THE MULBERRY CENTRE

England & Wales · Charity number 1108999

Details

Other names	Mulberry Cancer Support
Status	Registered
Legal form	Charitable company
Company number	05349202
Registered	2005-04-12
Register	View on the Charity Commission register

Contact

Address	West Middlesex University Hospital Twickenham Road Isleworth TW7 6AF
Phone	02083216300
Email	talk@themulberrycentre.co.uk
Website	www.themulberrycentre.co.uk

Activities

Objects: 4. THE CHARITY'S OBJECTS (THE OBJECTS) ARE:4(1) THE RELIEF AND SUPPORT, WHETHER PRACTICAL, EMOTIONAL, MEDICAL OR FINANCIAL OF:(A) PEOPLE SUFFERING FROM CANCER ('PATIENTS')(B) THE FAMILIES, DEPENDANTS AND ACQUAINTANCES OF PATIENTS(C) THE FAMILIES, DEPENDANTS AND ACQUAINTANCES OF DECEASED PATIENTS.4 (2) THE ADVANCEMENT OF THE EDUCATION OF THE GENERAL PUBLIC (INCLUDING MEDICAL AND OTHER PRACTITIONERS) IN:(A) THE CAUSES OF CANCER, ITS PREVENTION, TREATMENT AND CURE(B) THE TREATMENT AND CARE OF PATIENTS(C) THE TREATMENT AND CARE OF THE FAMILIES, THE DEPENDANTS AND ACQUAINTANCES OF PATIENTS.4 (3) SUCH OTHER CHARITABLE PURPOSES AS THE TRUSTEES SHALL IN THEIR ABSOLUTE DISCRETION DETERMINE FROM TIME TO TIME.

Activities: Walk-in cancer centre offering support and information services to all people affected by cancer.

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Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Other Charitable Activities
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Recreation
- **Who:** Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** NOT DEFINED. IN PRACTICE ISLEWORTH, HOUNSLOW, RICHMOND UPON THAMES, EALING, MIDDLESEX.
- Ealing
- Hounslow
- Richmond Upon Thames

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£647,857	£724,497	£345,500	21
2024-03-31	£667,729	£669,520	£427,935	20
2023-03-31	£708,401	£564,989	£416,474	15
2022-03-31	£504,761	£460,000	£280,307	15
2021-03-31	£484,000	£435,000	-	-

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Trustees

Name	Role	Appointed
Aileen Murray	Chair	2020-11-30
Christopher David Bezant		2022-08-22
Dalvinder Randhawa		2025-09-18
Dr Gayatri Shah		2023-09-21
GRACE GAIL MARY GIBBS		2013-03-16
Heather Loyce Scott Taylor		2018-04-23
Jacqueline Docherty		2023-09-21
Nigel Peter George		2023-09-21
Nina Manpareet Kaur Singh		2025-09-18
Paul James Hugh Dunn		2024-09-19
Philip Richard Martin		2025-09-18
Piers Ronald Allen		2022-08-22

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THE MULBERRY CENTRE

England & Wales - Charity number 1108999

Accounts

Company Registration No. 05349202
(Limited by Guarantee)

Registered Charity No. 1108999

The Mulberry Centre

Report and Accounts

For the Year ended 31 March 2025

for anyone affected by cancer

TheMulberryCentre

The Mulberry Centre (05349202) (Limited by Guarantee)

Report and Accounts for the Year ended 31 March 2025

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Chair's Report

This has been a year of contrasts. The Mulberry Centre continues to provide high quality compassionate support to everyone seeking our help. We have been able to respond to the growing demands for our services by continuing to innovate and being flexible to the needs of our clients. Details of the full range of our activities are covered in this report, demonstrating the breadth and depth of the support we give to individual clients and our local communities.

However, this is also a year when we saw a drop in income, and a financial deficit, having seen income growth over the last five years. Fortunately, we have reserves to draw on to meet this deficit. This is a timely reminder that we can't take anything for granted when it comes to our funding and our funders. We are grateful to everyone who has supported us during the last year and can assure them that the monies they donate to us are used wisely for the benefit of our clients. We are continuing to renew and refresh our fundraising efforts with a strengthened team at the centre.

We offer our services free to everyone who seeks our help. This was one of our founding pledges, one which remains essential to The Mulberry Centre being accessible to all. We are thankful that we can continue to deliver on this pledge with our volunteers and the small group of paid staff making The Mulberry Centre such a welcoming haven. Thank you to our Chief Executive, Raj Athwal and the whole team for everything you do for our clients.

This last year has seen work starting on the new Ambulatory Diagnostic Centre at the West Middlesex Hospital. Once it opens in 2026, we expect to see many more people receiving cancer diagnosis and treatment close by to The Mulberry Centre. We are working to prepare for this increase in demand for our services in collaboration with the team at the Hospital and CW+, the fundraising charity for the hospital group. We share the aims of offering the best patient/client experience, and this underpins our preparation for this new expanded service close by the centre.

In 2026 we are looking forward to celebrating the 25th anniversary of the opening of the centre. Plans are being developed for a range of activities during the year marking this important milestone in the history of The Mulberry Centre. We will also be encouraging local organisations and groups to get involved and support us during this important year.

I would like to thank the Trustees for all the help and support they give to The Mulberry Centre. They share the benefit of their expertise from a wide range of backgrounds benefitting the centre and its clients. In the summer of 2024, the Trustees held a sponsored walk, supported by close family members. In the process we raised £10,000 for the centre. We welcomed a new Trustee Paul Dunn who joined us in September 2024. Paul has been a longstanding volunteer at The Mulberry Centre as a health and wellbeing practitioner, providing complementary therapy support to our clients. Also in September 2024, Trustee Jacqueline Docherty was appointed Deputy Chair.

The Mulberry Centre succeeds in delivering for our clients through wide ranging community support. Thank you to everyone who supports and engages with us.

Aileen McLeish

Chair of Trustees

The Trustees present their report and the financial statements of The Mulberry Centre for the accounting year ended 31 March 2025. In order to meet all the regulatory requirements, some specific terms have to be used and disclosures made on some subjects, but wherever possible we try to make the report and the financial statements clear and easy to read.

VISION, MISSION, VALUES AND PUBLIC BENEFIT STATEMENT

Our Vision: To be recognised as a specialist centre of excellence for cancer support.

Our Mission: Our core mission is to improve the lives of anyone affected by cancer, by enhancing their emotional, psychological and physical well-being.

Who we are and our Values: Our award-winning staff and unique volunteers are caring and experienced professionals, dedicated to supporting others, in a relaxing and welcoming environment, and promoting excellence in cancer support. We are:

- **Inclusive**: Welcoming anyone affected by cancer, irrespective of who they are.
- **Responsive**: Tailoring our support to individual needs.
- **Caring**: Acting in a gentle and compassionate manner out of genuine concern.
- **Positive**: Having a real optimism that what we do will improve peoples' well-being.
- **Professional**: Collaborating to deliver an excellent service in which people can have confidence.
- **Respectful**: Of our clients' and colleagues' needs.

What we do: We promote cancer awareness, and support people to live well with cancer. With empathy, passion and care, we help individuals begin to rebuild their lives, and encourage self-management. Our holistic approach includes counselling, complementary therapies, wellbeing classes, information workshops, and a wide range of social, creative and fitness activities, all tailored to the individual needs of our clients. Our services are provided free of charge at our dedicated centre in West London, within the community, and online, creating a space where people can find rest, support, and a sense of connection. We also offer specialist end-of-life support. We have developed a complementary therapies education and training programme to extend the principles of 'The Mulberry Way', our unique, person-centred approach to care. This helps us reach more people, and ensure that the benefits of our approach are accessible to all, regardless of background or circumstance. Everything we do is grounded in best practice, strong governance, and a deep commitment to the people we serve.

Who we support: We provide vital support to adults affected by cancer, including individuals with a diagnosis, carers, family members, friends and those who are bereaved. Our services are open to people from all backgrounds, and we are proud to support the richly diverse communities of West London. We work in close partnership with local GPs, community organisations, and healthcare providers, including West Middlesex University Hospital (WMUH) and CW+ (the official charity of Chelsea and Westminster Hospital NHS Foundation Trust), to ensure that our support reaches those who need it most. These collaborations allow us to engage with people at key points in their cancer journey, and help us reach individuals from under-represented and hard-to-reach groups. Through these strong partnerships and a commitment to accessibility and inclusion, we continue to extend our impact and ensure that no-one faces cancer alone.

In setting out the vision and mission of The Mulberry Centre and developing its activities, the trustees have had regard to the Charity Commission's guidance on **public benefit**. The activities described in the following paragraphs fulfil charitable purposes that fall within the following headings defined by The Charities Act 2011:

- The advancement of education
- The advancement of health or the saving of lives
- The advancement of citizenship or community development
- The relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage.

OBJECTIVES, ACHIEVEMENTS AND PERFORMANCE

Strategic framework and priorities

During the year we have continued to focus on the implementation of our five-year strategy to 2027-28, which is built around five areas:

- **Clients and Services**: Be recognised as a centre of excellence for cancer support, develop 'The Mulberry Way', and meet the expected growth in client demand for our services.
- **Collaborative Partnerships**: Develop our collaborative and mutually beneficial relationships with healthcare organisations, local community groups and other relevant groups, to help us identify clients needing support, raise money, raise awareness of The Mulberry Centre, and demonstrate the impact of the support and value we deliver.
- **People and Governance**: Invest in our staff and volunteers, and further increase our diversity to reflect the communities we serve.
- **Funding and Finance**: Develop and grow diverse and sustainable income streams to secure the funding required to support more clients.
- **Operations**: Invest in operational effectiveness to allow our outstanding staff and volunteers to focus more time on clients, and address physical constraints of our existing premises.

2024-25 achievements

This year has continued to be both busy and successful, marked by a consistently high demand for our core cancer support and information services. Rising cancer diagnosis rates, driven by an ageing population, greater awareness, and improved detection have significantly contributed to this growth. Additionally, the lasting impact of the pandemic, including delays in GP visits and cancer screenings, has led to more late-stage cancer diagnoses. While cancer has traditionally been more common among older adults, we are increasingly seeing a concerning trend of more individuals under 50 diagnosed with cancer, often referred to as early or young-onset cancer. This shift underscores the evolving nature of cancer incidence and the broadening spectrum of support needs across age groups. In response, we have continued to support a client base comparable to last year, maintaining our commitment to accessible, high-quality, and personalised care. Despite the increasing complexity of needs, the vast majority of our clients continue to report highly positive experiences, consistently emphasising the meaningful impact our services have on their well-being and quality of life.

In addition to our face-to-face services, we have continued to offer online services and to introduce new elements of the support we offer, based on our clients' needs and preferences. This year, we significantly expanded our presence within the local community, ensuring our support reached more people. Across the London Boroughs of Richmond, Hounslow and Ealing, we delivered 33 presentations and hosted 114 community engagement stalls, connecting directly with individuals, community groups, and local organisations. Our talks covered a range of important topics, including the services we offer, cancer awareness, and the importance of early detection and screening. These outreach activities play a vital role in raising awareness, breaking down barriers to support, and building strong relationships with the diverse communities we serve. This work was made possible through our contracts with NHS South West London in Richmond, West London NHS Trust in Ealing, along with funding from the London Borough of Hounslow.

As we continue to strengthen referral pathways to The Mulberry Centre through collaboration with local health services, a key focus this year has been on deepening partnerships that help us fulfil our mission. Ensuring that individuals are aware of our support from the earliest stages of their cancer journey remains a top priority. To extend our reach and improve accessibility, we have launched an initiative to establish satellite centres within the community. This involves delivering our services directly in settings such as care homes and hospices. For instance, our Cancer Information and Support Advisors (CISAs) supported client registrations at LiveWell Kew, making it easier for individuals who may find it difficult to travel to the Centre to access our services. We also formed new partnerships with Meadow House Hospice and Maryville Care Home, where we have begun offering wellbeing activities, therapies, and counselling sessions. These efforts reflect our commitment to bring personalised, holistic support closer to those who need it most.

The Mulberry Centre is deeply committed to supporting individuals with an end-of-life diagnosis to live as independently and meaningfully as possible, and to pass away with dignity and comfort. In January 2024, with funding from the London Borough of Hounslow, we expanded our end-of-life services to better support people nearing the end of their lives, along with their families and carers. This included support within care homes and hospices, with our Soul Midwife playing a central role to offer compassionate, holistic, and non-clinical support, visiting individuals, listening deeply, exploring any fears around death and dying, and offering practical advice and emotional reassurance. We create calming environments using therapeutic oils and scents, which help to unlock emotions, surface unspoken beliefs and wishes, and foster a sense of peace. Gentle soothing touch therapy is also offered. We also provided bereavement counselling to family members, carers, and close friends, ensuring that no one feels alone in their journey through grief and loss.

During National Volunteers' Week in June 2024, we hosted a volunteers' picnic at Kew Gardens, an informal and enjoyable opportunity to celebrate and thank our volunteers for their invaluable contributions to The Mulberry Centre. We also organised a range of volunteer networking activities throughout the year, including regular coffee mornings. These gatherings provide a welcoming space for volunteers to connect, share experiences, and stay connected to our wider mission.

In September 2024, we held our second Open Day, welcoming members of the community to discover more about the wide range of services we offer and the many ways they can support The Mulberry Centre. It was a fantastic opportunity to open our doors and connect with new and familiar faces. Our wonderful volunteers played a key role in the day's success, offering taster sessions of some of our complementary therapies, giving attendees a firsthand experience of the care and support we provide.

We were proud to retain the Macmillan Quality Environment Mark (MQEM) in 2024. The assessors were especially complimentary about the welcoming, homely atmosphere of the Centre, and described our garden as one of the most beautiful inner-city gardens they have encountered, a true sanctuary for our clients and visitors. The Mulberry Centre was also a winner at the 2024 London Dangoor Awards, in the Health & Wellbeing category. These awards celebrate innovative and impactful projects across London, and our win highlights the meaningful difference we're making in the lives of those we support, and is a testament to the dedication, compassion, and hard work of our staff and volunteers, who bring heart and purpose to everything we do.

We were also delighted to celebrate several individual volunteer achievements this year. One of our valued volunteers received the 'Helping Hand' award at the Richmond Community Heroes Awards 2024, while other members of our team were shortlisted for the Lifetime Achievement and Outstanding Volunteer awards, further recognition of the incredible contributions our volunteers make to the Centre and wider community. Additionally, The Mulberry Centre was chosen as one of the charities to send a volunteer and guest to attend a Carol Service at Westminster Abbey in 2024. The service honoured inspiring volunteers who go above and beyond in their support of others, and we were thrilled to see one of our own celebrated in this special way.

This year, we were proud to launch our new 'Education Centre', offering a series of accredited oncology qualifications specifically designed for aromatherapists, massage therapists, and reflexologists. These courses allow us to share our extensive experience in how complementary therapies can best support individuals with a cancer diagnosis, equipping therapists with the knowledge, skills, and confidence to deliver safe and effective care. The response from participants has been overwhelmingly positive, with many valuing the practical insights and professional development the courses provided. We look forward to expanding our educational offerings in 2025–26, further strengthening the role of complementary therapies in holistic cancer support.

One of our key priorities this year was to strengthen our fundraising efforts, which included the introduction of Beacon, a new fundraising CRM system to help us manage donor relationships more effectively and streamline our fundraising activities. With the generous support of the National Lottery, we also transitioned to a fully cloud-based IT environment. This has significantly improved our operational efficiency, enhanced data security, and enabled greater flexibility for staff and volunteers working across different locations.

Fundraising became more challenging in the second half of the year, and we ended the year with a financial deficit, which has been funded from reserves. This is explained in more detail in the Financial Review.

Plans for 2025-26

Looking ahead, we are preparing for a series of high-profile fundraising and awareness initiatives to mark The Mulberry Centre's 25th anniversary in 2026. This milestone offers a unique opportunity not only to celebrate our achievements but also to amplify our impact and broaden our reach within the community.

A key focus during this period will be supporting the launch of the new Ambulatory Diagnostic Centre at West Middlesex University Hospital (WMUH), expected to open in 2026. This significant development will greatly increase diagnostic and treatment capacity, including an expansion in chemotherapy chairs from 10 to 18 which will enable approximately 3,000 additional cancer treatments over the next decade. As the number of early cancer diagnoses rises, we anticipate a parallel increase in demand for emotional support and complementary therapies. We are planning to expand our team and services to meet this growing need.

We are also prioritising the strengthening of our fundraising capacity, to ensure our financial sustainability. This includes the introduction of strategies focused on research, relationship-building, and providing excellent stewardship to both corporate partners and major donors. These efforts will play a critical role in shaping broader fundraising strategies that support our organisational growth and long-term sustainability. In addition, we will be launching a legacy giving programme, working closely with solicitors, accountants, financial advisors, and other professionals to engage potential legators and encourage long-term support for our mission.

Our priorities also include continuing to deepen our collaborative and mutually beneficial partnerships with key strategic partners, while remaining committed to investing in our staff and volunteers, who are at the heart of everything we do.

Above all, as we approach this important anniversary, we remain focused on maximising every opportunity to support people affected by cancer, and ensuring we have the resources, partnerships, and funding needed to continue delivering high-quality, life-enhancing services into the future.

The work of The Mulberry Centre – Our service range

The services offered to clients by The Mulberry Centre during the year are briefly described below. All our services are provided free of charge. Further details can be found on The Mulberry Centre website (www.themulberrycentre.co.uk)

- Welcome Assessment, Information and Library
- Counselling, Coaching, Wellbeing Calls and Emotional Support
- Facilitated Client Support Groups
- Complementary Therapies
- Wellbeing Classes
- Informative Workshops
- Social/Creative Activities
- Legal Information Service
- Welfare and Benefits Information Service

The Mulberry Centre is open to anyone affected by cancer, including those with a diagnosis, carers and the bereaved, offering care and support in a non-clinical, compassionate and empathetic environment. In addition to our core services, we continued to extend our support to healthcare professionals and deliver a wide range of Community Engagement activities to raise awareness, and reach those who may benefit from our services. We have also been able to offer support to anyone living in the London Borough of Hounslow who experienced bereavement for any reason, helping individuals navigate grief and find comfort during difficult times.

Welcome Assessment, Information and Library

The care and support offered at The Mulberry Centre begins with a Welcome Assessment, which can be completed either in person at the Centre or remotely. This initial assessment allows us to understand each individual's unique and changing needs, enabling us to tailor our services and therapies accordingly. It also provides an opportunity to introduce clients to the range of support available, make referrals where appropriate, and offer helpful information and literature. Our library is open to all clients, and provides a calm, safe space where they can read, reflect, or borrow books for a 4-week period.

We have seen a noticeable increase in visitors to the Centre, including those who choose to drop in without an appointment, especially when they're feeling lonely or in need of connection. Clients are always welcome to enjoy a cup of tea, chat with other visitors or our friendly Welcomer volunteers, play a game of Scrabble or table tennis, or simply relax and complete a jigsaw puzzle in our warm, inclusive environment.

Counselling, Coaching, Wellbeing Calls and Emotional Support

We continue to provide both in-the-moment and ongoing emotional support to our clients, offering wellbeing calls and face-to-face counselling, which remains the preferred choice for many. We also maintain some remote counselling options to accommodate different needs. Some clients simply want to speak to someone when they feel the need for emotional support, and our Cancer Information and Support Advisors (CISAs) are always available to provide this service. They also reach out to clients at key stages of their cancer journey, such as when receiving test results, starting treatment or surgery, providing a check-in until counselling sessions are available. This courtesy is also extended around the time of a loved one's funeral, ensuring clients know we are here and offering support in case their needs have shifted.

Our volunteer counsellors adopt a 'person-centred' approach to counselling, focusing on the client's natural self-healing process. This method, also known as non-directive counselling, allows clients to bring forward the issues and concerns that are most important to them. The counselling process is led by the client, not the counsellor, reflecting the belief that the individual is the expert on their own experiences. It is grounded in the idea that the client knows best, as no one else can fully understand their unique journey.

We ensure that our Counselling Service adheres to the rigorous standards set by the British Association for Counselling and Psychotherapy (BACP). Our counselling team is made up of both qualified and trainee counsellors, all of whom undergo a thorough selection, induction and training process. They are also required to engage in relevant Continuing Professional Development (CPD) training. All volunteer counsellors are BACP members and participate in monthly group supervision led by our qualified supervisors to ensure they are receiving the support and guidance needed to maintain high standards of care.

