at Martha, including each other
- We are always supportive and encouraging

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

b. Our organisational aims

- To enable a person with PMLD to learn and achieve their full potential, they need support that is focused on them, flexible, and creative. We are committed to delivering person-centred care, enabling each individual to lead a rewarding life.
- Raise our profile through expert knowledge and community development. We will:
- Work to understand the local and national PMLD agenda and participate where appropriate, maintaining links with relevant groups and forums.
- Partner with local Universities to ensure that our knowledge is up to date and evidence-based, continuing to support student nurses through mentorship courses on each site.
- Ensure financial sustainability for the future through:
- Maximisation of under-utilised space to increase provision and help more individuals and their families.
- Robust individual needs assessments and fee negotiations.
- Evolving our marketing strategy to raise awareness of our services to the widest possible audience and communicate the effectiveness of what we do.
- Continuing to grow our fundraising income.
- Explore new service opportunities.

Martha Trust
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 December 2017

c. Our objectives for 2017

- Produce Continuous Improvement Plans specific for each site focused on taking our organisation from a Good CQC rating to Outstanding
- Continue to develop a long term strategic plan to steer the organisation towards becoming an industry leader in PMLD care, including building upon the existing three year financial strategy to ensure the ongoing future of the organisation
- Utilise opportunities to increase service provision within existing locations
- Maintain the supportive and inclusive relationships developed with families, utilising their voices to enhance their experiences with Martha Trust
- Ongoing development of our training programme to upskill staff, enabling them to provide the highest possible standards of person centred care.
- Continue to strengthen our quality assurance framework, including the review of key policies, care and reporting documentation and audit processes
- Develop the function to deliver individualised daily activity plans which clearly evidence care given
- Maintain a more effective shift planning process to meet service users' needs
- Persist with building stronger, collaborative working relationships with local authority multi-disciplinary teams
- Build on existing fundraising foundations utilising the Martha Trust 30th anniversary to continue to raise our profile in both Deal and Hastings, increasing the voluntary income against budget
- Develop a three year financial forecast and plan to challenge funding authorities whose fees have fallen substantially behind the rate to cover rising costs.
- Plan to effectively ensure the organisation adheres to GDPR by the 2018 deadline

d. Activities for achieving objectives

At Martha Trust we recognise that those we support have a complexity of need which combines medical, physical and learning disabilities – we strive to look past the limitations and see the whole person. By seeing the individual and their specific needs we can provide person-centred care that will enable everyone here to reach their full potential. By providing ongoing support to families and carers in an inclusive way we are able to develop meaningful relationships that are beneficial to all.

Martha Trust believes that a strong, motivated management team are essential to driving forward the mission and values which underpin the work we do. In 2017 both homes saw managerial changes and gained new management teams, with our Mary House manager successfully obtaining his registration at the end of the year. These teams are a mix of existing staff taking on more responsibility and also those new to the organisation bringing with them a wealth of knowledge and new perspectives. Both home managers have been invited to attend Senior Management Team meetings on a monthly basis to provide clinical input to the decision making process. The CEO and home managers have continued to utilise networking opportunities, including participating in the local registered home managers network, developing relationships both internally and externally and continuing with their own professional development.

Communication has continued to play a key role in our drive to move forward as an organisation. Listening to the thoughts and opinions of families, employees and external stakeholders remains a priority if we are to learn and evolve. Questionnaires were sent out to all parties throughout 2017 and the responses collated and analysed with a view to feeding into strategic plans. The staff response rate increased from that in 2016 to 45% of staff responding but we will be working in 2018 to increase this further. Family forums continued to be a good platform for communication between the management team and families to discuss any issues as well as potential ways to constantly improve the service provided to our residents. Staff listening groups chaired by the CEO also made an impact; one suggestion made this year to reward those employees who had no time off during the year due to sickness. In response the policy was amended and staff with a clear sickness record will receive additional leave to take in 2018.

Martha Trust
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 December 2017

The strategic plan initially developed in 2016 was delivered to the wider management team in early 2017. The views of the team were taken on board and used to further create a strategy that incorporates a person-centred approach and ensures Martha Trust has a place at the forefront of PMLD care. As outlined in the 'Raising our sights' report compiled by Professor Jim Mansell, 'All the examples of good practice involved designing and delivering arrangements tailored to the individual person's needs and preferences' as well as 'treating the family as expert' and 'focusing on quality of staff relationships with the disabled person'. We will continue to bench mark our services against these standards and strive to be an example of best practice.

A three year financial strategy is in place to ensure the sustainability of Martha Trust in times where funding and budgets are putting all social care organisations under pressure. In 2017 we started the process of requesting meetings with funding authorities and challenging decisions we feel are detrimental to our residents and the future provision of their care. The financial plan also takes into account the ongoing pay increases required over the next few years in order to be compliant in paying the National Living Wage by 2020. Martha Trust has decided this will be paid to all staff regardless of age in line with our dedication to value all equally.

The strategy work was taken in a new direction over the latter part of 2017. Following CQC inspections on both sites the decision was made to create site specific 'Continuous Improvement Plans' (CIP) that addressed all aspects of improving each service. Each identified issue was documented with an agreed action to address the concern. The plans were discussed monthly at Clinical Governance Meetings and updates shared with stakeholders to evidence progress. This plan has resulted in documented changes and improvements such as; ongoing changes to Care Plans, the introduction of agency nurse inductions, the updating of personnel photos and the introduction of a monthly communication to staff via email.

In order to utilise the opportunity to support more individuals with space available in Hastings, fundraising was completed to pay for the addition of two new rooms at Mary House. This will enable building works to commence in early 2018 making it possible for us to provide a home for a further two individuals on a full time residential basis. This will also enable us to increase the income generated in 2018. Furthermore the new Interactive Computer Technology suite and dedicated Senior Support Worker to oversee activities will benefit all at Mary House.

2017 saw us publish the first 'Family Handbook', a real achievement and testament to the working relationship between Martha Trust and the family representatives. This handbook was developed in conjunction with families using their experiences and feedback to create a support tool to aid the transition of a loved one into one of our homes. It also lays out the guidelines for ongoing, supportive and inclusive relationships that benefit our residents, resulting in a warm, homely atmosphere that all can enjoy.

It is always appreciated that we are fortunate to work with families that recognise the care and thoughtfulness the staff at Martha Trust show to all who live here. Both sites have received a high number of compliments throughout the year from families, professionals and people in the community and we have introduced compliments boards as a way of sharing this with all who enter the homes. Families have commented on how their loved ones are well cared for, how well staff interact and most importantly how they believe their relative is loved and most importantly, happy.

To enable our staff to continue to provide excellent standards of care, the training programme here has been extended even further. 2017 saw the roll out of a new mandatory course for all care staff – Personal Care. This course was developed with our current training provider to ensure all staff are trained on how to deliver personal care whilst maintaining privacy and dignity. Furthermore, following guidance from the local authorities, we upgraded the mandatory basic food hygiene training that had been in place and all staff who handle food will now complete a Level 2 in Food Safety.

These new courses complement the existing mandatory training, as well as the ongoing Care Certificate and QCF qualifications available to all our care staff, enabling them to achieve a recognised certificate in their field of expertise.

Martha Trust
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 December 2017

Opportunities to develop communication skills between the staffing teams were encouraged across the organisation. In Mary House, workshops called 'Foundations for Change' were a great success, pulling the teams together and helping the whole workforce adapt to the changing environment in a positive way. In Deal the nursing teams were offered 'Assertive Communication Skills' to equip them with the skills to understand their own methods of communication, how these could be misunderstood and how to get the best from their teams. This received great feedback, and a second session to train the rest of the team is to take place in 2018.

The management team at the Deal site also took the decision to work with the Pilgrims Hospice to upskill specific individuals on the delicate topic of end of life care. Four members of the nursing and management team were enrolled on the Gold Standards Framework, with an aim to work together and achieve accreditation for provision of care that supports dignity and choices during palliative care.