We offer coaching services, which we see as a natural progression for some individuals following counselling. However, coaching is available to all clients, regardless of whether they have received counselling from us. Coaching provides clients with new insights and perspectives on their lives, helping them decide how they would like to make changes. It aids in identifying problem-solving options and building resilience. All of our coaches are fully qualified, ensuring a high standard of support.

With funding from the London Borough of Hounslow we were also able to offer an End of Life (EOL) and Bereavement Service for people living in the Borough of Hounslow or for patients who have had a recent hospitalisation at WMUH under the Palliative Care Project (PCP). In line with the Department of Health and Social Care's strategy for EOL care, our services are available to anyone with a life expectancy of less than one year, regardless of whether cancer is involved. We also support individuals who have experienced bereavement, for any reason.

Our EOL service includes extended counselling for up to one year for patients. We also offer Soul Midwife support, a unique service providing emotional support to both patients and their families during the final weeks of life.

Within WMUH, we offer bedside psychological support to patients in palliative care and their family members, as well as welfare and benefits support, and complementary therapies to patients, and on occasions, we have been able to demonstrate to family members a gentle hand massage they can give to their loved ones. We also offer clinical supervision and complementary therapies to the palliative care team of consultants and nurses. And as part of inhouse 'End of Life' training delivered by the palliative care team to Clinical Nurse Specialists working throughout WMUH, we deliver a 'How to Manage Stress' element of this study day.

Facilitated Client Support Groups

Our support groups provide a safe and confidential space for individuals to come together regularly and openly discuss any concerns they may have. Confidentiality is a key aspect of these groups, ensuring that all topics related to life, death and personal experiences can be shared in a supported and respectful environment.

Each group is led by a specialist facilitator, who helps participants express their thoughts and emotions, while guiding conversations in a constructive way. These groups are ongoing, and new participants are welcome to join at any time. To ensure the group is the right fit, anyone wishing to join a support group first has a one-to-

one meeting with our Counselling Lead, who will assess their suitability. To maintain a supportive and manageable environment, group sizes are limited, with the largest group having a maximum of twelve attendees. Currently, we run three facilitated support groups:

- Cancer Patient Group. This group meets weekly, and is open to those currently living with cancer.
- Bereavement Group: Meeting fortnightly, this group is for individuals who have experienced the loss of a loved one.
- Men's Support Group: A newly established group that meets monthly, offering support to men impacted by cancer, whether as a patient, carer, or in the context of bereavement.

Each of these groups provides a crucial space for connection, sharing, and mutual support, ensuring that everyone affected by cancer or loss can find the care they need.

Complementary Therapies

The Mulberry Centre offers a variety of therapies, free of charge, to help improve the quality of life for those affected by cancer. These therapies are designed to complement conventional cancer treatments, working safely alongside them. It's important to note that our therapies are not intended to treat cancer itself, nor are they a substitute for medical treatment. They are provided to support individuals in managing the physical, emotional, and psychological impacts of cancer, enhancing overall well-being during their journey.

Complementary therapies are carried out by highly qualified and professional practitioners who have gone through a rigorous selection, induction, mentoring and training process. All hold their own personal insurance and professional indemnity, are registered with the Complementary and Natural Healthcare Council (CNHC) and adhere to a professional code of conduct.

Our offerings consist of Massage, Aromatherapy as massage or inhaler sticks to help with symptoms of cancer or its treatment, Reflexology, Reiki, Shiatsu and Acupuncture, and clients are invited to attend a course of any one of these therapies. Emotional Freedom Technique (EFT) is offered as a group workshop as well as a one-to-one therapy regardless of whether a client takes up a course of one of the other complementary therapies.

Wellbeing Classes – Relaxation Techniques and Movement Classes

We continue to offer a very successful 6 week 'Relaxation and Breathwork' online session every Tuesday morning, as well as an advanced session once a month. The advanced session serves as a refresher for those who have completed the initial course, allowing them to revisit and reinforce the techniques they've learned.

In addition to relaxation and breathwork, we provide a variety of movement classes designed to address both physical and social needs. Our Yoga offerings are diverse, including Yoga Chair Dance, Yin Yoga, Seated Yoga, Yoga for Prostate Health, Yoga for Breast Cancer, and Yoga for Menopause. We also offer Pilates, Tai Chi and 'Move it or Lose it' sessions, all aimed at promoting health and encouraging movement.

For clients who are unable to attend classes at the Centre, we have successfully extended our movement classes to be conducted outside the Centre this year, ensuring that our support reaches those who need it, no matter their location.

Informative Workshops and Social/Creative Activities

The Mulberry Centre has established a diverse range of informative workshops and social and creative activities that address the physical, psychological and practical needs of our clients. This year we've been able to expand our offerings and deliver more face-to-face sessions, including our popular Health Walks, as well as more leisurely social walks. In addition, our programme has included Mandala Workshops, Watercolour Classes, Book Club, Creative Writing, Headscarf Tying, Bra Fitting Workshop, Dealing with Emotions when Cancer Treatment Ends, Empowering Carers, How People Grieve, Prostate Cancer Talk, Social Coffee Mornings, Arts and Crafts Workshops, Focused Nutrition Workshops, Managing Stress Workshop, Wig Workshop, Look Good Feel Better, and a Welfare and Benefits Workshop. All these workshops were developed in response to client needs and have been highly evaluated. Feedback indicates that they have successfully helped participants feel more confident and reduced stress levels, which has been incredibly rewarding.

Legal Information Service

We have established a partnership with a locally-based firm of solicitors, who provide monthly one-to-one sessions to our clients, including patients, carers and the bereaved. These sessions cover important matters such as wills, probate, estates and power of attorney.

One of the trustees of The Mulberry Centre is also a director of this firm of solicitors.

Welfare and Benefits Information Service

Cancer has a profound impact on the financial aspects of people's lives, particularly during periods of high inflation, rising interest rates, and uncertain economic conditions. Many of our clients and carers find themselves overwhelmed by both a cancer diagnosis and financial challenges, including job loss, which can lead to logistical issues such as housing problems. Often, they are unaware of the financial support available to them, and the emotional toll of their situation makes it difficult to complete complex forms or navigate through assistance processes. Having access to financial help and understanding what support is available can significantly alleviate stress during such a challenging time.

This year, thanks to funding received, we have employed a Welfare Advisor, who works five days a week to offer Welfare and Benefits advice to our clients. Through this role, we have been able to significantly reduce stress by providing essential information and guidance on a range of issues, including benefits, housing concerns (through referrals to the London Borough of Hounslow), grant access, and pensions.

Community Engagement

A key priority has been to strengthen referral pathways to The Mulberry Centre through local health services, ensuring that people hear about us at the earliest stage of their cancer journey. In the past year, we participated in local fayres and fetes, while also continuing to offer online information and presentations within the community. We maintain strong working relationships with WMUH, local Macmillan centres, GPs, social prescribers, and local care homes and hospices. This collaborative engagement serves to raise awareness of The Mulberry Centre, ensuring people have access to the support they need, and empowering them to prioritise their health and wellbeing. We also signpost our clients to other support networks in the area when appropriate, enabling us to provide a holistic package of care, tailored to the individual needs of each client.

The Chief Executive represents The Mulberry Centre on the Executive Board of the Hounslow Community Network and is a co-opted member of the Health and Adult Care Scrutiny Panel for the Borough of Hounslow, ensuring the Centre is up to speed on local initiatives and plans. The Chief Executive also attends a monthly meeting of the Hounslow Localities Community Hub Partners Working Group. The Volunteer Lead has initiated contact with many local Schools and Universities and keeps in regular contact with Richmond, Ealing and Hounslow Community Voluntary Services. The Head of Client Services sits on various Community of Practice and steering groups, including for end-of-life, mental health wellbeing, and suicide awareness.

We continue to publish articles on our website and distribute them in local newsletters and e-Newsletters.

This year we have strengthened our links within the local community, and have been able to increase our reach and offer our support and services to clients from sites outside of the Centre.

Our Clients

This year, The Mulberry Centre welcomed 904 new client registrations, reflecting sustained and growing demand for our wide range of support services. In total, we supported 1,555 unique individuals, including both newly-registered clients and those continuing their engagement from previous years. In addition to formal registrations, many others accessed informal support, such as one-off emotional guidance or conversations with our team. Overall attendance across all services reached 10,484, demonstrating the high level of ongoing client engagement, with many individuals returning regularly for counselling, complementary therapies, wellbeing activities, and other support.

Total client attendances during the year at sessions of various kinds were as follows:

TOTAL CLIENT ATTENDANCES 2024-25	
Session Description	**Total**
Welcome sessions, and emotional/financial and other support *(incl. Macmillan grants, befriending, Health Needs Assessments, wellbeing calls, info given, and 1:1 Welfare & Benefits sessions)*	1,881
One-to-one Counselling and Coaching sessions	2,155
PCP - Emotional Support & Complementary Therapy	500
Support Groups	333
One-to-one Complementary Therapy sessions, including to chemotherapy patients at WMUH	2,058
Wellbeing Classes	2,218
Informative Workshops	694
Social and Creative Activities	645
Total	**10,484**

The Mulberry Centre continues to support individuals across a broad section of West and South-West London. Approximately 80% of our clients live in the London Boroughs of Hounslow and Richmond, with the remaining 20% coming from Ealing, Spelthorne, and other nearby areas. While our physical location is in West London, we remain committed to ensuring our services are accessible to anyone who needs them. We do not impose any geographical restrictions on eligibility, reflecting our inclusive approach to care and support.

Making it possible

The Mulberry Centre could not reach and support so many people affected by cancer without the dedication of our staff, contractors, volunteers, donors and other supporters. We are deeply grateful to everyone who has helped us deliver our services, raise vital funds and keep The Mulberry Centre running.

Staff and contractors

To deliver The Mulberry Centre's services and to manage our fundraising and key support activities, we are fortunate to have a team of dedicated professionals, who are deeply aligned with our mission and values. During the year, our staff team consisted of twenty-one positions, including four full-time roles.

Having a strong value proposition to attract and retain good people is one of our strategic priorities. We work hard to create a happy work environment for our staff, and we support a healthy work-life balance, encourage greater collaboration and team-spirit, support professional and personal development, and provide flexible working hours, as well as hybrid and homeworking options. We also pay at least the London Living Wage, provide a range of employee benefits, promote diversity and inclusion, and support each of our employees individually with care and compassion, in the same way that we expect they will support our clients.

We continue to actively involve our staff in shaping our values and five-year strategy, ensuring they have a voice in decision-making. Our quarterly staff days bring the entire team together to share insights, listen to one another, connect, and discuss key priorities.

Volunteers

Volunteers are vital to the work of The Mulberry Centre. The wide range of counselling and therapies we provide, outlined earlier in this report, is made possible by skilled professionals who generously donate their time and expertise. We also rely on volunteers to welcome visitors, support fundraising events, and assist with the day-to-day running and upkeep of the Centre. Their dedication and generosity are at the heart of what we do.

At the end of March 2025, our core volunteer team was as follows:

Complementary and Group Therapists	31
Counsellors & Coaching	25
Workshops & Social Activities	18
Welcomers	25
Community Engagement	21
Fundraising and Administration	16
Telephone Befrienders	7
Estates and Facilities – gardeners and general help	9
Trustees & Patrons	18
Total	**170**

In 2024-25, our dedicated volunteers generously donated a total of 11,781 hours to The Mulberry Centre.

The majority of our volunteers are directly involved with clients, making it essential that we uphold rigorous selection procedures and provide thorough induction, as well as ongoing training and professional development.

We are incredibly fortunate that the mission and work of The Mulberry Centre continue to attract dedicated, high calibre volunteers. The trustees and management team would like to express their heartfelt appreciation to all who have so generously given their time. Their enthusiasm and professionalism embody the values at the heart of The Mulberry Centre.

Financial support

The Mulberry Centre's facility on the West Middlesex University Hospital ('WMUH') campus was created using charitable funds raised specifically for that purpose. The site has been secured by means of a lease agreement with WMUH at a nominal annual rental.

The Financial Review provides details of our income and donors.

FINANCIAL REVIEW

For the year ended 31 March 2025, our financial statements show a £77,000 operational deficit (income less expenditure) and a £5,000 unrealised loss on investments. This £82,000 deficit has been funded from reserves.

2024-25 was challenging for fundraising, and we were not able to meet our income targets in the second half of the year. Despite this, we increased charitable expenditure as planned, to meet growing demand for our services, and completed an important IT cloud migration project (with National Lottery funding).

Addressing financial sustainability is very important for The Mulberry Centre's long-term success, and this will be a key priority for 2025-26.

Income

Income decreased slightly to £648,000 (2024: £668,000). A broad breakdown of income during the 12 months to 31 March 2025 by source is as follows:

	£000
National Lottery Community Fund	141
Other Grants:	
• Public Authorities – London Borough of Hounslow	117
• Charitable Trusts and Foundations	187
Contracts:	
• West Middlesex University Hospital Palliative Care Pathway (PCP) Project	30
• NHS South West London	25
• West London NHS Trust	5
Education Centre course fees	3
Individual Giving	68
Legacies	2
Fundraising Events and Supporter-led Challenges	32
Community Groups/Clubs	9
Corporates	17
Investment Income and Bank Interest	11
Other Earned Income	1
Total	**648**

Grants from the **National Lottery, London Borough of Hounslow, and Charitable Trusts and Foundations** contributed almost 70% of total income. We highly value our partnerships with funders who have supported our work for many years, often with multi-year grants which really help us plan for the future with confidence. We also successfully developed relationships with new funders this year.

Note 13 to the financial statements sets out the detail of the Restricted grant income. This has provided significant funding towards the cost of our full range of charitable activities, and volunteer development and support, as well as supporting our move to a full IT cloud environment, and allowing us to replace the boiler.

Some restricted grants are for time periods extending beyond the year end, and will be spent in the next financial year. We also received £6,000 restricted grants for 2025-26 projects, which are treated as Deferred Income in the accounts.

Contract income includes our Palliative Care Project at the West Middlesex University Hospital, which falls under the Chelsea and Westminster NHS Foundation Trust. We also had contracts with the NHS South West London Integrated Care Board Health Inequalities Fund, for Community Engagement activities in the London Boroughs of Richmond and Kingston, and with West London NHS Trust, for services and community engagement to the local BAME population affected by cancer. The two NHS contracts ended in 2024-25.

Our **Education Centre** launched this year, and we received £3,000 income from courses which give accredited oncology qualifications to complementary therapists in the areas of aromatherapy, massage, and reflexology.

Income from **Individuals, Legacies, Events, Supporter Challenges, Community Groups and Clubs, and Corporates** contributed almost 20% of the year's income, and we are seeking to grow these areas to diversify our income. **Earned Income** also increased, due to higher bank interest rates.

Our "Hope Under the Tree" Christmas appeal raised an amazing £25,000 – a big thank you to all who made this a success. Whether you attended our "Music and Market" event, entered our Christmas raffle or donated prizes, held Christmas jumper days, joined us for the Rotary Twickenham-upon-Thames Christmas collection (with Santa), did a fundraiser over the festive season, or made a donation, your support truly made a difference. We also held a Plant Sale and Spring Raffle, and a bucket collection around Twickenham stadium for the Gallagher Premiership Rugby Final. Our brilliant supporters raised amazing amounts of money with walks, runs, cycle rides, treks, raffles, golf days, and our Trustees raised £10,000 with a 10k sponsored walk in Bushy Park. We thank all the local community groups and companies who selected The Mulberry Centre as their charity of the year and partnered with us. We continue to encourage regular giving, and for those who prefer card over cash, we now have contactless donation devices available.

From time to time, The Mulberry Centre receives legacies; we are most grateful that individuals choose to express their appreciation of our work in this way. We received just one legacy totalling £2,000 this year.

We really appreciate the generosity and efforts of everyone who makes donations and raises money for us, including our staff, volunteers and supporters in the community. We recognise the extraordinary dedication and enthusiasm of all those who organise imaginative events to support us and we gratefully thank everyone who, both alone and in teams, take on often heroic challenges to support what we do.

We would also like to thank all the organisations that supported The Mulberry Centre in this financial year, among whom are the following:

Barnes Choir
Boston Manor House
Cadent (matched giving)
Chelsea and Westminster NHS Foundation Trust
Chiswick House & Gardens Trust
City Bridge Trust
Clare King Charitable Trust
CP Cases
Farrer-Brown Charitable Trust
Friends of Plane Saver
Garfield Weston Foundation
Garner & Hancock Solicitors
Gowling WLG Charitable Trust
Grove Park Primary School
Hampton Fund
Hampton Inspired Hub
Heathrow Community Trust
Hillier Garden Centres
Hounslow Borough Council
Inspire Hounslow
Isleworth & Hounslow Charity
Isleworth Lodge, Province of Middlesex
Isleworth and Brentford Sorting Office
Isleworth Town Primary School
Kew Village Market
Lampton School
London Marathon Foundation
London Welsh RFC
Mortlake Crematorium
National Lottery Community Fund
NHS South West London
Pink Ribbon Foundation
Richmond Foundation
Rotary Club of Twickenham-upon-Thames
Russell Finex
St James's Place Charitable Foundation
Sir Jules Thorn Charitable Trust
Teddington Choral Society
Tesco (Twickenham Extra)
The Childwick Trust
The D'Oyly Carte Charitable Trust
The Elizabeth Frankland Moore and Star Foundation
The February Foundation
The Hampton Wick United Charity
The Hobson Charity
The Hospital Saturday Fund
The Royal Oak Isleworth
The Shanly Foundation
The Squire Patton Boggs Charitable Trust
The Worshipful Company of Parish Clerks
Trinjan Women's Social & Community Group
West London NHS Trust

Expenditure

Total Expenditure was £725,000 (2024: £669,000). Although we keep a close eye on costs to make the most of our resources, we continued to invest in our people, transitioned to a fully cloud-based IT environment, and introduced a new fundraising CRM system. The expenditure reported in the accounts does not include the time cost of unpaid volunteers who deliver many charitable activities and support our fundraising.

£555,000 (2024: £511,000) - 77% of the total - was spent on charitable activities (our programmes of help and support to people dealing with cancer) and to keep The Mulberry Centre up and running, and operating effectively and efficiently.

£170,000 (2024: £158,000) was spent to raise funds, to enable our vital support to continue and expand; this includes the costs of the small fundraising team and fundraising activities.

Reserves and Reserves policy

At 31 March 2025, we had £346,000 in total funds (£63,000 in restricted funds and £283,000 in unrestricted funds). Free reserves (unrestricted funds less tangible fixed assets) were £240,000 (2024: £339,000).

Our Reserves Policy is designed to ensure that we hold sufficient funds to maintain the charity's activities, to meet any short-term drop in income or unexpected expenditure, to provide a contingency against unforeseen challenges, and to allow investment in projects and strategic initiatives. A healthy level of reserves underpins the future sustainability and financial resilience of The Mulberry Centre. Reserves are held mainly in cash and readily realisable investments.

Our aim is to hold free reserves of between three and six months of the operational expenditure expected for the following year. The Board of Trustees considers that this target range provides sufficient flexibility for operational requirements, and protection against fluctuating income or expenditure, whilst at the same time ensuring that we do not retain income for longer than required.

The financial deficit in 2024-25 has been funded from reserves. At 31 March 2025, our free reserves of £240,000 were 3.7 months of expenditure budgeted for 2025-26, which is at the lower end of our target range. Addressing financial sustainability is very important for The Mulberry Centre's long-term success, and this will be a key priority for 2025-26.

Investments

Our Investment Policy and the overall investment risk appetite was reviewed by the Board of Trustees this year.

At 31 March 2025 we held £145,000 (2024: £150,000) of investments in pooled investment funds for charities, to provide an investment return (from income and growth in capital), with long term protection from inflation, within an acceptable level of risk. We invest in funds which adopt clear ethical and responsible investment policies, including no investment in companies whose primary business is involved in tobacco or alcohol. The small £5,000 unrealised investment loss, due to world stock market volatility at the end of the financial year, was offset by £4,000 investment income received.

At 31 March 2025 we also held £188,000 (2024: £311,000) in bank current and savings accounts. We aim to keep at least two months' operational expenditure in cash and short-term deposits, to meet day-to-day requirements.

FUNDRAISING

The Mulberry Centre is registered with the Fundraising Regulator, and committed to the Fundraising Promise and the Code of Fundraising Practice. We do not use contracted third-party fundraising suppliers.

Most people who donate to us want to know how their money is making a difference. We ask whether they'd like us to keep in touch with them, so we can update them on our work and how they've helped us. From time to time, we ask supporters if they'd like to support us further – for example, by increasing their donation or by taking part in a particular event. We ask supporters how they'd prefer us to communicate with them. We give them the option to let us know if they prefer less contact or no longer wish to hear from us, and always respect their wishes. We do not sell or share personal details to third parties for the purposes of marketing. Our website includes our privacy statement.

There were no complaints received regarding fundraising for the year to 31 March 2025.

PRINCIPAL RISKS AND UNCERTAINTIES

Risk management

The Mulberry Centre's Risk Management Policy is to identify, evaluate and monitor risks, in order to eliminate them or manage them to acceptable levels. This is done through a risk register, and systems, policies and procedures designed to minimise the impact on the Charity should risks materialise.

We consider strategic high-level risks (which require the attention of both the management team and the Board of Trustees), and operational risks (which concern mainly internal processes and controls, managed through effective systems and good practices). Risk management is an integral part of the Charity's decision-making and is incorporated within our strategic and operational planning. The Board of Trustees regularly discusses continuing and emerging major risks, and whether priority action is needed to effect better control.

Major risks

During the year, the Board has discussed the following major risks:

- **Income and Financial Sustainability**: Income fell in 2024-25 and this year's financial deficit was funded from reserves. We are largely funded by voluntary donations, and the fundraising environment is challenging: public authorities have reduced their budgets, charitable trusts and foundations receive more applications than they can support, and cost-of-living pressures impact supporters' ability to make donations. We need income growth to meet the demand for our services, and pay competitive salaries and benefits to our people (and meet the higher employer national insurance costs in 2025-26). The fundraising team is being strengthened, and fundraising re-focused. Costs are also being reviewed to cut any unnecessary spending while keeping key services running.
- **People**: We face some challenges to attract and retain the right people with the skills and experience we need, and we are highly dependent on a core group of staff. We are focused on staff and volunteer development, leadership succession planning as the Centre grows, and evolving the organisation structure with the support of the Organisational Design group. We plan to improve the diversity of the Board of Trustees, to reflect the communities we serve.
- **Clients**: Clients are at the heart of what we do, and we have a comprehensive set of policies and procedures for all contacts with clients, and to ensure compliance with best practice and legislation, which are overseen by the Service Delivery and Development group. Although The Mulberry Centre does not engage in clinical medical activities, the Board is aware of the issues that may arise from face-to-face contact with a large number of individuals, which may involve a combination of information provision, signposting, counselling and therapy. We have an agreed policy on the safeguarding of vulnerable adults and children.

  Staff employment and volunteer placements are conditional on the provision of a satisfactory Disclosure and Barring Certificate (DBS) of a level appropriate to each post (in addition to the normal reference process); people must hold relevant qualifications and insurance, and undertake induction training. We have public liability insurance which covers volunteers while they are volunteering. In addition, counsellors and therapists must have their own annual professional indemnity insurance cover, and have valid registrations with their professional bodies.
- **Growth in demand**: To meet the higher demand for our services, as more people are diagnosed with cancer and at a later stage, we must resource ourselves properly, address the capacity constraints of our centre, and increase income. These are all key pillars of our strategic plan to 2027-28. Our new 'Education Centre' for complementary therapists launched this year. The opening of the new Ambulatory Diagnostic Centre at WMUH in 2026 also offers an exciting opportunity to expand our services and outreach.
- **Information Security:** We are alert to the risks of cyber-attacks, and new technology such as Artificial Intelligence (AI). We moved to a fully cloud-based IT environment this year. The Mulberry Centre is registered with the Information Commissioner's Office (ICO), and all personal data is processed in line with the Data Protection Act.
- **Investment volatility:** The Board discussed the "risk appetite" for investments as part of the Investment Policy review this year, and the Finance Committee monitors investment performance.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Form of organisation and governing documents

The Mulberry Centre opened its doors in 2001. It is a charitable company limited by guarantee, incorporated and registered as a charity in 2005. The company is governed by its Articles of Association, which sets out the Charity's objects and powers. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

Board of Trustees

The business of The Mulberry Centre is governed by the Board of Trustees, each of whom is also a member and a director of the company. The Articles provide for a maximum of 15 Trustees, and there must be at least 5 Trustees. One-third of the Trustees retire by rotation at each annual general meeting. Trustees may serve up to five consecutive terms. The Board of Trustees may delegate their functions to a committee of at least two Trustees.

The Board of Trustees seeks to ensure that the diversity of the Trustee body reflects the range of needs of the charity, including skills and knowledge in providing services in the voluntary sector, fundraising, clinical experience as a health professional caring for cancer patients, and operational management.

Appointments of Trustees are decided by the Board, based on consideration of candidates by a panel of three existing Board members (one of whom must be the Chair).

New Trustees undertake an induction programme suitable to their needs, which includes the provision of key documents and information relating to The Mulberry Centre, a tour of the Centre, introduction to the Chief Executive and key staff, and an outline of the duties, responsibilities and obligations of being a Trustee. An appropriate existing Trustee will also help bring the new Trustee up to speed.

Governance and organisation

The Board of Trustees meets at least four times a year, and usually also has an annual away day. The Board is collectively responsible for the governance of The Mulberry Centre in accordance with the Articles of Association and its charitable objectives.

The Board is responsible for determining the strategic direction and policies of The Mulberry Centre. With the updated strategy in place, the Board's Strategy Committee was paused last year, it will be reconvened if a strategic issue requires in-depth discussion. The Board also has a Finance Committee.

The Chief Executive is responsible, within the agreed framework, for the overall management of The Mulberry Centre and leadership of the team of staff and volunteers. Key roles include developing and implementing service enhancements, fundraising and promotional strategy, staff recruitment and development, and building relationships with stakeholders. The Chief Executive is assisted by a Management Team as set out on Page 19.

A number of operational "Dynamic Groups", with joint membership of staff and trustees, support the implementation of our strategic priorities. This year, these groups were focused on Fundraising and Relationships, Service Delivery and Development, PR/Marketing and Communications, and Organisational Design. We have also set up a planning group for the 25th anniversary events in 2026.

The Board supports the principles of good governance set out in the Charity Governance Code for smaller charities. A review this year concluded that we are in broad compliance with the Code's recommendations. A few areas were also identified where we might improve or review our approach. We will regularly review our governance approach, and ensure that the Board reflects the balance of skills, experience and diversity needed.

Remuneration policy

We recognise that we have a duty to deliver our services effectively and maximise the use of our resources. To do this, we need to attract and retain diverse, generous and experienced professionals, with the right skills, knowledge and experience, and pay them fairly and responsibly.

The Board decides the remuneration of the Chief Executive, and, taking advice from the Chief Executive, determines staff salaries and contractors' rates. We take into account market forces affecting recruitment, benchmark against available information, and seek to pay salaries that are affordable and sustainable.

Reference information

Charity name:	The Mulberry Centre
Charity registration number:	1108999
Company registration number:	05349202
Registered office and operational address:	The Mulberry Centre West Middlesex University Hospital Twickenham Road Isleworth Middlesex TW7 6AF 020 8321 6300 talk@themulberrycentre.co.uk

WHO WE ARE

Founder Patron
Jane Kelly

Patrons
Alun Armstrong
The Rt Hon Sir Vincent Cable
Colonel Jane Davis OBE QVRM TD DL
Mohinder Dosanjh
Paul Kennerley RD

Board of Trustees

Aileen McLeish	Chair
Piers Allen	
Christopher Bezant	
Dame Jacqueline Docherty DBE	Deputy Chair (from September 2024)
Paul Dunn (from September 2024)	
Nigel George	
Grace Gibbs	
Joanne Grinbergs (to May 2024)	
Joy Pearce	Secretary
Suzanne Rawcliffe	
Gayatri Shah	
Heather Taylor	Treasurer
Mathias Winkler-Wulff	

Management Team

Raj Athwal	Chief Executive
Angie Forero	Head of Finance and Operations
Daniel O'Brien	Head of Fundraising and Engagement (to December 2024)
Lydia Plews	Head of Fundraising and Engagement (from January 2025)
Julie Quinn	Head of Client Services

Independent Examiner
Hartley Fowler LLP
27-37 St George's Road
Wimbledon
London SW19 4EU

Principal Bankers
Charities Aid Foundation (CAF Bank)
25 Kings Hill Avenue
Kings Hill
West Malling
Kent ME19 4JQ

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of The Mulberry Centre 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), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year that 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 those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that 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 safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Independent Examiner

The Board has determined that the charity will exercise its right under Company and Charity legislation to an audit exemption report for the accounting year ended 31 March 2025 and has appointed Hartley Fowler LLP as Independent Examiner.

Approved by the Trustees on 4 July 2025 and signed on their behalf by:

Aileen McLeish

Chair of Trustees

Independent Examiner's report to the trustees of The Mulberry Centre ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2025.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000, your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of Institute of Chartered Accountants in England and Wales which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Jonathan Askew FCA
Institute of Chartered Accountants in England and Wales

Hartley Fowler LLP, Chartered Accountants
27-37 St George's Road
Wimbledon
London SW19 4EU

Date: 4 July 2025

Statement of Financial Activities for the year ended 31 March 2025

Incorporating an Income and Expenditure Account

	2025			*Comparative data for the year ended 31 March 2024*			
	Restricted funds £000	**Unrestricted funds £000**	**Total £000**	***Restricted funds £000***	***Unrestricted funds £000***	***Total £000***	
Income from							
Donations and Legacies							
National Lottery Community Fund	141	0	**141**	*117*	*0*	***117***	Note 2
Other Grants	270	34	**304**	*328*	*32*	***360***	Note 2
Donation and legacy income	0	122	**122**	*0*	*144*	***144***	Note 2
	411	156	**567**	*445*	*176*	***621***	
Charitable activities	0	63	**63**	*0*	*31*	***31***	Note 2
Other trading activities	0	7	**7**	*0*	*6*	***6***	Note 2
Investments	0	11	**11**	*0*	*10*	***10***	Note 2
Total Income	**411**	**237**	**648**	***445***	***223***	***668***	
Expenditure on							
Raising funds	22	148	**170**	*25*	*133*	***158***	Note 3
Charitable activities	366	189	**555**	*414*	*97*	***511***	Note 3
Total Expenditure	**388**	**337**	**725**	***439***	***230***	***669***	
Net income/(expenditure) before gains/(losses) on investments	**23**	**(100)**	**(77)**	***6***	*(7)*	*(1)*	
Net gains/(losses) on investments	0	(5)	**(5)**	*0*	*13*	***13***	Note 9
Net income / (expenditure)	**23**	**(105)**	**(82)**	***6***	***6***	***12***	
Transfers between funds	(31	3	**0**	*0*	*0*	***0***	Note 13
Net movement in funds	**20**	**(102)**	**(82)**	***6***	***6***	***12***	
Reconciliation of funds:							
Total funds brought forward	43	385	428	*37*	*379*	*416*	Note 13
Total funds carried forward	**63**	**283**	**346**	***43***	***385***	***428***	Note 13

Unrestricted funds include Free Reserves of £240,000 (2024: £339,000)

Balance Sheet as at 31 March 2025

	Total Funds 2025 £000	Prior year Funds 2024 £000	
Fixed Assets			
Tangible assets	43	46	Note 8
Investments	145	150	Note 9
Total fixed assets	**188**	**196**	
Current Assets			
Debtors	11	22	Note 10
Cash at bank and in hand	188	311	
Total current assets	**199**	**333**	
Liabilities			
Creditors: amounts falling due within one year	41	101	Note 11
Net current assets	**158**	**232**	
Net assets	**346**	**428**	
Funds of the Charity			
Restricted funds	63	43	Note 13
Unrestricted funds	283	385	Note 13
Total funds	**346**	**428**	

Unrestricted funds include Free Reserves of £240,000 (2024: £339,000)

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the accounting year ended 31 March 2025.

The members have not required the company to obtain an audit of its financial statements for the accounting year ended 31 March 2025 in accordance with Section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for:
(a) ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and
(b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirement of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies' regime.

These financial statements were approved by the Board of Trustees on 4 July 2025 and signed on its behalf by:

Heather Taylor

Heather Taylor Trustee and Treasurer

Statement of cash flows

	Year ended 31 March: 2025 £000	2024 £000
Cash flows from operating activities:		
Net cash provided by (used in) operating activities	**(129)**	(32)
Cash flows from investing activities:		
Dividends and interest received	**11**	10
Purchase of fixtures, fittings and computer equipment	**(5)**	(1)
Net cash provided by (used in) investing activities	**6**	9
Change in cash and cash equivalents in the year	**(123)**	(23)
Cash and cash equivalents at the beginning of the year	**311**	334
Cash and cash equivalents at the end of the year	**188**	311
Analysis of cash and cash equivalents		
Cash at bank and in hand	**188**	311

Reconciliation of net income/(expenditure) to net cash flow from operating activities

	Year ended 31 March: 2025 £000	2024 £000
Net income/(expenditure) for the year (as per the statement of financial activities)	**(82)**	12
Adjustments for:		
Depreciation and amortisation	**8**	9
(Gains)/losses on investments	**5**	(13)
Dividends and interest received	**(11)**	(10)
(Increase)/decrease in debtors	**11**	(4)
Increase/(decrease) in creditors	**(60)**	(26)
Net cash inflow from operating activities	**(129)**	(32)

1. Accounting policies

General information

The charitable company is incorporated and domiciled in England and Wales. The address of its registered office is The Mulberry Centre, Twickenham Road, Isleworth, Middlesex, TW7 6AF. The registered number of the company is 05349202. The registered number of the charity is 1108999.

The financial information presented is for the year ended 31 March 2025 and 31 March 2024. The financial information is presented in sterling, and amounts are rounded to the nearest '000.

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention, with the exception of investments stated at market value.

a) Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern, having regard to the current financial position, the level of reserves, future plans, and future cash flow forecasts.

b) Significant accounting judgements and estimates

Preparation of the financial statements requires management to make accounting judgements and estimates. The main areas are considered to be the allocation of costs between charitable activities and the cost of raising funds, and the useful economic lives of tangible fixed assets. The assumptions are reviewed annually.

Income recognition

Income is recognised in the accounts when the charity is entitled to the income, it is probable that the income will be received, and the amount can be measured reliably.

Grants are recognised when the charity has been notified in writing of both the amount and payment date, unless the grant relates to a future time period, in which case it is treated as deferred income in the balance sheet.

Income from charitable activities relates to income received for services provided under contracts in furtherance of our charitable objectives, and Education Centre course fees. This income is credited to the Statement of Financial Activities when it is earned.

Legacies are recognised on a case-by-case basis following the granting of probate when the administrator/executor for the estate has communicated in writing both the amount and payment date.

Income from donated goods for resale is recognised when the goods are sold.

Bank interest and dividend income from investments is included when received.

Expenditure

Expenditure is recognised on an accruals basis in the period in which it is incurred. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Direct costs comprise expenditure attributable to an activity, and the cost of resources shared between activities. The direct cost of raising funds includes staff costs, and direct expenditure including event costs. The direct cost of charitable activities relates to providing information and support services to people affected by cancer, and includes staff and contractor costs, volunteer expenses and supervision, and direct service costs.

Support costs include management staff, and the costs of maintaining our property, IT, administration, finance, HR, insurance and other professional services. These costs are apportioned on the basis of estimated usage of each physical area of the Centre.

Governance costs are the costs of the external Independent Examiner and legal advice for the Board of Trustees.

1. Accounting policies (continued)

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost. Items of equipment are capitalised where the purchase cost exceeds £500.

Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life, namely:

IT equipment	3 years
Other fixtures and fittings and equipment	5 years

Leasehold improvements are amortised over 22 years.

Investments

Investments are included in the Balance Sheet at market value at the Balance Sheet date. The change in market value since the previous Balance Sheet date is included in the Statement of Financial Activities under 'Net gains/(losses) on investments' and forms part of the net movement in funds.

Debtors

Debtors are recognised at the agreed amount due.

Cash at bank and in hand

Cash at bank and in hand includes current and deposit accounts with UK banks, undeposited cheques and cash.

Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Financial instruments

The Charity has only 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.

Fund accounting

Restricted funds are those which are to be used for purposes specified under the terms of an agreement with the provider of the particular fund. Income arising through a restricted fund is applied against expenditure which meets the specified criteria, including a fair allocation of management and support costs. Any unapplied balance at the end of the financial year is reported as part of Restricted Funds.

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

Volunteers

The Charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in our Annual Report. In accordance with the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

2. Analysis of income

	Restricted funds £000	Unrestricted funds £000	2025 £000	2024 £000
Donations and Legacies				
National Lottery Community Fund	141	-	141	117
Grants - Public Authorities	117	-	117	136
Grants - Charitable Trusts & Foundations	153	34	187	224
Individuals, Community Groups, Corporates	-	110	110	102
Gift Aid on donations	-	10	10	16
Legacies	-	2	2	26
	411	156	567	621
Income from Charitable Activities				
Contracts - Health Bodies	-	60	60	31
Education Centre - course fees	-	3	3	-
	0	63	63	31
Other Trading Activities				
Sales of donated goods	-	-	0	1
The Mulberry Centre fundraising events	-	6	6	4
Occasional rental of premises	-	1	1	1
	0	7	7	6
Investment Income				
Investment dividends and interest	-	4	4	4
Bank interest	-	7	7	6
	0	11	11	10
Total Income	**411**	**237**	**648**	**668**

3. Expenditure

					Comparative data for the year ended 31 March 2024		
		Raising funds £000	Charitable activities £000	Total 2025 £000	Raising funds £000	Charitable activities £000	Total 2024 £000
Direct costs							
Staff and contractor remuneration and expenses		148	373	**521**	136	341	**477**
Volunteer expenses and supervision		-	10	**10**	-	9	**9**
Other direct costs		10	7	**17**	7	10	**17**
Total Direct		**158**	**390**	**548**	**143**	**360**	**503**
Allocated support costs							
Staff and contractor remuneration and expenses		4	75	**79**	4	84	**88**
General Office, IT and Administration costs		5	60	**65**	7	34	**41**
Facilities and Depreciation		3	30	**33**	4	33	**37**
Total Allocated		**12**	**165**	**177**	**15**	**151**	**166**
Total Expenditure		**170**	**555**	**725**	**158**	**511**	**669**
of which using:	*Restricted funding*	*22*	*366*	*388*	*25*	*414*	*439*
	Unrestricted funding	*148*	*189*	*337*	*133*	*97*	*230*

Charitable activities: The charity has one activity, to provide information and support services to people affected by cancer. Total **Governance** costs included in Support costs are £3,000 (2024: £3,000).

4. Net Income

This is stated after charging depreciation of £8,000 (2024: £9,000) and Independent Examiner's remuneration of £3,000 (2024: £3,000).

5. Staff costs and numbers

	2025 £000	2024 £000
Gross salary costs	519	480
Employer's NI contributions	41	37
Employer's pension costs	31	28
Total	**591**	**545**

The average number of employees during the year was 21 (2024: 20), and the average number of full-time equivalent employees was 15 (2024: 14).

The Chief Executive was supported by the Head of Client Services, Cancer Information and Support Advisors, Service Coordinators, Volunteer Lead, Welfare Advisor, Counselling and Complementary Therapies Leads, the Head of Finance and Operations, Finance and Operations Coordinator, the Head of Fundraising and Engagement with a Supporter Engagement Lead, Philanthropy and Partnerships Lead, Marketing and Communications Lead, and Community Engagement Leads.

The pension costs shown in the table above represent payments into (a) the NEST workplace pension scheme and (b) employees' personal pension schemes.

One employee received emoluments (excluding employer NI and employer pension costs) between £60,000 and £70,000 during the year (2024: nil).

The total employment costs, including employer NI and employer pension costs, for key management personnel (defined as the Chief Executive and other members of the Management Team on Page 19) was £217,000 (2024: £212,000). The charity also engaged the services of two members of the Management Team to develop and deliver complementary therapies courses for the new Education Centre, and made payments of £1,000 (2024: £5,000), of which £nil (2024: £2,000) was accrued at the year-end.