Furthermore we recognised the need to equip both staff and families with more knowledge on some of the specific conditions that affect our residents. One of our parents attended an Augmentative Alternative Communication workshop in July, run by Rett's UK and shared with us the impact of this workshop. It was amazing for all to see the results of this, and in late 2017 plans were put in place for this parent and a group of staff to attend a training day on 'Rett's communication'; this along with plans in place to build links to the Rett's society have created high hopes for the future of better understanding of our female residents with Rett's syndrome.

Audits continued to be reviewed more closely with changes being made to paperwork on an ongoing basis, taking on board feedback from managers. Martha Trust recognise the importance of auditing work carried out and ensuring it remains of a high standard, as well as a means to identify where improvements can be made to move forward. Clinical Governance Meetings remain the main platform for the whole management team to review, consider and discuss improvements for the organisation as a whole, it is also at these meetings policy reviews and updates are discussed, reviewed and approved. In 2017 the process of updating key policies continued, with a new Code of Conduct agreed in December to be rolled out to staff in 2018.

In early 2017 a Quality Assurance Administrator was appointed and the task of reviewing documentation began. Over the course of the year the forms have been reformatted, with a new Daily Care Record introduced that reflects the funding received on an individual basis and documents additional hours or one to one allocations, as well as timings and the number of staff providing the care. These forms, alongside the implementation of documentation training have led to the correct information being completed. This then enables us to evidence that the care being given matches the expectation of the funders, care managers and families. The ability to use this information in a statistical format also allows managers to review the care hours provided and identify if there are any issues to be addressed.

Administrators on both sites have also worked with each nurse individually to support them with updating care plans and preparing relevant documentation for review meetings. As a result of this Martha Trust has received compliments from external professionals on the quality of reviews and this in turn has further strengthened our relationships with external stakeholders.

In Deal the Quality Assurance Administrator has worked closely with the activities team to develop activity planners to support a full activity programme, which ensures the provision of additional hours. A Daily Individual Activity and Support plan pulls together the information enabling the relevant evidence to be collated, residents to receive the correct support and everyone being clear on what is expected. A full programme of activities including hydrotherapy, tilt tables and physio, outings and internal clubs is in place to suit all needs and preferences.

Martha Trust
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 December 2017

The process of introducing flexible working as a means to simplify the rota and ensure the needs of our residents is met was started in mid 2017 with all employees invited to apply for flexible working agreements. Changes have been made to minimise shift changes between staff to ensure a good skill mix is maintained and minibuses remain on shift as far as possible. Allocation sheets individual to the working of each home were introduced to assist the nurses and ensure high levels of care expected at Martha Trust. Furthermore, different shift patterns have been trialled, taking into account one to one funding and individual preferences; some of our residents are more active later in the day, and we have trialled shifts that support this.

The buddy system implemented in May 2017 has continued with more experienced staff supporting new employees, the expectation for 2018 being that these buddies will increase their accountability for the induction paperwork, ensuring the induction process is evidenced in the way it should be. Support workers looking to develop have been encouraged to work 'Step up shifts' to gain experience as a Senior Support Worker and increase their confidence and knowledge.

Working with external stakeholders in a collaborative and transparent way has continued to enable us to strengthen our relationships with Safeguarding teams, Community Nursing and specialist therapists. In Mary House connections have been built with the local physio team; this is a new partnership which we hope will enable us to further support the residents in Mary House with their physio provision. In Deal the local safeguarding team provided Safeguarding refresher sessions for staff, and the SALT team are working more closely with us on both sites to ensure all staff acquire the appropriate knowledge of all our residents' needs, providing training as and when it is required.

We continue to provide monthly information to the Kent CCG Commissioning Support Unit on set Key Performance Indicators, and are working with other funding authorities to provide more detailed information on care provided.

The progress made with daily documentation has enabled us to provide factual evidence during specific client care reviews and this has already seen a benefit to our residents with challenges made when necessary to ensure they receive funding for the care and support they require to lead the very best lives possible, as we expect for them here at Martha Trust.