6. Trustees' remuneration and expenses

No member of the Board of Trustees received any remuneration during the year.
In the prior year, one trustee, Ms Joanne Grinbergs, provided complementary therapies services to the charity, for the new Education Centre, and received remuneration of £2,000.
The Articles of Association permit payments to trustees for the supply of services to the charity.

No member of the Board of Trustees received any reimbursement of trustees' expenses during the year or during the prior year.

7. Taxation

The charity is exempt from corporation tax on its charitable activities.

8. Tangible Fixed Assets

	Fixtures, fittings and computer equipment	Leasehold improve-ments	Total
	£000	£000	£000
Cost			
At beginning of year	53	49	102
Additions	5	0	5
Disposals	(9)	0	(9)
At end of year	**49**	**49**	**98**
Depreciation/Amortisation			
At beginning of year	43	13	56
Depreciation/Amortisation	6	2	8
Disposals	(9)	0	(9)
At end of year	**40**	**15**	**55**
Net book value at beginning of the year	**10**	**36**	**46**
Net book value at end of the year	**9**	**34**	**43**

The fixed asset disposals were old fully depreciated computer equipment.

9. Investments

	2025	2024
	£000	£000
Market value at beginning of the year	150	137
Additions to investments at cost	-	-
Net gain/(loss) on revaluation	(5)	13
Market value at end of the year	**145**	**150**

Investments are in pooled investment funds, managed in the UK by CCLA, a charity fund manager.

10. Debtors

	2025	2024
	£000	£000
Prepayments	8	1
Other debtors (including grant/contract funding)	3	21
Total	**11**	**22**

11. Creditors: amounts falling due within one year

	2025	2024
	£000	£000
Taxation and social security	11	10
Other creditors	7	20
Accrued costs	15	16
Deferred income (Note 12)	8	55
Total	**41**	**101**

12. Deferred Income

	2025	2024
	£000	£000
Deferred income at beginning of year	55	88
Released to income during the year	(55)	(88)
Income deferred in the year	8	55
Deferred income at end of year	**8**	**55**

Deferred income is grant income received in advance, for projects in the next financial year, and Education Centre course fees received in advance.

13. Movements of Funds

	Balances at 1 April 2024 £000	Income £000	Expenditure £000	Transfers £000	Balances at 31 March 2025 £000
Restricted Funds					
National Lottery Community Fund:					
Welcome, Assessment and Key Support Services	6	129	(132)	-	3
Additional funding for IT Cloud Migration project	-	12	(12)	-	-
	6	**141**	**(144)**	-	**3**
Public Authorities:					
LBH: End of Life and Bereavement support services	-	46	(46)	-	-
LBH: End of Life support	13	25	(38)	-	-
LBH: Community Engagement	11	-	(11)	-	-
LBH: Welfare & Benefits	-	46	(27)	-	19
	24	**117**	**(122)**	-	**19**
Charitable Trusts and Foundations:					
Hampton Fund: Staff costs	-	40	(40)	-	-
Richmond Foundation: Support services, and End of Life support in LBRuT	-	20	(10)	-	10
City Bridge Trust: Support to Londoners over 65	-	28	(28)	-	-
Other: Welcome Assessment, Key Support Services	-	10	(5)	-	5
The February Foundation: Counselling	1	6	(6)	-	1
St James's Place Charitable Foundation: Counselling	9	-	(9)	-	-
Pink Ribbon Foundation: Emotional support at breast cancer clinics	1	-	(1)	-	-
The D'Oyly Carte Charitable Trust: Welcome Assessment & Information	-	3	(3)	-	-
The Shanly Foundation: Counselling & Coaching	-	3	(3)	-	-
The Childwick Trust: All Services	-	10	(2)	-	8
Isleworth & Hounslow Charity: Community Engagement in Hounslow	-	3	-	-	3
London Marathon Foundation: Exercise project	-	11	(1)	-	10
Heathrow Community Trust: Volunteer development	1	3	(4)	-	-
Clare King Charitable Trust: Therapies	1	-	(1)	-	-
The Hampton Wick United Charity: Support to Hampton Wick residents	-	6	(3)	-	3
The Hospital Saturday Fund: Therapies in Outpatients	-	2	(2)	-	-
Inspire Hounslow: Welcome Assessment & Information	-	2	(1)	-	1
The Hobson Charity: New Boiler	-	6	(3)	(3)	-
	13	**153**	**(122)**	**(3)**	**41**
Total Restricted Funds	**43**	**411**	**(388)**	**(3)**	**63**
Unrestricted Funds	385	237	(337)	3	288
Investments: Unrealised loss					(5)
					283
Total Funds	**428**	**648**	**(725)**	-	**346**

Notes:
LBH: London Borough of Hounslow
LBRuT: London Borough of Richmond upon Thames

The transfer from Restricted to Unrestricted is expenditure on fixed assets, to fulfil the purpose of the grant.

13. Movements of Funds (continued) – Prior Year

	Balances at 1 April 2023 £000	Income £000	Expenditure £000	Transfers £000	Balances at 31 March 2024 £000
Restricted Funds					
National Lottery Community Fund:					
Welcome, Assessment and Key Support Services	-	117	(111)	-	6
Public Authorities:					
LBH: End of Life and Bereavement support services	-	43	(43)	-	-
LBH: Support to Carers	8	-	(8)	-	-
LBH: Bereavement support	26	36	(62)	-	-
LBH: End of life support	-	26	(13)	-	13
LBH: Community Engagement	-	15	(4)	-	11
Spelthorne Borough Council: Support to Spelthorne residents	-	3	(3)	-	-
LB Ealing: Support to local BAME population/Community Engagement	-	13	(13)	-	-
	34	136	(146)	-	24
Charitable Trusts and Foundations:					
Hampton Fund: Staff costs	-	30	(30)	-	-
Richmond Foundation: Community Engagement in LBRuT	-	20	(20)	-	-
City Bridge Trust: Support to Londoners over 65	-	33	(33)	-	-
CW+: Complementary therapies to chemotherapy patients	-	24	(24)	-	-
Other: Welcome Assessment, Key Support Services	-	20	(20)	-	-
The February Foundation: Counselling	-	6	(5)	-	1
St James's Place Charitable Foundation: Counselling	-	10	(1)	-	9
Pink Ribbon Foundation: Emotional support at breast cancer clinics	-	3	(2)	-	1
The D'Oyly Carte Charitable Trust: Welcome Assessment & Information	2	-	(2)	-	-
The Edward Gostling Foundation: Therapies & Wellbeing classes	-	10	(10)	-	-
Isleworth & Hounslow Charity: Support to Hounslow residents	-	3	(3)	-	-
London Catalyst: Service development in the community	-	2	(2)	-	-
London Marathon Foundation: Exercise project	-	10	(10)	-	-
Heathrow Community Trust: Volunteer development	-	4	(3)	-	1
Clare King Charitable Trust: Therapies	-	1	-	-	1
The Hampton Wick United Charity: Support to Hampton Wick residents	-	6	(6)	-	-
B&Q Foundation: Garden decking	-	8	(8)	-	-
The Percy Bilton Charity: Counselling rooms blinds	-	1	(1)	-	-
Inspire Hounslow: Welcome Assessment & Information	-	1	(1)	-	-
The Munro Charitable Trust: Welcome Assessment & Information	1	-	(1)	-	-
	3	192	(182)	-	13
Total Restricted Funds	37	445	(439)	-	43
Unrestricted Funds	379	223	(230)	-	372
Investments: Unrealised gains					13
					385
Total Funds	416	668	(669)	-	428

Notes:

LBH: London Borough of Hounslow

LB Ealing: London Borough of Ealing

LBRuT: London Borough of Richmond upon Thames

13. Movements of Funds (continued)

Description of Restricted Funds:

National Lottery Community Fund: Funding from the Reaching Communities programme towards the Welcome & Assessment, Counselling and Therapies services. Additional funding in 2024/25 for the IT cloud migration project.

London Borough of Hounslow (LBH): A range of funding in both years for end-of-life support and bereavement support and counselling services in Hounslow. Funding has also been received for community engagement activities, and to provide welfare & benefits advice and support in Hounslow.

Spelthorne Borough Council: Funding in 2023/24 towards the cost of supporting residents from the Borough of Spelthorne for all services.

London Borough of Ealing: Funding in 2023/24 towards the cost of providing support services to the local BAME population affected by cancer, to improve their mental wellbeing, and for community engagement in Ealing.

Hampton Fund: Funding towards staff costs to provide services for beneficiaries from Hampton Fund postcodes.

Richmond Foundation (previously Richmond Parish Lands Charity): Funding in 2024/25 towards support and information services for people affected by cancer in Richmond, and to support residents with an end-of-life diagnosis. Funding in 2023/24 was for Community Engagement activities in LBRuT.

City Bridge Trust: Funding towards the cost of supporting Londoners over 65, for all services.

Other: Funding towards the cost of Welcome Assessments, Counselling and Therapies services (donor anonymity requested).

The February Foundation: Funding towards the cost of Counselling services.

St James's Place Charitable Foundation: Funding towards the cost of Counselling services.

Pink Ribbon Foundation: Funding towards staff costs to provide emotional support at breast cancer clinics, and breast cancer awareness sessions.

The D'Oyly Carte Charitable Trust: Funding towards the cost of Welcome Assessment and Information services.

The Shanly Foundation: Funding towards the cost of Counselling and Coaching services.

The Childwick Trust: Funding towards the cost of all support services, including Counselling, Coaching, Well-being classes, Information Workshops, and Social and Creative activities.

Isleworth & Hounslow Charity: Funding for support to Hounslow residents, including 2024/25 funding for Community Engagement activities.

London Marathon Foundation: Funding for an exercise project (including guided table tennis sessions and low-impact weights exercise) to improve the activity of people affected by cancer.

Heathrow Community Trust: Funding for volunteer development.

Clare King Charitable Trust: Funding towards the cost of Therapy services.

The Hampton Wick United Charity: Funding towards the cost of supporting residents from Hampton Wick and Teddington, for all services.

The Hospital Saturday Fund: Funding towards staff costs to provide Complementary Therapies in Outpatients.

Inspire Hounslow: Funding towards the cost of Welcome Assessment and Information services.

The Hobson Charity: Funding for a new boiler.

Prior year funding was received in 2023/24 from **CW+** for a pilot scheme to offer complementary therapies to cancer patients undergoing chemotherapy in the WMUH out-patients department, **The Edward Gostling Foundation** towards the cost of complementary therapies and well-being classes, **London Catalyst** towards service development in the community, **B&Q Foundation** for garden decking, **The Percy Bilton Charity** for replacement blinds in Counselling rooms. In 2022/23, funding was received from **The Munro Charitable Trust** towards the cost of Welcome, Assessment and Information services.

14. Analysis of net assets between funds

	Restricted funds	Unrestricted funds	2025 Total funds	2024 Total funds
	£000	£000	£000	£000
Tangible fixed assets	0	43	43	46
Fixed asset investments	0	145	145	150
Current assets	69	130	199	333
Current liabilities	(6)	(35)	(41)	(101)
Total net assets	**63**	**283**	**346**	**428**

15. Capital commitments

At 31 March 2025, there were no capital commitments (2024: £nil).

16. Related Party transactions

During the year ended 31 March 2025, the trustees made donations to the charity of £15,000 (2024: £12,000). Some of these donations were for the trustees' sponsored walk, which raised £10,000 for the charity in 2024-25.

17. Legal status of charity and guarantee

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

THE MULBERRY CENTRE

England & Wales - Charity number 1108999

Accounts

Company Registration No. 05349202
(Limited by Guarantee)

Registered Charity No. 1108999

The Mulberry Centre

Report and Accounts

For the Year ended 31 March 2024

for anyone
affected by cancer
TheMulberryCentre

The Mulberry Centre (05349202) (Limited by Guarantee)

Report and Accounts for the Year ended 31 March 2024

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Chairman's Report

We continue to strive for excellence in the services we provide to our clients. Feedback from clients is consistently positive, and demand for support remains high with record numbers of clients making use of our services this year.

Our challenge is maintaining the quality of our services while meeting the increasing demands from clients for counselling, therapies and other activities. We are grateful to our donors who have supported the expansion of our services, details of which are in this report. We have been adept at managing waiting times so that clients can access our services when they need them. Initiatives such as offering client sessions at satellite locations as well as developing our complementary therapies training programme help us to expand the resources available to our clients now and in the future.

Strengthening and developing our collaborative partnerships to raise awareness of cancer and the role of The Mulberry Centre is an important strategic aim. We remain the only cancer focused charity in South West London. We are grateful to receive funding to support the work we do engaging with local community groups talking about cancer, prevention and managing diagnosis. We are also focusing on engaging with local businesses, developing partnerships which are mutually beneficial and support our work.

The Centre couldn't function without our Director Raj Athwal, our colleagues and our volunteers who make sure that the centre runs effectively for the benefit of our clients. We are open to all and there is a palpable sense of community when you walk through the doors of the centre. Many of our clients like to linger and return frequently because they feel a part of that community.

I would also like to thank all our funders and donors for their generosity supporting The Mulberry Centre. Our income was £668,000 this year, a small reduction on the previous year which had been boosted by the 21st birthday celebrations. We are very grateful for all the support we receive which has enabled The Mulberry Centre to thrive and given us confidence to invest in our plans for the future.

We were sad to say farewell to two Trustees during the last year. Chris Bradley, who resigned in September 2023, has played a key role in the development of the organisation's strategy as well as guiding the modernisation of IT systems within the Centre. Jo Grinbergs who resigned in May 2024 has been a significant voice on the Board with her extensive expertise in therapies. We are delighted she will continue to support The Mulberry Centre as a volunteer providing therapies to our clients.

We welcomed four new Trustees to the Board during the year: Dame Jacqueline Docherty DBE, Nigel George, Suzanne Rawcliffe and Gayatri Shah bring a wealth of experience which will benefit The Mulberry Centre in the future.

I would like to thank the Trustees, Executive Director Raj Athwal, her team, our volunteers and supporters for all that they do for The Mulberry Centre and its clients.

Aileen McLeish

Chairman

The Trustees present their report and the financial statements of The Mulberry Centre for the Accounting Year ended 31 March 2024.

VISION, MISSION, VALUES AND PUBLIC BENEFIT STATEMENT

Our Vision: To be recognised as a specialist centre of excellence for cancer support.

Our Mission: Our core mission is to improve the lives of anyone affected by cancer, by enhancing their emotional, psychological and physical well-being.

Who we are and our Values: Our award-winning staff and unique volunteers are caring and experienced professionals, dedicated to supporting others, in a relaxing and welcoming environment, and promoting excellence in cancer support. We are:

- **Inclusive**: Welcoming anyone affected by cancer, irrespective of who they are.
- **Responsive**: Tailoring our support to individual needs.
- **Caring**: Acting in a gentle and compassionate manner out of genuine concern.
- **Positive**: Having a real optimism that what we do will improve peoples' well-being.
- **Professional**: Collaborating to deliver an excellent service in which people can have confidence.
- **Respectful**: Of our clients' and colleagues' needs.

What we do: We promote cancer awareness, and help people live well with cancer. With empathy, passion and care, we help people to start re-building their lives, and promote self-management. We do this by providing counselling, complementary therapies, wellbeing classes, information workshops, social, creative and fitness activities, with a holistic approach, tailored to the needs of our clients. Services are provided at and around our dedicated centre in West London and on-line, creating a place of respite and a feeling of belonging. We also provide specialist end of life support and are developing a complementary therapies education and training programme to expand 'The Mulberry Way' to a broader demographic. Everything is done within a system of best practice and good governance.

Who we support: We support individuals with a diagnosis of cancer, carers, family members, friends and bereaved relatives from our diverse local communities. We have forged strong relationships with local GPs, community groups and healthcare providers to ensure that anyone requiring support, especially in hard-to-reach groups, can access our services.

In setting out the vision and mission of The Mulberry Centre and in developing its activities, the trustees have had regard to the Charity Commission's guidance on public benefit. The activities described in the following paragraphs fulfil charitable purposes that fall within the following headings defined by The Charities Act 2011:

- The advancement of education
- The advancement of health or the saving of lives
- The advancement of citizenship or community development
- The relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage.

OBJECTIVES, ACHIEVEMENTS AND PERFORMANCE

Strategic framework and priorities

During the year we have focused on the implementation of our five-year strategy to 2027-28, which is built around five areas:

- **Clients and Services**: Be recognised as a centre of excellence for cancer support, develop 'The Mulberry Way', and meet the expected growth in client demand for our services.
- **Collaborative Partnerships**: Develop our collaborative and mutually beneficial relationships with healthcare organisations, local community groups and other relevant groups, to help us identify clients needing support, raise money, raise awareness of The Mulberry Centre, and demonstrate the impact of the support and value we deliver.
- **People and Governance**: Invest in our staff and volunteers, and further increase our diversity to reflect the communities we serve.
- **Funding and Finance**: Develop and grow diverse and sustainable income streams to secure the funding required to support more clients.
- **Operations**: Invest in operational effectiveness to allow our outstanding staff and volunteers to focus more time on clients, and address physical constraints of our existing premises.

2023-24 achievements

This year has been busy and successful. We are seeing increased demand for our core cancer support and information services, as cancer diagnosis rates rise, driven by an ageing population and improved awareness. Pandemic-related delays in GP visits and screening have also contributed to more late-stage cancer cases. The number of clients registering for and attending our services this year was much higher than usual, and we continue to deliver high-quality support, with the majority of our clients very positive about their experiences, the impact of our support, and the improvement in their well-being.

In addition to our face-to-face services, we have continued to offer online services and to introduce new elements of the support we offer, based on our clients' needs and preferences, and we are now expanding our presence in the local community.

This year, we were awarded a grant by CW+ to provide four days a week of complementary therapy support to patients receiving chemotherapy at West Middlesex University Hospital's haematology clinic. During the five-hour chemotherapy treatments, patients reported feeling better after receiving complementary therapies. We achieved this by reducing the degree of adverse effects associated with the treatment, and by being gentle with patients as they endured needles and cannulas. Additionally, we made personalised aroma sticks for common problems like nausea, anxiety, relaxation, and to help improve sleep.

As we continue to build referral pathways to The Mulberry Centre with local health services, a major focus this year has been on fortifying partnerships that enable us to fulfil our mission and making sure that people are aware of us from the outset of their cancer journey. We have embarked on an initiative to establish satellite centres by providing support in the community and by working with care homes and hospices. For example, our Cancer Information and Support Assistant (CISA) facilitated registrations of new clients at Ealing Library, ensuring accessibility and convenience for those seeking our assistance who could not visit the Centre. We also formed a new partnership with Meadow House Hospice, Maryville Care Home, and Charlotte House Care Home.

The Mulberry Centre is also committed to enabling individuals receiving an end-of-life diagnosis to lead autonomous lives as long as possible and to pass away with dignity. With the intention of supporting people who are nearing the end of their lives and their families, we expanded our end-of-life services offering in January 2024 thanks to funding we received from the London Borough of Hounslow. This includes providing support in care homes and hospices. Our Soul Midwife will be at the forefront of these services. We visit, listen, talk about any fears surrounding death and dying, and give practical planning advice and support. As part of the Soul Midwife support, we use oils and scents, creating a beautiful and peaceful space helping to

unlock emotions, beliefs and wishes. We offer gentle soothing touch therapy as a way of connecting physically and energetically. We also provide bereavement counselling to family, carers and friends.

In 2023 we developed our Fundraising team by recruiting a new Philanthropy and Partnerships Lead (responsible for a portfolio of trusts, as well as raising income from corporates and major donors); a new Communications Lead (responsible for raising the profile of the Centre through a range of media and communication activities); and making the Supporter Engagement Lead full-time (responsible for raising income from individuals, community groups and through supporter-led fundraising). Despite a more challenging fundraising environment this year, we were able to sustain our income, and increased our charitable expenditure to meet the demand for our services.

During National Volunteers' Week in June 2023, we held a volunteers' picnic in Kew Gardens, which was an informal opportunity to celebrate our volunteers' contributions to The Mulberry Centre. We also held other volunteer networking activities during the year, including monthly coffee mornings.

We held our second Open Day in September 2023, when we welcomed members of the community to come and find out more about the range of services we offer and how to support us. Our wonderful volunteers also gave sample tasters of some of our complementary therapies to over 25 people.

We were a finalist for Charity of the Year and received a highly commended award for Employer of the Year from the West London Chambers of Commerce Business Awards in November 2023.

Plans for 2024-25

This year we are launching our 'Education Centre', which will involve a series of accredited oncology qualifications aimed at aromatherapists, massage therapists and reflexologists. These courses will enable us to share a wealth of experience on how complementary therapies can best support cancer patients, by giving therapists the knowledge to increase their skill set and confidence when delivering complementary therapies to anyone with a cancer diagnosis.

Other priorities include: boost our fundraising and introduce a new fundraising CRM, expand our services in the local community, move to a fully cloud-based IT environment, continue to deepen and develop our collaborative and mutually beneficial partnerships with key strategic partners, and continue to invest in our staff and volunteers. We will also consider the future impact of the planned new Ambulatory Diagnostic Centre at WMUH, and opportunities to expand our services.

Above all, we want to maximise all opportunities to help people affected by cancer, and to have the resources and funding to deliver this.

The work of The Mulberry Centre – Our service range

The services offered to clients by The Mulberry Centre during the year are briefly described below. Further details can be found on The Mulberry Centre website (www.themulberrycentre.co.uk)

- Welcome Assessment, Information and Library
- Counselling, Coaching, Wellbeing Calls and Emotional Support
- Facilitated Client Support Groups
- Complementary Therapies
- Wellbeing Classes
- Informative Workshops
- Social/Creative Activities
- Legal Information Service
- Welfare and Benefits Information Service

The Mulberry Centre is open to anyone dealing with cancer, including carers and bereaved, who can find care and support services in a non-clinical empathetic environment. We also continue to extend support for health care professionals, and to carry out a range of Community Engagement activities, and as a result of short-term funding, we have also been able to support anyone living in the London Borough of Hounslow who has experienced bereavement for any reason.

Welcome Assessment, Information and Library

The care and support we offer here at The Mulberry Centre starts with a welcome assessment, which can be completed at the Centre or remotely. A welcome assessment enables us to tailor our support and therapies to our clients, depending on their individual and changing needs at any particular time. Welcome assessments give us the opportunity to offer our services as appropriate, refer where necessary, and give our clients any supportive literature. Our library is open to clients, and gives them a safe space to sit and read as well as the option to take out books for a 4-week period.

During the global energy crisis, the Centre has seen a noticeable increase in visitors. We also welcome clients who wish to drop in without an appointment when they're feeling lonely. They can enjoy a cup of tea, converse with other clients or welcomer volunteers in a warm, welcoming setting, play a game of scrabble or table tennis, or just sit and finish a jigsaw puzzle.

Counselling, Coaching, Wellbeing Calls and Emotional Support

We continued to offer in-the-moment as well as ongoing emotional support and wellbeing calls to our clients. We offer face to face counselling, which appears to be the preferred choice for clients, as well as maintaining some remote counselling. Some of our clients just want to speak to someone as and when they feel the need for emotional support, and the Cancer Information and Support Assistants (CISAs) continue to offer this service; they will also make themselves available for a chat at key stages in our clients' cancer journey, such as receiving test results, starting treatment and/or surgery, as well as keeping in touch with clients until they are able to access their counselling sessions. This courtesy is also offered around the funeral time of a loved one as a check-in to let clients know we are here and to see if their service need has changed.

The Mulberry Centre's volunteer counsellors take a 'person-centred' approach to counselling. This method utilises the client's natural self-healing process. It is a personal growth counselling model, also known as non-directive counselling. The client brings to the session the issues and concerns that are most important to them at the time; counselling is client-led rather than counsellor-directed. The idea is that the 'client knows best'; the individual is the expert on their own individual experience, because no-one else knows exactly what it's like to be you.

Our Counselling service adheres to the standards laid down by the British Association for Counselling and Psychotherapy (BACP). Our counselling team is a mix of qualified and trainee counsellors who have been through a rigorous selection, induction and training process, and are required to continue with relevant ongoing CPD training. All our volunteer counsellors are members of the BACP. They all receive in-house, monthly, two-hour group supervision with our qualified supervisors.

We offer coaching services, which we see as a natural next step for some people after counselling. Clients can, however, receive coaching regardless of whether or not they have received counselling from us. Coaching helps people gain new insights and perspectives on their lives, and decide how they want to change things. It assists the client in identifying problem-solving options and building resilience. Both of our coaches are fully qualified.

With the aid of funding from the London Borough of Hounslow we are also able to offer an End of Life (EOL) and Bereavement service to people living in the Borough of Hounslow, or if an EOL patient has had a recent hospitalisation at the West Middlesex University Hospital (Palliative Care Project - PCP). In line with the Department of Health and Social Care strategy for EOL, these services exist for anyone who is believed to have a life expectancy of less than one year, whether or not cancer is a factor, and anyone who has been bereaved for any reason. The EOL service includes extended counselling for up to one year for the patient. We also offer Soul Midwife support for these clients, offering emotional support to patients and families in the last weeks of life.

Within the West Middlesex University Hospital (WMUH), we offer bedside psychological support to patients in palliative care and their family members, as well as complementary therapies to patients, and on many occasions, we have been able to demonstrate to family members a gentle hand massage they can give to their loved ones. We also offer clinical supervision and complementary therapies to the palliative care team of consultants and nurses. And as part of inhouse 'End of Life' training delivered by the palliative care team to Clinical Nurse Specialists working throughout WMUH, we deliver a 'How to Manage Stress' element of this study day for them.

Facilitated Client Support Groups

Our support groups consist of people coming together on a regular basis to talk freely about any concerns they might have. Confidentiality is emphasised so that all aspects of life and death can be talked about in a safe and supported way. A specialist facilitator leads each group and helps participants to share their experiences. The groups are ongoing, and people can join at any point. As a way of good and safe practice, anyone wishing to join a support group has a one-to-one meeting with the Counselling Lead to assess their suitability for the group. Group numbers are limited, the largest having a maximum of twelve attendees.

Our current practice is to operate four facilitated groups: one is for cancer patients only and meets weekly, one is for end-of-life carers and meets monthly, one is for those who have been bereaved and meets fortnightly. We have also started a men's support group to offer support for any man impacted by cancer as a patient, carer or if bereaved, which meets monthly.

Complementary Therapies

The Mulberry Centre offers a range of therapies, free of charge, aimed at helping people affected by cancer to improve the quality of their lives. The therapies we offer are designed to work safely alongside any conventional cancer treatment; they are not designed to treat cancer and are not intended as an alternative to medical treatment.

Complementary therapies are carried out by highly qualified and professional practitioners who have gone through a rigorous selection, induction, mentoring and training process. All hold their own personal insurance and professional indemnity, are registered with the Complementary and Natural Healthcare Council (CNHC) and adhere to a professional code of conduct. This year we have begun to design and deliver basic training that all therapists are required to attend to ensure continuity of treatment between therapists as well as a high standard of practice; this will form part of their annual CPD requirement.

Our offerings consist of Massage, Aromatherapy, Reflexology, Reiki, Shiatsu and Acupuncture, and clients are invited to attend a course of any one of these therapies. Emotional Freedom Technique (EFT) is offered as a group workshop as well as a one-to-one therapy regardless of whether a client takes up a course of one of the other complementary therapies.

Wellbeing Classes – Relaxation Techniques and Movement Classes

We continue to offer a very successful 6 week 'Relaxation and Breathwork' online session on a Tuesday morning, as well as an advanced session once a month for those who have completed the initial 6-week course as a refresher to re-visit the techniques taught.

We offer a variety of movement classes to address physical and social needs, with many options of Yoga: yoga chair dance, yin yoga, seated yoga, yoga for prostate health and yoga for menopause. Pilates, Tai Chi and 'Move it or Lose it' sessions are all in place to encourage health in movement.

For our clients who are unable to attend classes here at the Centre, we have successfully conducted movement classes outside of the Centre this year.

Informative Workshops and Social/Creative Activities

The Mulberry Centre has established a wide range of informative workshops and social and creative activities programmes addressing physical, psychological and practical needs. This year we have been able to deliver more face-to-face sessions with our programme of Health Walks as well as less energetic leisurely walks, Mandala Workshops, Watercolour Classes, Book Club, Creative Writing, Headscarf Tying, Bra Fitting Workshop, Dealing with Emotions when Cancer Treatment Ends, Empowering Carers, How People Grieve, Prostate Cancer Talk, Social Coffee Morning, various focused Nutrition Workshops, Managing Stress Workshop, Wig Workshop, Look Good Feel Better, Introduction to Bach Flower Remedies and a Welfare and Benefits Workshop. All our workshops were developed purely on client needs; they have all been evaluated and scored highly in making people feel more confident and reducing stress levels.

Legal Information Service

We have an association with a locally-based firm of solicitors, who have been able to offer monthly one-to-one sessions to our clients – patients, carers and bereaved – on matters such as wills, probate, estates and power of attorney.

We also introduced a legal workshop for our clients, looking at the importance of writing a will and what factors need to be considered in order to get the outcome required.

Welfare and Benefits Information Service

Cancer has an impact on the financial aspects of people's lives, particularly during periods of high inflation, rising interest rates, and uncertain economic conditions. Many of our clients and carers are overwhelmed with dealing with a cancer diagnosis and financial difficulties from a job loss, resulting in logistical problems such as housing issues. They are not always aware of what financial help is available, nor are they necessarily capable of filling in complex forms at such an emotional time. Help with finances and knowing what help is available can make a significant difference in reducing stress at such a difficult time.

This year we have received funding to employ a Welfare and Benefits Lead working 3 days per week offering Welfare and Benefits advice to our clients. We have significantly reduced stress during this trying time by offering information and advice on issues like benefits, housing, grant access, and pensions.

Community Engagement

A key priority has continued to be strengthening referral pathways to The Mulberry Centre with local health services, to ensure that people hear about us at the earliest opportunity in their cancer journey. We were able to participate in local fayres and fetes for Spring/Summer 2023/24 and over the Christmas period, as well as continuing to deliver online information and more recently presentations in the local community. We continue to work closely with WMUH and local Macmillan centres as well as GPs and social prescribers, local care homes and hospices. The impact of this engagement is to raise awareness of The Mulberry Centre and offer support where needed, as well as educating and encouraging people to prioritise their health and wellbeing. We also signpost our clients to other support networks in the area where appropriate, so that we can deliver a holistic package of care to all our clients taking into account their individual needs.

The Executive Director represents The Mulberry Centre on the Executive Board of the Hounslow Community Network and is a co-opted member of the Health and Adult Care Scrutiny Panel for the Borough of Hounslow, ensuring the Centre is up to speed on local initiatives and plans. The Executive Director also attends a monthly meeting of the Hounslow Localities Community Hub Partners Working Group. The Volunteer Lead has initiated contact with many local Schools and Universities and keeps in regular contact with Richmond, Ealing and Hounslow Community Voluntary Services. The Mulberry Macmillan Cancer Information and Support Services Manager sits on various Community of Practice and steering groups, including for end-of-life mental health wellbeing and suicide awareness.

We continue to publish articles on our website and distribute them in local newsletters and e-Newsletters. We have also developed relevant articles to raise awareness of signs and symptoms of cancer for different types of cancer, and have increased our visibility on social media.

This year we have strengthened our links within the local community, and have been able to increase our reach and offer our support and services to clients from sites outside of the Centre.

Our Clients

Our client base has continued to grow steadily. The number of people registered for services provided by The Mulberry Centre increased from 6,505 to 7,429 during the year, with 924 new registrations this year (our highest ever number, and an increase of 14%). In addition, an increasing number of people called The Mulberry Centre without registering for particular services, for example to access the emotional support helpline to discuss their feelings with a member of staff. Overall attendance to various services in the year was 10,579 compared to 8,991 in the previous year, this is a 17% increase.

Many of our clients accessed support at The Mulberry Centre on several occasions during the year, for example to undergo a course of therapy or counselling sessions. Total client attendances during the year at sessions of various kinds were as follows:

TOTAL CLIENT ATTENDANCES 2023-24	
Session Description	**Total**
Welcome sessions, and emotional/financial and other support *(incl. Macmillan grants, befriending, Health Needs Assessments, wellbeing calls, info given, and 1:1 Welfare & Benefits sessions)*	1,967
One-to-one Counselling and Coaching sessions	2,181
PCP - Emotional Support & Complementary Therapy	510
Support Groups	455
One-to-one Complementary Therapy sessions, including to chemotherapy patients at WMUH	2,124
Wellbeing Classes	2,012
Informative Workshops	752
Social and Creative Activities	578
Total	**10,579**

81% of our clients live in the London Boroughs of Hounslow and Richmond, with the remainder spread across Ealing, Spelthorne, and other areas. Our aim is to provide a facility to serve the broad area of West and South-West London and we do not impose geographical restrictions on eligibility for The Mulberry Centre's services.

Making it possible

The Mulberry Centre could not reach and help so many people affected by cancer without the commitment of its staff, contractors, volunteers, donors and other supporters. We are hugely grateful to all those who have helped us to deliver our services, to raise funds and maintain the operation of The Mulberry Centre.

Staff and contractors

In order to deliver The Mulberry Centre's services and to manage fundraising and support activities, we are fortunate to have a team of dedicated professionals, who have a real feeling for, and commitment to, the aims and values of The Mulberry Centre. The staff establishment during the year comprised twenty-one posts, of which four were full-time.

This year, we appointed a new Fundraising & Engagement Manager, a Philanthropy and Partnerships Lead, a Communications Lead, a new Welfare & Benefits Lead, and a new Community Engagement Lead. We also recruited a short-term contract for the outpatients Complementary Therapist.

Having a strong value proposition to attract and retain good people is one of our strategic priorities. We work hard to create a happy work environment for our staff, and we support a healthy work-life balance, encourage greater collaboration and team-spirit, support professional and personal development, and provide flexible working hours, as well as hybrid and homeworking options. We also pay at least the London Living Wage, provide a range of employee benefits, promote diversity and inclusion, and support each of our employees individually with care and compassion, in the same way that we expect they will support our clients.

We have involved our staff in our values and the five-year strategy, so that they participate in the decision-making. Our quarterly staff days bring all staff together, for everyone to share, listen, connect and discuss key priorities.

We were delighted to receive a highly commended award for Employer of the Year from the West London Chambers of Commerce Business Awards in November 2023.

Volunteers

The Mulberry Centre also depends vitally on volunteers. The range of counselling and therapies we offer, described in an earlier section of this report, is made possible by skilled professionals who are prepared to donate their time and energy to The Mulberry Centre. We also depend on volunteers to welcome visitors, to organise fundraising events and to assist with the day-to-day activities involved in managing and maintaining the Centre.

At the end of March 2024, our core volunteer team was as follows:

Complementary and Group Therapists	36
Counsellors & Coaching	24
Workshops & Social Activities	14
Welcomers	23
Community Engagement	16
Fundraising and Administration	18
Telephone Befrienders	8
Estates and Facilities – gardeners and general help	8
Trustees & Patrons	18
Total	**165**

In total, our Volunteers donated 11,319 hours in 2023-24.

The majority of our volunteers have direct involvement with the clients of The Mulberry Centre and it is therefore particularly important that we apply rigorous selection procedures and provide appropriate induction and, subsequently, training/professional development for each volunteer.

We are most fortunate that the aims and work of The Mulberry Centre have continued to attract dedicated and high calibre volunteers. The trustees and management team would like to record their appreciation of those who have given generously of their time; their enthusiasm and professionalism are at the heart of The Mulberry Centre's values.

Financial support

The Mulberry Centre's facility on the West Middlesex University Hospital ('WMUH') campus was created using charitable funds raised specifically for that purpose. The site has been secured by means of a lease agreement with WMUH at a nominal annual rental.

The Financial Review provides details of our income and donors.

FINANCIAL REVIEW

For the year ended 31 March 2024, our financial statements show a small £1,000 operational deficit with income and expenditure closely aligned, and a £13,000 unrealised gain on investments. This generated a £12,000 net increase in total funds to £428,000.

The previous year was an exceptional year for fundraising, and in planning for 2023-24 we recognised that it might be difficult to repeat this level of income. Income was nevertheless sufficient to allow us to increase our charitable expenditure to meet the increased demand for our services.

Income

Income decreased slightly to £668,000 (2023: £708,000). This was a good result in a challenging fundraising environment. A broad breakdown of income during the 12 months to 31 March 2024 by source is as follows:

	£000
National Lottery Community Fund	117
Other Grants:	
• Public Authorities	136
• Charitable Trusts and Foundations	224
Contracts:	
• West Middlesex University Hospital Palliative Care Pathway (PCP) Project	29
• NHS South West London	2
Individual Giving	69
Legacies	26
Fundraising Events and Supporter-led Challenges	23
Community Groups/Clubs	9
Corporates	21
Earned Income	12
Total	**668**

Grants from the **National Lottery, Public Authorities, and Charitable Trusts and Foundations** contributed 71% of total income. We highly value our partnerships with funders who have supported our work for many years, and multi-year grants in particular really help us plan for the future with confidence. We have also successfully developed relationships with new funders this year.

Note 13 to the financial statements sets out the detail of the Restricted grant income, which has provided significant funding towards the cost of our full range of charitable activities, and volunteer development and support, as well as enabling us to carry out some essential building repairs and improvements.

Some restricted grants are for time periods extending beyond the year end, and will be spent in the next financial year. We also received £55,000 restricted grants for 2024-25 projects, which are shown as Deferred Income in the accounts.

Our **Contract** income includes our Palliative Care Project at the West Middlesex University Hospital, which falls under the Chelsea and Westminster NHS Foundation Trust; this contract continued this year. We also secured a new contract with the NHS South West London Integrated Care Board Health Inequalities Fund, for Community Engagement activities in the London Boroughs of Richmond and Kingston, which will continue to March 2025.

Income from **Individuals, Legacies, Events, Supporter Challenges, Community Groups and Clubs, and Corporates** contributed almost 25% of the year's income, and we are seeking to grow these areas to diversify our income. **Earned Income** also increased, due to higher bank interest rates.

After the fundraising events for our 21st Birthday in 2022, our main events this year were a successful summer plant sale and Christmas raffle, and the Big Give Christmas challenge - a huge thank you to everyone who pledged and donated to this. Our supporters also did lots of challenges to raise money, supported our "Make a Move for the Mulberry" campaign with walks, runs and cycle rides, raised amazing amounts with Christmas Jumper days, concerts and carols, raffles, golf days etc, and we thank all the local community groups and companies who selected The Mulberry Centre as their charity of the year. We continue to encourage regular

giving, and we are developing a major donor programme. We also now have contactless donation devices for those who prefer to donate by card rather than cash.

From time to time, The Mulberry Centre receives legacies; we are most grateful that individuals choose to express their appreciation of our work in this way. We received two legacies totalling £26,000 this year.

We really appreciate the generosity and efforts of all those who have made donations and put themselves forward to raise money for us, including our staff, volunteers and supporters in the community. We recognise the extraordinary dedication and enthusiasm of all those who organise imaginative events to support us and, as ever, we gratefully thank all the people who, both alone and in teams, take on often heroic challenges to support what we do.

We would also like to thank all the organisations that have supported The Mulberry Centre in this financial year, among whom are the following:

Barnes Choir
B&Q Foundation
Boston Manor Park
Cadent (matched giving)
Chelsea and Westminster NHS Foundation Trust
City Bridge Trust
Clare King Charitable Trust
CP Cases
CW+
Ealing Borough Council
Farrer-Brown Charitable Trust
Fuller Smith & Turner
Garner & Hancock Solicitors
Goldy Goldy Women's Group
Hampton Fund
Heathrow Community Trust
Hillier Garden Centres
Hounslow Borough Council
Inspire Hounslow
Isleworth & Hounslow Charity
Isleworth Lions Club
Isleworth Sorting Office
Lodge Brothers
London Catalyst
London Marathon Foundation
Middlesex Province Relief Fund
National Lottery Community Fund
NHS South West London
Pink Ribbon Foundation
Rotary Club of Twickenham-upon-Thames
RPLC
Russell Finex
Sir Jules Thorn Charitable Trust
Spelthorne Borough Council
St James's Place Charitable Foundation
St Margarets Fair
Syon Park Gardens
The Albert Hunt Trust
The Big Give / The Reed Foundation (match funding)
The D'Oyly Carte Charitable Trust
The Edward Gostling Foundation
The Elizabeth Frankland Moore and Star Foundation
The February Foundation
The Hampton Wick United Charity
The James Wise Charitable Trust
The John and Ruth Howard Charitable Trust
The Munro Charitable Trust
The Percy Bilton Charity
The Royal Oak Isleworth
The Shanly Foundation
Trinjan Women's Social & Community Group
True Medispa

Expenditure

Total Expenditure for the year was £669,000 (2023: £565,000). £511,000 (2023: £441,000) - 76% of the total - was spent on charitable activities; our programmes of help and support to people dealing with cancer, and to keep The Mulberry Centre up and running. £158,000 (2023: £124,000) was spent to raise funds, to enable our vital support to continue and expand; this includes the costs of the small fundraising team and fundraising activities.