In Hastings a new Individual Needs Assessment Form has been rolled out, ensuring that the correct, detailed information is gathered from the very beginning of our relationship with new clients. This ensures we offer placements to those who will comfortably fit in our homes and benefit the most from our environment and expertise as well as enabling us to tailor the required care needs for each individual. These forms will be introduced in Deal during 2018.

2017 was another successful year for Fundraising with the total unrestricted income up 2% on target. Music4Martha continued to engage the community, with 25 events taking place at various local pubs and community groups raising over £14,000. Martha Trust's presence in both Deal and Hastings was aided by the 30th anniversary campaign and the work of the fundraising team to involve supporters in both areas.

Income was pretty much on target for all areas with the exception of direct marketing where we experienced a significant drop, mainly due to fewer unrestricted donations from Trusts and foundations in 2017. However, legacies generated additional income that was higher than predicted, boosting our overall income.

Residents from both sites have continued to become more involved in the local community and fundraising events, attending Music4Martha events in particular whenever possible. The yearly Prom was another rousing success, with staff and residents attending, enjoying the day and all it has to offer.

The additional resources put into digital fundraising in 2017 have continued to show results with Facebook followers increasing by 28% and Twitter followers up by 10%. Martha Trust's overall visibility was significantly higher in 2017 with an average of ten articles per month in the local press. Presentations have also been held with local schools and Rotary Clubs in both Deal and Hastings further increasing local relations and support for Martha.

Martha Trust
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 December 2017

With the project to Fundraise for the additional rooms at Mary House successful, and the new team firmly in place we are confident 2018 will be another successful year.

e. Main activities undertaken to further the charity's purposes for the public benefit

Martha Trust provides a unique combination of services for people with PMLD, with 24 hour nursing support. We have two sites, one each in Deal, Kent and Hastings, East Sussex. We offer:

- 34 residential places for adults from the age of 18.
- Two dedicated respite placements at Martha House, Deal helping around 12 families each year.
- A hydrotherapy pool and therapy suites at both sites.

Although based in the South East, our services are available to those in need out of area. We have contracts in place with numerous Local Authorities and Clinical Commissioning Groups (CCG's) countrywide due to the lack of comparable specialist services in other regions.

The Trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

People who cannot afford to pay our fees will not be prevented from benefiting from the services of Martha Trust as they will be able to obtain financial support from their local authorities. No one receives any private benefit from Martha Trust other than our residents.

Achievements and performance

a. Key financial performance indicators

Martha Trust again achieved a strong financial performance in 2017. Total income was £5.0 million (2016: £4.54 million) and the surplus was £299,084 (2016: £65,419). The surplus in 2017 included a restricted funds surplus of £243,515 (2016: £14,547). Room occupancy was 98.8% compared to 94.1% in 2016 and 96.6% in 2015. There were no vacant rooms at the end of 2017.

Martha Trust continues to experience the erosion of real terms fee values with few significant inflationary increases for the eighth consecutive year. Although we have been notified of some inflationary increases after the balance sheet date these do not compensate fully for rising costs and so far they only apply to a small number of placements. We anticipate that this will continue for the foreseeable future. There continues to be no indication from any funding authority of how they propose to fund forthcoming increases in the National Living Wage. We have achieved some fee increases where individual residents' support needs have changed although these only fund the necessary increase in staffing cost to meet the residents' increased needs. Many of our longer term residents' fees are worth less than three quarters of their previous value from less than a decade ago. We continue to challenge fees that have fallen behind cost and we are optimistic that this will result in some fee increases. Continuing the trend we have highlighted in recent years, new care enquiries are increasingly for more complex needs. It remains a challenge to ensure that staffing of additional support in excess of the basic package is adequately funded, especially in view of the effect that National Living Wage is having, and will increasingly have, on our staffing costs.

The continuing marketing of care services is still generating new care enquiries. We have built on relationships with stakeholder authorities that resulted from marketing in recent years and we continue to engage with local funding authorities to enhance relationships with them. We now have a closer working relationship with authorities in East Sussex and we are working with them to a greater extent than has been the case in prior years in respect of Mary House, Hastings.