People are at the heart of The Mulberry Centre, and we strengthened the staff teams in client service, fundraising/engagement, and finance/operations. We are also strengthening our IT effectiveness and efficiency, moving to a 100% cloud environment, and investing in an enhanced fundraising CRM. Additionally, we have developed a complementary therapies education and training programme, which is being launched in 2024-25.

We continue to keep a close eye on all costs to make sure that we make the most of our resources.

Reserves and Reserves policy

At 31 March 2024, we had £428,000 in total funds (£43,000 in restricted funds and £385,000 in unrestricted funds). Free reserves (£385,000 unrestricted funds less £46,000 tangible fixed assets) were £339,000 (2023: £325,000).

Our Reserves Policy is designed to ensure that we hold sufficient funds to maintain the charity's activities, to meet any short-term drop in income or increase in expenditure, to provide a contingency against unforeseen challenges, and to invest in and accelerate strategic initiatives. Reserves underpin the future sustainability and financial resilience of The Mulberry Centre, and the recent experience of the Covid-19 pandemic has demonstrated the importance of having sufficient reserves.

Our aim is to hold free reserves of between three and six months of the operational expenditure expected for the following year. The Board of Trustees considers that this target range provides sufficient flexibility for operational requirements, and protection against fluctuating income or expenditure, whilst at the same time ensuring that we do not retain income for longer than required. Free reserves at 31 March 2024 were 5.5 months of expenditure budgeted for 2024-25. Reserves are held mainly in cash and readily realisable investments.

Investments

At 31 March 2024 we held £150,000 (2023: £137,000) of investments in pooled investment funds for charities, to provide an investment return (from income and growth in capital), with long term protection from inflation, within an acceptable level of risk. We invest in funds which adopt clear ethical and responsible investment policies.

Our Investment Policy aims to keep two months' operational expenditure in cash and short-term deposits, to meet normal day-to-day requirements. Cash sustainably above this level, based on cash flow projections including known grant income, may be invested. We made no investments this year, due to continuing stock market volatility. Cash balances of £311,000 at 31 March 2024 were higher than our target, although this includes £55,000 grant income received in advance for 2024-25, and held as Deferred Income in the accounts.

FUNDRAISING

The Mulberry Centre is registered with the Fundraising Regulator, and committed to the Fundraising Promise and the Code of Fundraising Practice. We do not use contracted third-party fundraising suppliers.

Most people who donate to us want to know how their money is making a difference. We ask whether they'd like us to keep in touch with them, so we can update them on our work and how they've helped us. From time to time, we ask supporters if they'd like to support us further – for example, by increasing their donation or by taking part in a particular event. We ask supporters how they'd prefer us to communicate with them. We give them the option to let us know if they prefer less contact or no longer wish to hear from us, and always respect their wishes. We do not sell or share personal details to third parties for the purposes of marketing. Our website includes our privacy statement.

There were no complaints received regarding fundraising for the year to 31 March 2024.

PRINCIPAL RISKS AND UNCERTAINTIES

Risk management

The Mulberry Centre's Risk Management Policy is to identify, evaluate and monitor risks, in order to eliminate them or manage them to acceptable levels. This is done through a risk register, and systems, policies and procedures designed to minimise the impact on the Charity should risks materialise.

We consider strategic high-level risks (which require the active attention of both the management team and the Board of Trustees), and operational risks (which concern mainly internal processes and controls, which can be managed through effective systems and good practices). Risk management forms an integral part of the Charity's decision-making and is incorporated within our strategic and operational planning. The Board of Trustees regularly discusses continuing and emerging major risks and those where priority action is needed to effect better control.

Major risks

During the year, the Board has discussed the following major risks:

- **Income**: We are 95% funded by voluntary donations, including fundraising activities, and the fundraising environment is challenging, with charitable trusts and foundations receiving more applications than they can support, and cost-of-living pressures impacting supporters' ability to make donations. Income dropped slightly in 2023-24 and we will need future income growth to meet the demand for our services, and pay competitive salaries and benefits to our people. With a new fundraising team now in place, we have a comprehensive Fundraising Plan to strengthen and develop our relationships with key donors, and develop diverse and sustainable income streams.
- **People**: We face some challenges to attract and retain the right people with the skills and experience we need, and we are highly dependent on a core group of staff. We keep all roles under review, and adapt and evolve the organisation structure to make best use of skills. Through the Organisational Design group launched this year, we are looking at strategic staff recruitment and retention, and have refreshed the value proposition for staff and volunteers. We plan to improve the diversity of the Board of Trustees, to reflect the communities we serve.
- **Clients**: Clients are at the heart of what we do, and we have a comprehensive set of policies and procedures in place to ensure compliance with best practice and legislation. In particular, we maintain and apply rigorous procedures for the conduct of all contacts with clients. Although The Mulberry Centre does not engage in clinical medical activities, the Board is aware of the issues that may arise from face-to-face contact with a large number of individuals, which may involve a combination of information provision, signposting, counselling and therapy. We have an agreed policy on the safeguarding of vulnerable adults and children.

  Staff employment and volunteer placements are conditional on the provision of a satisfactory Disclosure and Barring Certificate (DBS) of a level appropriate to each post (in addition to the normal reference process); people must hold relevant qualifications and insurance, and undertake induction training. We have public liability insurance which covers volunteers while they are volunteering. In addition, counsellors and therapists must have their own annual professional indemnity insurance cover, and have valid registrations with their professional bodies.
- **Growth in demand**: We are seeing more demand for our services, as more people are diagnosed with cancer and at a later stage. To meet this demand, we must resource ourselves properly, address the capacity constraints of our centre, and increase income, and these are all key pillars of our strategic plan to 2027-28. An important development in 2024-25 will be the launch of our new 'Education Centre' for complementary therapists. We will also consider the future impact and opportunities of the new Ambulatory Diagnostic Centre at WMUH, which might be constructed by 2026.
- **Information Security**: Information governance and security remains a high priority and we are alert to the risks of cyber-attacks such as corruption via computer viruses and other malware. Our external IT service supplier carried out a cybersecurity review for their clients this year, and introduced additional anti-virus protection measures. We are also moving to a fully cloud-based IT environment in 2024-25. The Mulberry Centre is registered with the Information Commissioner's Office (ICO), and all personal data is processed in line with the Data Protection Act.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Form of organisation and governing documents

The Mulberry Centre opened its doors in 2001. It is a charitable company limited by guarantee, incorporated and registered as a charity in 2005. The company is governed by its Articles of Association, which sets out the Charity's objects and powers. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

Board of Trustees

The business of The Mulberry Centre is governed by the Board of Trustees, each of whom is also a member and a director of the company. The Articles provide for a maximum of 15 Trustees, and there must be at least 5 Trustees. One-third of the Trustees retire by rotation at each annual general meeting. Trustees may serve up to five consecutive terms. The Board of Trustees may delegate their functions to a committee of at least two Trustees.

The Board of Trustees seeks to ensure that the diversity of the Trustee body reflects the range of needs of the charity, including skills and knowledge in providing services in the voluntary sector, fundraising, clinical experience as a health professional caring for cancer patients, and operational management.

Appointments of Trustees are decided by the Board, based on consideration of candidates by a panel of three existing Board members (one of whom must be the Chairman).

New Trustees undertake an induction programme suitable to their needs, which includes the provision of key documents and information relating to The Mulberry Centre, a tour of the Centre, introduction to the Executive Director and key staff, and an outline of the duties, responsibilities and obligations of being a Trustee. An appropriate existing Trustee will also help bring the new Trustee up to speed.

Governance and organisation

The Board of Trustees meets at least four times a year, and usually also has an annual away day. The Board is collectively responsible for the governance of The Mulberry Centre in accordance with the Articles of Association and its charitable objectives.

The Board is responsible for determining the strategic direction and policies of The Mulberry Centre, and was supported during the year by a Strategy Committee and a Finance Committee, that report and make recommendations to the full Board.

The **Strategy Committee** was originally set up to work with staff to develop and review the Strategy and Business Plan, and to review outputs from the risk register including major risks. Now that the updated Strategy and Business Plan is in place, it has been decided to pause the Strategy Committee, with all responsibilities passing to the full Board. The Strategy Committee will be reconvened whenever there is a strategic issue which requires in-depth discussion, the outcome of which will be reported to the Board.

The **Finance Committee** oversees the Financial Regulations, Investment Policy and Reserves Policy, keeps under review the role of Treasurer, monitors financial performance, reviews the annual accounts and budget for approval by the Board, and keeps under review banking and financing arrangements and investments, cash flow and major financial risks.

The Executive Director is responsible, within the agreed framework, for the overall management of The Mulberry Centre and leadership of the team of staff and volunteers. Key roles include developing and implementing service enhancements, fundraising and promotional strategy, staff recruitment and development, and building relationships with stakeholders. The Executive Director is assisted by a Management Team as set out on Page 18.

A number of operational "Dynamic Groups", with joint membership of staff and trustees, support the implementation of our strategic priorities. This year, these groups were focused on Fundraising and Relationships, Service Delivery and Development, PR/Marketing and Communications, and Organisational Design.

Remuneration policy

We recognise that we have a duty to deliver our services effectively and maximise the use of our resources. To do this, we need to attract and retain diverse, generous and experienced professionals, with the right skills, knowledge and experience, and pay them fairly and responsibly.

The Board decides the remuneration of the Executive Director, and, taking advice from the Executive Director, determines staff salaries and contractors' rates. We take into account market forces affecting recruitment, benchmark against available information, and seek to pay salaries that are affordable and sustainable.

Reference information

Charity name:	The Mulberry Centre
Charity registration number:	1108999
Company registration number:	05349202
Registered office and operational address:	The Mulberry Centre West Middlesex University Hospital Twickenham Road Isleworth Middlesex TW7 6AF 020 8321 6300 talk@themulberrycentre.co.uk

WHO WE ARE

Founder Patron
Jane Kelly

Patrons
Alun Armstrong
The Rt Hon Sir Vincent Cable
Colonel Jane Davis OBE QVRM TD DL
Mohinder Dosanjh
Paul Kennerley RD

Board of Trustees

Aileen McLeish	Chair
Piers Allen	
Christopher Bezant	
Christopher Bradley	(to September 2023)
Dame Jacqueline Docherty DBE	(from September 2023
Nigel George	(from September 2023)
Grace Gibbs	
Jasminder Grewal OBE	(to April 2023)
Joanne Grinbergs	(to May 2024)
Joy Pearce	Secretary
Suzanne Rawcliffe	(from September 2023)
Gayatri Shah	(from September 2023)
Heather Taylor	Treasurer
Mathias Winkler-Wulff	

Management Team

Raj Athwal	Executive Director
Angie Forero	Finance and Operations Manager
Daniel O'Brien	Fundraising and Engagement Manager
Julie Quinn	Mulberry Macmillan Cancer Information and Support Services Manager

Independent Examiner
Hartley Fowler LLP
27-37 St George's Road
Wimbledon
London SW19 4EU

Principal Bankers
Charities Aid Foundation (CAF Bank)
25 Kings Hill Avenue
Kings Hill
West Malling
Kent ME19 4JQ

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of The Mulberry Centre 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), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year that 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 those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that 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 safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Independent Examiner

The Board has determined that the charity will exercise its right under Company and Charity legislation to an audit exemption report for the Accounting Year ended 31 March 2024 and has appointed Hartley Fowler LLP as Independent Examiner.

Approved by the Trustees on 13 June 2024 and signed on their behalf by:

Aileen McLeish

Chairman

Independent Examiner's report to the trustees of The Mulberry Centre ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2024.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000, your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of Institute of Chartered Accountants in England and Wales which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Jonathan Askew FCA
Institute of Chartered Accountants in England and Wales

Hartley Fowler LLP, Chartered Accountants
27-37 St George's Road
Wimbledon
London SW19 4EU

Date: 13 June 2024

Statement of Financial Activities for the year ended 31 March 2024

Incorporating an Income and Expenditure Account

	2024			*Comparative data for the year ended 31 March 2023*			
	Restricted funds £000	Unrestricted funds £000	Total £000	*Restricted funds £000*	*Unrestricted funds £000*	*Total £000*	
Income from							
Donations and Legacies	117	0	**117**	*92*	*0*	***92***	Note 2
National Lottery Community Fund	328	32	**360**	*307*	*69*	***376***	Note 2
Other Grants	0	144	**144**	*0*	*182*	***182***	Note 2
Donation and legacy income	445	176	**621**	*399*	*251*	***650***	
Charitable activities - Contracts	0	31	**31**	*0*	*29*	***29***	Note 2
Other trading activities	0	6	**6**	*0*	*23*	***23***	Note 2
Investments	0	10	**10**	*0*	*6*	***6***	Note 2
Total Income	**445**	**223**	**668**	*399*	*309*	***708***	
Expenditure on							
Raising funds	25	133	**158**	*30*	*94*	***124***	Note 3
Charitable activities	414	97	**511**	*371*	*70*	***441***	Note 3
Total Expenditure	**439**	**230**	**669**	*401*	*164*	***565***	
Net income/(expenditure) before gains/(losses) on investments	**6**	**(7)**	**(1)**	*(2)*	*145*	***143***	
Net gains/(losses) on investments	0	13	**13**	*0*	*(7)*	***(7)***	Note 9
Net income / (expenditure)	**6**	**6**	**12**	*(2)*	*138*	***136***	
Transfers between funds	0	0	**0**	*0*	*0*	***0***	Note 13
Net movement in funds	**6**	**6**	**12**	*(2)*	*138*	***136***	
Reconciliation of funds:							
Total funds brought forward	37	379	416	*39*	*241*	*280*	Note 13
Total funds carried forward	**43**	**385**	**428**	*37*	*379*	***416***	Note 13

Unrestricted funds include Free Reserves of £339,000 (2023: £325,000)

Balance Sheet as at 31 March 2024

	Total Funds 2024 £000	Prior year Funds 2023 £000	
Fixed Assets			
Tangible assets	46	54	Note 8
Investments	150	137	Note 9
Total fixed assets	**196**	**191**	
Current Assets			
Debtors	22	18	Note 10
Cash at bank and in hand	311	334	
Total current assets	**333**	**352**	
Liabilities			
Creditors: amounts falling due within one year	101	127	Note 11
Net current assets	**232**	**225**	
Net assets	**428**	**416**	
Funds of the Charity			
Restricted funds	43	37	Note 13
Unrestricted funds	385	379	Note 13
Total funds	**428**	**416**	

Unrestricted funds include Free Reserves of £339,000 (2023: £325,000)

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the accounting year ended 31 March 2024.

The members have not required the company to obtain an audit of its financial statements for the accounting year ended 31 March 2024 in accordance with Section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for:
(a) ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and
(b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirement of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies' regime.

These financial statements were approved by the Board of Trustees on 13 June 2024 and signed on its behalf by:

Heather Taylor

Heather Taylor Trustee and Treasurer

Statement of cash flows

	Year ended 31 March: 2024 £000	2023 £000
Cash flows from operating activities:		
Net cash provided by (used in) operating activities	(32)	214
Cash flows from investing activities:		
Dividends and interest received	10	6
Purchase of fixtures, fittings and computer equipment	(1)	(5)
Net cash provided by (used in) investing activities	9	1
Change in cash and cash equivalents in the year	(23)	215
Cash and cash equivalents at the beginning of the year	334	119
Cash and cash equivalents at the end of the year	311	334
Analysis of cash and cash equivalents		
Cash at bank and in hand	311	334

Reconciliation of net income/(expenditure) to net cash flow from operating activities

	Year ended 31 March: 2024 £000	2023 £000
Net income/(expenditure) for the year (as per the statement of financial activities)	12	136
Adjustments for:		
Depreciation and amortisation	9	9
(Gains)/losses on investments	(13)	7
Dividends and interest received	(10)	(6)
(Increase)/decrease in debtors	(4)	(3)
Increase/(decrease) in creditors	(26)	71
Net cash inflow from operating activities	(32)	214

1. Accounting policies

General information

The charitable company is incorporated and domiciled in England and Wales. The address of its registered office is The Mulberry Centre, Twickenham Road, Isleworth, Middlesex, TW7 6AF. The registered number of the company is 05349202. The registered number of the charity is 1108999.

The financial information presented is for the year ended 31 March 2024 and 31 March 2023. The financial information is presented in sterling, and amounts are rounded to the nearest '000.

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention, with the exception of investments stated at market value.

a) Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern, having regard to the current financial position, the level of reserves, future plans, and future cash flow forecasts.

b) Significant accounting judgements and estimates

Preparation of the financial statements requires management to make accounting judgements and estimates. The main areas are considered to be the allocation of costs between charitable activities and the cost of raising funds, and the useful economic lives of tangible fixed assets. The assumptions are reviewed annually.

Income recognition

Income is recognised in the accounts when the charity is entitled to the income, it is probable that the income will be received, and the amount can be measured reliably.

Grants are recognised when the charity has been notified in writing of both the amount and payment date, unless the grant relates to a future time period, in which case it is treated as deferred income in the balance sheet.

Income from charitable activities relates to income received for services provided under contracts in furtherance of our charitable objectives, and is treated as unrestricted income.

Legacies are recognised on a case-by-case basis following the granting of probate when the administrator/executor for the estate has communicated in writing both the amount and payment date.

Donated goods for resale are recognised as income when sold.

Bank interest and dividend income from investments is included when received.

Expenditure

Expenditure is recognised on an accruals basis in the period in which it is incurred. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Direct costs comprise expenditure attributable to an activity, and the cost of resources shared between activities. The direct cost of raising funds includes staff costs, and direct expenditure including event costs. The direct cost of charitable activities relates to providing information and support services to people affected by cancer, and includes staff and contractor costs, volunteer expenses and supervision, and direct service costs.

Support costs include management staff, and the costs of maintaining our property, IT, administration, finance, HR, insurance and other professional services. These costs are apportioned on the basis of staff numbers (with the exception of facilities costs which are allocated on the basis of estimated usage of each physical area of the Centre).

Governance costs are the costs of the external Independent Examiner and legal advice for the Board of Trustees.

1. Accounting policies (continued)

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost. Items of equipment are capitalised where the purchase cost exceeds £500.

Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life, namely:

IT equipment	3 years
Other fixtures and fittings and equipment	5 years

Leasehold improvements are amortised over 22 years.

Investments

Investments are included in the Balance Sheet at market value at the Balance Sheet date. The change in market value since the previous Balance Sheet date is included in the Statement of Financial Activities under 'Net gains/(losses) on investments' and forms part of the net movement in funds.

Debtors

Debtors are recognised at the agreed amount due.

Cash at bank and in hand

Cash at bank and in hand includes current and deposit accounts with UK banks, undeposited cheques and cash.

Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Financial instruments

The Charity has only 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.

Fund accounting

Restricted funds are those which are to be used for purposes specified under the terms of an agreement with the provider of the particular fund. Income arising through a restricted fund is applied against expenditure which meets the specified criteria, including a fair allocation of management and support costs. Any unapplied balance at the end of the financial year is reported as part of Restricted Funds.

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

Volunteers

The Charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in our Annual Report. In accordance with the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

2. Analysis of income

	Restricted funds £000	Unrestricted funds £000	2024 £000	2023 £000
Donations and Legacies				
National Lottery Community Fund	117	-	117	92
Grants - Public Authorities	136	-	136	183
Grants - Charitable Trusts & Foundations	192	32	224	193
Individuals, Community Groups, Corporates	-	102	102	116
Gift Aid on donations	-	16	16	6
Legacies	-	26	26	60
	445	176	621	650
Income from Charitable Activities				
Contracts - Health Bodies	-	31	31	29
	0	31	31	29
Other Trading Activities				
Sales of donated goods	-	1	1	0
The Mulberry Centre fundraising events	-	4	4	23
Occasional rental of premises	-	1	1	0
	0	6	6	23
Investment Income				
Investment dividends and interest	-	4	4	4
Bank interest	-	6	6	2
	0	10	10	6
Total Income	**445**	**223**	**668**	**708**

3. Expenditure

	Raising funds £000	Charitable activities £000	Total 2024 £000	*Comparative data for the year ended 31 March 2023* Raising funds £000	Charitable activities £000	Total 2023 £000
Direct costs						
Staff and contractor remuneration and expenses	136	341	477	91	274	365
Volunteer expenses and supervision	-	9	9	-	10	10
Other direct costs	7	10	17	19	6	25
Total Direct	143	360	503	110	290	400
Allocated support costs						
Staff and contractor remuneration and expenses	4	84	88	4	76	80
General Office, IT and Administration costs	7	34	41	7	44	51
Facilities and Depreciation	4	33	37	3	31	34
Total Allocated	15	151	166	14	151	165
Total Expenditure	158	511	669	124	441	565
of which using: *Restricted funding*	*25*	*414*	*439*	*30*	*371*	*401*
Unrestricted funding	*133*	*97*	*230*	*94*	*70*	*164*

Charitable activities: The charity has one activity, to provide information and support services to people affected by cancer.
Total **Governance** costs included in Support costs are £3,000 (2023: £3,000).

4. Net Income

This is stated after charging depreciation of £9,000 (2023: £9,000) and Independent Examiner's remuneration of £3,000 (2023: £3,000).

5. Staff costs and numbers

	2024 £000	2023 £000
Gross salary costs	480	369
Employer's NI contributions	37	30
Employer's pension costs	28	22
Total	545	421

The average number of employees during the year was 20 (2023: 15), and the average number of full-time equivalent employees was 14 (2023: 10).

The Executive Director was supported by a Cancer Information and Support Services Manager and three Assistants, two Service Administrators, a Volunteer Lead, a Welfare and Benefits Lead, Counselling and Complementary Therapies Leads, a Finance and Operations Manager with two Assistants, a Fundraising and Engagement Manager with a Supporter Engagement Lead, Philanthropy and Partnerships Lead, Communications Lead, and two Community Engagement Leads.

The pension costs shown in the table above represent payments into (a) the NEST workplace pension scheme and (b) employees' personal pension schemes.

No employee received emoluments (excluding employer NI and employer pension costs) exceeding £60,000 during the year or during the prior year.

The total employment costs, including employer NI and employer pension costs, for key management personnel (defined as the Executive Director and other members of the Management Team on Page 18) was £212,000 (2023: £213,000). The charity also engaged the services of two members of the Management Team to develop complementary therapies courses for the new Education Centre, and £5,000 was invoiced to the charity for this work (2023: £nil), of which £2,000 (2023: £nil) was accrued at 31 March 2024.

6. Trustees' remuneration and expenses

One trustee, Ms Joanne Grinbergs, provided complementary therapies services to the charity during the year, for the new Education Centre, and received remuneration of £2,000 (2023: £nil).
The Articles of Association permit payments to trustees for the supply of services to the charity.

No other member of the Board of Trustees received any remuneration or reimbursement for expenses during the year or during the prior year.

7. Taxation

The charity is exempt from corporation tax on its charitable activities.

8. Tangible Fixed Assets

	Fixtures, fittings and computer equipment	Leasehold improve-ments	Total
	£000	£000	£000
Cost			
At beginning of year	52	49	101
Additions	1	0	1
Disposals	0	0	0
At end of year	**53**	**49**	**102**
Depreciation/Amortisation			
At beginning of year	36	11	47
Depreciation/Amortisation	7	2	9
Disposals	0	0	0
At end of year	**43**	**13**	**56**
Net book value at beginning of the year	**16**	**38**	**54**
Net book value at end of the year	**10**	**36**	**46**

9. Investments

	2024	2023
	£000	£000
Market value at beginning of the year	137	144
Additions to investments at cost	-	-
Net gain/(loss) on revaluation	13	(7)
Market value at end of the year	**150**	**137**

Investments are in pooled investment funds, managed in the UK by CCLA, a charity fund manager.

10. Debtors

	2024	2023
	£000	£000
Prepayments	1	1
Other debtors (including grant/contract funding)	21	17
Total	**22**	**18**

11. Creditors: amounts falling due within one year

	2024	2023
	£000	£000
Taxation and social security	10	10
Other creditors	20	14
Accrued costs	16	15
Deferred income (Note 12)	55	88
Total	**101**	**127**

12. Deferred Income

	2024	2023
	£000	£000
Deferred income at beginning of year	88	30
Released to income during the year	(88)	(30)
Income deferred in the year	55	88
Deferred income at end of year	**55**	**88**

Deferred income is grant income received in advance, for projects in the next financial year.

13. Movements of Funds

	Balances at 1 April 2023 £000	Income £000	Expenditure £000	Transfers £000	Balances at 31 March 2024 £000
Restricted Funds					
National Lottery Community Fund:					
Welcome, Assessment and Key Support Services	-	117	(111)	-	6
Public Authorities:					
LBH: End of Life and Bereavement support services	-	43	(43)	-	-
LBH: Support to Carers	8	-	(8)	-	-
LBH: Bereavement support	26	36	(62)	-	-
LBH: End of life support	-	26	(13)	-	13
LBH: Community Engagement	-	15	(4)	-	11
Spelthorne Borough Council: Support to Spelthorne residents	-	3	(3)	-	-
LB Ealing: Support to local BAME population/Community Engagement	-	13	(13)	-	-
	34	136	(146)	-	24
Charitable Trusts and Foundations:					
Hampton Fund: Staff costs	-	30	(30)	-	-
RPLC: Community Engagement in LBRuT	-	20	(20)	-	-
City Bridge Trust: Support to Londoners over 65	-	33	(33)	-	-
CW+: Complementary therapies to chemotherapy patients	-	24	(24)	-	-
Other: Welcome Assessment, Key Support Services	-	20	(20)	-	-
The February Foundation: Counselling	-	6	(5)	-	1
St James's Place Charitable Foundation: Counselling	-	10	(1)	-	9
Pink Ribbon Foundation: Emotional support at breast cancer clinics	-	3	(2)	-	1
The D'Oyly Carte Charitable Trust: Welcome Assessment & Information	2	-	(2)	-	-
The Edward Gostling Foundation: Therapies & Wellbeing classes	-	10	(10)	-	-
Isleworth & Hounslow Charity: Support to Hounslow residents	-	3	(3)	-	-
London Catalyst: Service development in the community	-	2	(2)	-	-
London Marathon Foundation: Exercise project	-	10	(10)	-	-
Heathrow Community Trust: Volunteer development	-	4	(3)	-	1
Clare King Charitable Trust: Therapies	-	1	-	-	1
The Hampton Wick United Charity: Support to Hampton Wick residents	-	6	(6)	-	-
B&Q Foundation: Garden decking	-	8	(8)	-	-
The Percy Bilton Charity: Counselling rooms blinds	-	1	(1)	-	-
Inspire Hounslow: Welcome Assessment & Information	-	1	(1)	-	-
The Munro Charitable Trust: Welcome Assessment & Information	1	-	(1)	-	-
	3	192	(182)	-	13
Total Restricted Funds	37	445	(439)	-	43
Unrestricted Funds	379	223	(230)	-	372
Gains on Investments					13
					385
Total Funds	416	668	(669)	-	428

Notes:

LBH: London Borough of Hounslow

LB Ealing: London Borough of Ealing

LBRuT: London Borough of Richmond upon Thames

13. Movements of Funds (continued) – Prior Year

	Balances at 1 April 2022 £000	Income £000	Expenditure £000	Transfers £000	Balances at 31 March 2023 £000
Restricted Funds					
National Lottery Community Fund:					
Welcome, Assessment and Key Support Services	**22**	**92**	**(114)**	**-**	**-**
Public Authorities:					
LBH: Complementary Therapies & Wellbeing classes	4		(4)	-	-
LBH: End of Life and Bereavement support services	-	40	(40)	-	-
LBH: Additional support to Hounslow residents affected by Covid	-	60	(60)	-	-
LBH: Support to Carers	-	25	(17)	-	8
LBH: Bereavement support	-	35	(9)	-	26
Spelthorne Borough Council: Support to Spelthorne residents	-	3	(3)	-	-
LB Ealing: Support to local BAME population	-	10	(10)	-	-
Greater London Authority: Strength & balance project	-	10	(10)	-	-
	4	**183**	**(153)**	**-**	**34**
Charitable Trusts and Foundations:					
Hampton Fund: Staff costs	-	30	(30)	-	-
Hampton Fund: Community Engagement	-	15	(15)	-	-
RPLC: Community Engagement in LBRuT	-	20	(20)	-	-
City Bridge Trust: Support to Londoners over 65	-	37	(37)	-	-
The February Foundation: Counselling	-	5	(5)	-	-
St James's Place Charitable Foundation: Counselling	5	-	(5)	-	-
Pink Ribbon Foundation: Emotional support at breast cancer clinics	1	-	(1)	-	-
Housing Pathways Trust: Support to Ealing & Brentford residents	3	-	(3)	-	-
The D'Oyly Carte Charitable Trust: Welcome Assessment & Information	-	3	(1)	-	2
The Edward Gostling Foundation: Therapies & Wellbeing classes	2	-	(2)	-	-
Leeds Building Society Charitable Foundation: Therapy Rooms equipment	1	-	(1)	-	-
The Screwfix Foundation: Building repairs and minor works	-	4	(4)	-	-
The Hampton Wick United Charity: Support to Hampton Wick residents	-	6	(6)	-	-
Moto Foundation: Welcome Assessment & Information	-	1	(1)	-	-
Yorkshire Building Society Charitable Foundation: Support services	-	1	(1)	-	-
Inspire Hounslow: Welcome Assessment & Information	-	1	(1)	-	-
The Munro Charitable Trust: Welcome Assessment & Information	-	1	-	-	1
	12	**124**	**(133)**	**-**	**3**
Sanofi Genzyme: Befriending	1	-	(1)	-	-
Total Restricted Funds	**39**	**399**	**(401)**	**-**	**37**
Unrestricted Funds	241	309	(164)	-	386
Losses on Investments					(7)
					379
Total Funds	**280**	**708**	**(565)**	**-**	**416**

Notes:

LBH: London Borough of Hounslow

LB Ealing: London Borough of Ealing

LBRuT: London Borough of Richmond upon Thames

13. Movements of Funds (continued)

Description of Restricted Funds:

National Lottery Community Fund: Funding from the Reaching Communities programme towards the Welcome & Assessment, Counselling and Therapies services. A new four-year grant started in October 2022.

London Borough of Hounslow (LBH): A range of funding in both years for end-of-life support and bereavement support and counselling services in Hounslow. A new grant will allow this support to be delivered at the Centre or remotely, and ultimately within a client's space, whether at home, care home, hospice, or hospital. Funding has also been received for community engagement activities in Hounslow. LBH funding in 2022/23 also permitted additional support to LBH residents affected by Covid-19 and cancer screening delays during the pandemic.

Spelthorne Borough Council: Funding towards the cost of supporting residents from the Borough of Spelthorne for all services.

London Borough of Ealing: Funding towards the cost of providing support services to the local BAME population affected by cancer, to improve their mental wellbeing, and for community engagement in Ealing.

Greater London Authority: Funding in 2022/23 from the Sport Unites grant programme for a pilot "Gaining Strength and Balance" exercise project to support the health and wellbeing of people affected by cancer.

Hampton Fund: Funding towards staff costs. Additional funding in 2022/23 towards a programme of Community Engagement in the Hampton Fund area to raise cancer awareness post-Covid.

RPLC: Funding for Community Engagement activities in LBRuT.

City Bridge Trust: Funding towards the cost of supporting Londoners over 65, for all services.

CW+: Funding for a pilot scheme to offer complementary therapies to cancer patients undergoing chemotherapy in the WMUH out-patients department.

Other: Funding towards the cost of Welcome Assessments, Counselling and Therapies services (donor anonymity requested).

The February Foundation: Funding towards the cost of Counselling services.

St James's Place Charitable Foundation: Funding towards the cost of Counselling services.

Pink Ribbon Foundation: Funding towards staff costs to provide emotional support at breast cancer clinics, and breast cancer awareness sessions.

The D'Oyly Carte Charitable Trust: Funding towards the cost of Welcome Assessment and Information services.

The Edward Gostling Foundation: Funding towards the cost of Complementary Therapies and Wellbeing classes.

Isleworth & Hounslow Charity: Funding for support to Hounslow residents.

London Catalyst: Funding towards service development in the community.

London Marathon Foundation: Funding for an exercise project (including guided table tennis sessions and low-impact weights exercise) to improve the activity of people affected by cancer.

Heathrow Community Trust: Funding for volunteer development.

Clare King Charitable Trust: Funding towards the cost of Therapy services.

The Hampton Wick United Charity: Funding towards the cost of supporting residents from Hampton Wick postcodes, for all services.

B&Q Foundation: Funding for replacement garden decking.

The Percy Bilton Charity: Funding for replacement blinds in Counselling rooms.

Inspire Hounslow: Funding towards the cost of Welcome Assessment and Information services.

The Munro Charitable Trust: Funding towards the cost of Welcome Assessment and Information services.

13. Movements of Funds (continued)

Description of Restricted Funds (continued)

Prior year funding was also received from **The Screwfix Foundation** (in 2022/23) for building repairs and improvements including guttering and heating, **Moto Foundation** (in 2022/23) towards the cost of Welcome Assessment and Information services, **Yorkshire Building Society Charitable Foundation** (in 2022/23) towards the cost of all support services, **Housing Pathways Trust** (in 2021/22) towards the cost of supporting residents from Ealing and Brentford for all services, **Leeds Building Society Charitable Foundation** (in 2021/22) for Therapy rooms' furniture and equipment, and **Sanofi Genzyme** (in 2021/22) towards the cost of a Befriending service to support older people with cancer.

14. Analysis of net assets between funds

	Restricted funds	Unrestricted funds	2024 Total funds	2023 Total funds
	£000	£000	£000	£000
Tangible fixed assets	0	46	46	54
Fixed asset investments	0	150	150	137
Current assets	98	235	333	352
Current liabilities	(55)	(46)	(101)	(127)
Total net assets	43	385	428	416

15. Capital commitments

At 31 March 2024, there were no capital commitments (2023: £nil).

16. Related Party transactions

During the year ended 31 March 2024, there were no related party transactions involving trustees (2023: a trustee of The Mulberry Centre until May 2022 was also a trustee of Hampton Fund, which gave grants of £45,000 to The Mulberry Centre).

17. Legal status of charity and guarantee

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

THE MULBERRY CENTRE

England & Wales - Charity number 1108999

Accounts

Company Registration No. 05349202
(Limited by Guarantee)

Registered Charity No. 1108999

The Mulberry Centre

Report and Accounts

For the Year ended 31 March 2023

for anyone
affected by cancer
TheMulberryCentre

www.themulberrycentre.co.uk

The Mulberry Centre (05349202) (Limited by Guarantee)

Report and Accounts for the Year ended 31 March 2023

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Chairman's Report

This year has been one of celebration as we marked 21 years since we first opened the doors of The Mulberry Centre. Over the years, thousands of people have been welcomed and received counselling and therapy support in this place of sanctuary. The numbers looking for support continue to grow and it is telling that our clients are increasingly seeking a greater range of support and signing up for more sessions on average. Demand for our services is expected to grow further as more and more people are sadly receiving a cancer diagnosis. The West Middlesex Hospital has received planning permission for a new Cancer Diagnosis and Treatment Centre which means many more cancer patients will be on our doorstep with easy access to The Mulberry Centre.

The death of Her Majesty Queen Elizabeth in 2022 and this year's Coronation has been an opportunity to reflect on the importance of service to the community. The Mulberry Centre is an exemplar of this.

The Centre couldn't function without our Director Raj Athwal and her colleagues who make sure that the centre operates effectively, deploying our limited resources to support our clients while delivering a warm and welcoming atmosphere at the Centre. Our team of volunteers are essential to ensuring that The Mulberry Centre offers services free of charge to anyone who needs them while contributing to the sense of community at the Centre.

I would also like to thank our funders and donors for their generosity supporting our client care initiatives and our 21st birthday celebrations. Our income has grown to £708,000 this year, the highest level since the initial fundraising for the centre. This is crucially important to us as we respond to the growth in demand for our services. We are very grateful for all the support we receive.

As we look ahead, strengthening and developing our collaborative partnerships to raise awareness of The Mulberry Centre, and having the resources and funding to help more people affected by cancer will be key pillars of our strategic focus.

I would like to pay tribute to Jane Kelly who stepped down from the Board during the year. Jane was the prime mover behind the original campaign to fundraise for The Mulberry Centre and was involved during the early days of building and establishing the Centre. She has served on the Board for 17 years, including as Chair of Trustees in the early years. Her service was recognised at the London Borough of Richmond's Community Heroes Awards 2023 when she was awarded Trustee of the year. Jane will continue to support The Mulberry Centre as Founder Patron. We also said good bye to Jasminder Grewal OBE who retired from the Board in April 2023 after nearly 12 years as a Trustee. Having had a successful career in education, Jasminder has been a key contributor to steering The Mulberry Centre to the success it is today. We are very grateful to both Jane and Jasminder for their service.

We welcomed two new Trustees to the Board during the year, Piers Allen and Chris Bezant, both of whom bring strong local connections and expertise which are already benefitting the organisation.

I would like to thank the Trustees, Executive Director Raj Athwal, her team, our volunteers and supporters for all the service they give to The Mulberry Centre helping support those affected by cancer.

Aileen McLeish

Chairman

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2023

The Trustees present their report and the financial statements of The Mulberry Centre for the Accounting Year ended 31 March 2023.

VISION, MISSION, VALUES AND PUBLIC BENEFIT STATEMENT

Our Vision: To be recognised as a specialist centre of excellence for cancer support.

Our Mission: Our core mission is to improve the lives of anyone affected by cancer, by enhancing their emotional, psychological and physical well-being.

Who we are and our Values: Our award-winning staff and unique volunteers are caring and experienced professionals, dedicated to supporting others, in a relaxing and welcoming environment, and promoting excellence in cancer support. We are:

- **Inclusive**: Welcoming anyone affected by cancer, irrespective of who they are.
- **Responsive**: Tailoring our support to individual needs.
- **Caring**: Acting in a gentle and compassionate manner out of genuine concern.
- **Positive**: Having a real optimism that what we do will improve peoples' well-being.
- **Professional**: Collaborating to deliver an excellent service in which people can have confidence.
- **Respectful**: Of our clients' and colleagues' needs.

What we do: We promote cancer awareness, and help people live well with cancer. With empathy, passion and care, we help people to start re-building their lives, and promote self-management. We do this by providing counselling, complementary therapies, wellbeing classes, information workshops, social, creative and fitness activities, with a holistic approach, tailored to the needs of our clients. Services are provided at and around our dedicated centre in West London and on-line, creating a place of respite and a feeling of belonging. We also provide specialist end of life support and are developing a complementary therapies education and training programme to expand 'The Mulberry Way' to a broader demographic. Everything is done within a system of best practice and good governance.

Who we support: We support individuals with a diagnosis of cancer, carers, family members, friends and bereaved relatives from our diverse local communities. We have forged strong relationships with local GPs, community groups and healthcare providers to ensure that anyone requiring support, especially in hard-to-reach groups, can access our services.

In setting out the vision and mission of The Mulberry Centre and in developing its activities, the trustees have had regard to the Charity Commission's guidance on public benefit. The activities described in the following paragraphs fulfil charitable purposes that fall within the following headings defined by The Charities Act 2011:

- The advancement of education
- The advancement of health or the saving of lives
- The advancement of citizenship or community development
- The relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage.

OBJECTIVES, ACHIEVEMENTS AND PERFORMANCE

Strategic framework and priorities

During the year we continued to focus on the strategic priorities developed in 2020: **Service Offering, People, Internal Processes and Structures, External Brand, Funding.**

We have also developed an updated five-year strategy to 2027-28, with input from trustees and staff, which has been agreed by the Board of Trustees. This is built around five areas:

- **Clients and Services**: Be recognised as a centre of excellence for cancer support, develop 'The Mulberry Way', and meet the expected growth in client demand for our services.
- **Collaborative partnerships**: Develop our collaborative and mutually beneficial relationships with healthcare organisations, local community groups and other relevant groups, to help us identify clients needing support, raise money, raise awareness of The Mulberry Centre, and demonstrate the impact of the support and value we deliver.
- **People and Governance**: Invest in our staff and volunteers, and further increase our diversity to reflect the communities we serve.
- **Funding and Finance**: Develop and grow diverse and sustainable income streams to secure the funding required to support more clients.
- **Operations:** Invest in operational effectiveness to allow our outstanding staff and volunteers to focus more time on clients, and address physical constraints of our existing premises.

2022-23 achievements

2022 was a very special year for The Mulberry Centre as we celebrated our 21st Birthday. We hosted a series of events with current and previous funders, supporters, clients, volunteers, and other members of the communities we serve, and through a competition with local schools, we commissioned a special 21st Birthday logo. As part of our 21st Birthday events, we held a wonderful Gala Concert in May with Richmond Orchestra, and a Garden Tea Party in June to thank all our amazing volunteers. Last year, our volunteers received The Queen's Award for Voluntary Service with a particular citation for their efforts during the pandemic, and after the Award Ceremony in September 2021, two volunteers attended a Garden Party at Buckingham Palace in June 2022. In July we held an Open Day, and we welcomed over 50 visitors at the Centre, allowing us to give tours for visitors to see the facilities and find out more about the services we offer and how to support us. With the support of GSK and CW+, in September we held the 21st Birthday celebration at Cambridge Cottage, Kew Gardens, which was an opportunity for our guests to network with staff, trustees, volunteers and people who use our services. Finally in November, we held our first Thanksgiving Service in memory of our loved ones. These activities aided in increasing awareness and support for our programmes, as well as strengthening our links with local partner organisations.

The Mulberry Centre was proud and honoured to be only one of eighteen organisations in the capital to receive one of the trees from the Tree of Trees sculpture featuring 350 British native trees erected outside Buckingham Palace as a centrepiece of Her Majesty Queen Elizabeth's Platinum Jubilee weekend celebrations in June, which put the importance of trees and nature at the heart of this historic milestone. At the invitation of the Lord-Lieutenant of Greater London, Sir Kenneth Olisa OBE, we attended a special Gifting Ceremony in October, at The Royal Hospital Chelsea, to receive our tree, which is now doing well in our garden.

We learned from the positive experience of resuming face-to-face services following the Covid-19 epidemic and associated social constraints. With our risk reduction rules and processes, we encouraged

and fostered confidence among our clients to return to the Centre for face-to-face services while continuing to provide services remotely. Despite the fact that many clients and their families are more sensitive to Covid owing to cancer and compromised immune systems, there was a high demand for face-to-face interaction after a lengthy period of seclusion for many clients. We have also restored our late-night hours, and tested hybrid group service sessions, with some people meeting in person at the Centre and others participating remotely online.

This year, we did a pilot scheme in the Haematology clinic of the West Middlesex University Hospital, offering complementary therapy to cancer patients undergoing chemotherapy. Offering therapies in outpatient settings has been effective, and we have received a grant from CW+ to offer complementary therapy four days a week in 2023-24.

Cancer has an influence on people's finances, especially in times of high inflation, rising interest rates, and economic uncertainty. Many of our clients were overwhelmed by dealing with a cancer diagnosis as well as financial difficulties due to the cost of living. We have provided information and guidance on matters such as benefits, housing, grant access, and pensions, making a significant difference in reducing stress at such a difficult time.

With the start of a new National Lottery Community Fund grant towards key services in October 2022, we expanded our staff team which has allowed us to expand our services outside of the Centre, such as Soul Midwife support for people nearing the end of their lives, and raising awareness of The Mulberry Centre through Community Engagement and new partnerships as part of our 21st Birthday celebrations.

In February 2023, we celebrated our first World Cancer Day, dedicated to raising cancer awareness and encouraging action among individuals and groups. With the aim to #CloseTheCareGap we particularly reached out to groups identified as most likely to experience inequalities across their cancer pathway including the elderly, ethnic minorities, marginalised and vulnerable groups, the socioeconomically disadvantaged, and carers. This was an opportunity for the public to access information, through an information marketplace, workshops, talks and presentations. We also raised awareness of the signs and symptoms of cancer, the importance of screening, how to reduce the risk, and the support available.

The implementation of our new client relationship management system (Pabau) has freed up administrative time, allowing us to assist more clients. For example, our Cancer Information and Support Assistants have more time to provide emotional and information support, including handling more welfare and benefit enquiries from clients.

This year, a key priority has been strengthening partnerships that help us fulfil our mission, as well as continuing to strengthen referral pathways to The Mulberry Centre with local health services, to ensure that people learn about us at the earliest stage of their cancer journey. We participated in local fairs and fetes, and continued to provide online information and presentations in the local community.

Plans for 2023-24

Our first-year priorities under the new five-year strategic plan will include: Develop 'The Mulberry Way', launch a new complementary therapies education and training programme, deepen and develop our collaborative and mutually beneficial partnerships, refresh our value proposition for staff and volunteers, bed in a new experienced fundraising team, and make best use of our client relationship management system.

Above all, we want to maximise all opportunities to help people affected by cancer, and to have the resources and funding to deliver this.

The work of The Mulberry Centre – Our service range

The services offered to clients by The Mulberry Centre during the year are briefly described below. Further details can be found on The Mulberry Centre website (www.themulberrycentre.co.uk)

- Welcome Assessment, Information and Library
- Counselling, Coaching, Wellbeing Calls and Emotional Support
- Facilitated Client Support Groups
- Complementary Therapies
- Wellbeing Classes
- Informative Workshops
- Social/Creative Activities
- Legal Information Service
- Welfare and Benefits Information Service

The Mulberry Centre is open to anyone dealing with cancer, including carers and bereaved, who can find care and support services in a non-clinical empathetic environment. We also continue to extend support for health care professionals, and to carry out a range of Community Engagement activities, and as a result of short-term funding, we have also been able to support anyone living in the London Borough of Hounslow who has experienced bereavement for any reason.

Welcome Assessment, Information and Library

The care and support we offer here at The Mulberry Centre starts with a welcome assessment, which can be completed at the Centre or remotely. We have also spent time looking at venues to work from as satellite centres, and are currently delivering registration services amongst others at Hounslow House every Friday morning from January 2023. A welcome assessment enables us to tailor our support and therapies to our clients, depending on their individual and changing needs at any particular time. Welcome assessments give us the opportunity to offer our services as appropriate, refer where necessary, and give our clients any supportive literature. Our library is open to clients, and gives them a safe space to sit and read as well as the option to take out books for a 4-week period.

Counselling, Coaching, Wellbeing Calls and Emotional Support

We continued to offer in-the-moment as well as ongoing emotional support and wellbeing calls to our clients. We offer face to face counselling, which appears to be the preferred choice for clients, as well as maintaining some remote counselling. Some of our clients just want to speak to someone as and when they feel the need for emotional support, and the Cancer Information and Support Assistants (CISAs) continue to offer this service; they will also make themselves available for a chat at key stages in our clients' cancer journey, such as receiving test results, starting treatment and/or surgery. This courtesy is also offered around the funeral time of a loved one as a check-in to let clients know we are here and to see if their service need has changed.

The lifting of all Covid-19 restrictions has allowed an increase in drop-ins here at the Centre, and a natural conclusion of our telephone befriending service around June 2022, although we have volunteers who would be happy to reinstate this should the need arise. The numbers of people visiting have also notably increased during the continuing global energy crisis, with the Centre being recognised as a community hub.

The Mulberry Centre's volunteer counsellors follow a 'person-centred' approach to counselling. This approach harnesses the client's natural self-healing process. It is a personal growth model of counselling that is also known as non-directive counselling. The client brings to the session the issues and concerns

that are most important to him or her at that time – the counselling is led by the client and not directed by the counsellor. The idea is that the 'client knows best', the individual is the expert on his or her own experience, as no-one else knows exactly what it's like to be you.

Our Counselling service adheres to the standards laid down by the British Association for Counselling and Psychotherapy (BACP). Our counselling team is a mix of qualified and trainee counsellors who have been through a rigorous selection, induction and training process and are required to continue with relevant ongoing CPD training. All our volunteer counsellors are members of the BACP. They all receive in-house, monthly, two-hour group supervision with our qualified supervisors.

We have a coaching service which we regard as a natural next phase for many people after counselling. However, coaching is available for clients regardless of whether or not they have counselling with us. Coaching supports people to gain new insights and different perspectives on their lives and see how they might want to change things. It helps the client to identify options for solving problems and supports them to become more resilient. Both of our coaches are fully qualified.

With the aid of funding from the London Borough of Hounslow we are also able to offer an End of Life (EOL) and Bereavement service to people living in the Borough of Hounslow, or if an EOL patient has had a recent hospitalisation at the West Middlesex University Hospital (Palliative Care Project - PCP). In line with the Department of Health and Social Care strategy for EOL, these services exist for anyone who is believed to have a life expectancy of less than one year, whether or not cancer is a factor, and anyone who has been bereaved for any reason. The EOL service includes extended counselling for up to one year for the patient. We also offer Soul Midwife support for these clients, offering emotional support to patients and families in the last weeks of life.

Within the West Middlesex University Hospital (WMUH), we offer bedside psychological support to patients in palliative care and their family members, as well as complementary therapies to patients, and on many occasions, we have been able to demonstrate to family members a gentle hand massage they can give to their loved ones. We also offer clinical supervision and complementary therapies to the palliative care team of consultants and nurses. And as part of inhouse 'End of Life' training delivered by the palliative care team to Clinical Nurse Specialists working throughout WMUH, we deliver a 'How to Manage Stress' element of this study day for them.

Facilitated Client Support Groups

Our support groups consist of people coming together on a regular basis to talk freely about any concerns they might have. Confidentiality is emphasised so that all aspects of life and death can be talked about in a safe and supported way. A specialist facilitator leads each group and helps participants to share their experiences. The groups are ongoing, and people can join at any point. As a way of good and safe practice, anyone wishing to join a support group has a one-to-one meeting with the Counselling Lead to assess their suitability for the group. Group numbers are limited, the largest having a maximum of twelve attendees.

Our current practice is to operate three facilitated groups, of which one is for cancer patients only and meets weekly, one is for carers and meets fortnightly, and one is for those who have been bereaved and meets fortnightly.

We have also started a men's support group at the Centre to offer support for any man impacted by cancer as a patient, carer or if bereaved.

Complementary Therapies

The Mulberry Centre offers a range of therapies, free of charge, aimed at helping people affected by cancer to improve the quality of their lives. The therapies we offer are designed to work safely alongside any conventional cancer treatment; they are not designed to treat cancer and are not intended as an alternative to medical treatment.

Complementary therapies are carried out by highly qualified and professional practitioners who have gone through a rigorous selection, induction, mentoring and training process. All hold their own personal insurance and professional indemnity, are registered with the Complementary and Natural Healthcare Council (CNHC) and adhere to a professional code of conduct. This year we have begun to design and deliver basic training that all therapists are required to attend to ensure continuity of treatment between therapists as well as a high standard of practice; this will form part of their annual CPD requirement.

Our offerings consist of Massage, Aromatherapy, Reflexology, Reiki, Shiatsu and Acupuncture, and clients are invited to attend a course of treatment of any one of these therapies. Emotional Freedom Technique (EFT) is offered as a group workshop as well as a one-to-one therapy regardless of whether a client takes up a course of one of the other complementary therapies.

As well as offering therapies to PCP patients in WMUH, we have run a pilot scheme to offer complementary therapy to cancer patients undergoing chemotherapy in the WMUH out-patients department. We have now received a grant from CW+ to offer complementary therapy four days a week in 2023-24.

Wellbeing Classes – Relaxation Techniques

We continue to offer a very successful 6 week 'Relaxation and Breathwork' online session on a Tuesday morning, as well as an advanced session once a month for those who have completed the initial 6-week course as a refresher to re-visit the techniques taught.

We deliver a face-to-face relaxation techniques session once a month, which runs a full class, and includes mindfulness, visualisation and breathing exercises designed to teach the participant to refocus the mind away from troublesome thoughts and encourage physical relaxation through the body.

Informative Workshops and Social/Creative Activities

The Mulberry Centre has established a wide range of informative workshops and social and creative activities programmes addressing physical, psychological and practical needs. This year we have been able to deliver more face-to-face sessions in our programme of Health Walks, Mandala Workshops, Watercolour Classes, Book Club, Creative Writing, Headscarf Tying, Bra Fitting Workshop, Dealing with Emotions when Cancer Treatment Ends, Empowering Carers, How People Grieve, Prostate Cancer Talk, Social Coffee Morning, Strength and Balance Workshops, Tai Chi, Pilates, Seated Yoga, various focused Nutrition Workshops, Managing Stress Workshop, and Soft Tissue Release after Surgery. All our workshops were developed purely on client needs; they have all been evaluated and scored highly in making people feel more confident and reducing stress levels.

Legal Information Service

We have an association with a locally-based firm of solicitors, who have been able to offer monthly one-to-one sessions to our clients – patients, carers and bereaved – on matters such as wills, probate, estates and power of attorney.

We also introduced a legal workshop for our clients, looking at the importance of writing a will and what factors need to be considered in order to get the outcome required. We have videoed and uploaded information onto our website explaining why you should write a will and highlighting what needs to be considered when doing so.

Welfare and Benefits Information Service

Cancer will have an impact on the financial aspects of people's lives. Many of our clients and carers are overwhelmed with dealing with a cancer diagnosis and financial difficulties from a job loss, resulting in logistical problems such as housing issues. They are not always aware of what financial help is available, nor are they necessarily capable of filling in complex forms at such an emotional time. Help with finances and knowing what help is available can make a significant difference in reducing stress at such a difficult time.

Welfare and benefits information and support has been offered to all our clients by a volunteer, one afternoon a month, giving general information and guidance on issues such as benefits, housing, employment, access to grants, and specific advice for carers and pensions. These sessions are often booked three months in advance, which demonstrates a greater need for support than we can offer. When possible, our Cancer Information and Support Assistants will support people if they are eligible for a Macmillan grant, as well as benefits that apply to anyone given an end-of-life diagnosis.

Community Engagement

A key priority has continued to be strengthening referral pathways to The Mulberry Centre with local health services, to ensure that people hear about us at the earliest opportunity in their cancer journey. We were able to participate in local fayres and fetes for Spring/Summer 2022/23 and over the Christmas period, as well as continuing to deliver online information and more recently presentations in the local community. We continue to work closely with WMUH and local Macmillan centres as well as GPs and social prescribers. The impact of this engagement is to raise awareness of the Centre and the support we can offer, as well as educating and encouraging people to prioritise their health and wellbeing. We also signpost our clients to other support networks in the area where appropriate, so that we can deliver a holistic package of care to all our clients taking into account their individual needs.

The Executive Director represents The Mulberry Centre on the Executive Board of the Hounslow Community Network and is a co-opted member of the Health and Adult Care Scrutiny Panel for the Borough of Hounslow, ensuring the Centre is up to speed on local initiatives and plans. The Volunteer Lead has initiated contact with many local Schools and Universities and keeps in regular contact with both Richmond, and Ealing and Hounslow Community Voluntary Services. The Mulberry Macmillan Cancer Information and Support Services Manager sits on various Community of Practice and steering groups, including end of life and suicide awareness.

We continue to publish articles on our website and distribute them in local newsletters and e-Newsletters. We have also developed relevant articles to raise awareness of signs and symptoms of cancer for a variety of different types of cancer, and have increased our visibility on social media.

This year we have strengthened our links within the local community, and have been able to increase our reach and offer our support and services to clients from sites outside of the Centre.

Our Clients

Our client base has continued to grow steadily. The number of people registered for services provided by The Mulberry Centre increased from 5,722 to 6,505 during the year, seeing 783 new individuals registering with us this year (a steady increase of 14%). In addition, an increasing number of people called The Mulberry Centre without registering for particular services, for example to access the emotional support helpline to discuss their feelings with a member of staff. Overall attendance to various services in the year was 8,991 compared to 4,701 in the previous year, this is a 91% increase.

Many of our clients accessed support at The Mulberry Centre on several occasions during the year, for example to undergo a course of therapy or counselling sessions. Total client attendances during the year at sessions of various kinds were as follows:

TOTAL CLIENT ATTENDANCES 2022-23	
Session Description	**Total**
Welcome sessions, and emotional/financial and other support *(incl. Macmillan grants, befriending, Health Needs Assessments, wellbeing calls, info given, and 1:1 Welfare & Benefits sessions)*	1,450
One-to-one Counselling and Coaching sessions	2,069
PCP - Emotional Support & Complementary Therapy	621
Support Groups	382
One-to-one Complementary Therapy sessions	1,507
Wellbeing Classes	1,851
Informative Workshops	700
Social and Creative Activities	411
Total	**8,991**

82% of our clients live in the London Boroughs of Hounslow and Richmond, with the remainder spread across Ealing, Spelthorne, and other areas. Our aim is to provide a facility to serve the broad area of West and South-West London and we do not impose geographical restrictions on eligibility for The Mulberry Centre's services.

Making it possible

The Mulberry Centre could not reach and help so many people affected by cancer without the commitment of its staff, contractors, volunteers, donors and other supporters. We are hugely grateful to all those who have helped us to deliver our services, to raise funds and maintain the operation of The Mulberry Centre.

Staff and contractors

In order to deliver The Mulberry Centre's services and to manage fundraising and support activities, we are fortunate to have a team of dedicated professionals, who have a real feeling for, and commitment to, the aims and values of The Mulberry Centre. The staff establishment during the year comprised seventeen posts, of which four were full-time.

In June 2022 we appointed a new Supporter Engagement Lead, and in October 2022 two new job shares for the Complementary Therapies Leads. We also appointed a new Admin and Operations Assistant in November 2022, and a new Mulberry Macmillan Cancer Information & Support Assistant joined the team in January 2023. We also recruited a short-term contract for a Hounslow Community Engagement Lead.

Volunteers

Beyond the team of post-holders referred to in the previous paragraph, The Mulberry Centre depends vitally on volunteers. The range of counselling and therapies offered by The Mulberry Centre, described in an earlier section of this report, is made possible by skilled professionals who are prepared to donate their time and energy to The Mulberry Centre. We also depend on volunteers to welcome visitors, to organise fundraising events and to assist with the day-to-day activities involved in managing and maintaining the Centre.

At the end of March 2023, our core volunteer team was as follows:

Complementary and Group Therapists	31
Counsellors & Coaching	29
Workshops & Social Activities	12
Welcomers	24
Community Outreach	15
Fundraising and Administration	15
Telephone Befrienders	9
Estates and Facilities – gardeners and general help	7
Trustees & Patrons	16
Total	**158**

The majority of our volunteers have direct involvement with the clients of The Mulberry Centre and it is therefore particularly important that we apply rigorous selection procedures and provide appropriate induction and, subsequently, training/professional development for each volunteer.

We are most fortunate that the aims and work of The Mulberry Centre have continued to attract dedicated and high calibre volunteers. The trustees and management team would like to record their appreciation of those who have given generously of their time; their enthusiasm and professionalism are at the heart of The Mulberry Centre's values.

Financial support

The Mulberry Centre's facility on the West Middlesex University Hospital ('WMUH') campus was created using charitable funds raised specifically for that purpose. The site has been secured by means of a lease agreement with WMUH at a nominal annual rental.

The next section (Financial Review) provides details of our income and donors.

FINANCIAL REVIEW

Our financial statements show an increase in total funds of £136,000 for the year. This financial performance reflects the exceptional support that The Mulberry Centre has had this year.

Income increased to £708,000 (2022: £505,000). We have been awarded a new Lottery grant, strengthened our partnerships with Public Authorities and Health Bodies, received continuing strong support from Charitable Trusts and Foundations, and achieved an increase in income from Individuals, Legacies, Events (including our 21st Birthday events), Community Groups and Corporates as we diversify our income sources. This year's income was also more evenly split between Restricted and Unrestricted income.

This additional income has allowed us to increase expenditure to £565,000 (2022: £460,000), to expand our charitable activities (earlier sections of this report describe what we did and what we achieved). We have also strengthened the staff teams in client service, fundraising/engagement, and finance/operations to meet higher demand for our services.

The net operating surplus for the year (Income less Expenditure) was £143,000 (2022: £45,000).

The financial statements also include £7,000 unrealised losses on investments, due to world stock market volatility.

The outturn for the year was therefore an increase in total funds of £136,000 to £416,000. Our reserves are now at a healthier level of six months of future expenditure.

Income

A broad breakdown of income during the 12 months to 31 March 2023 by source is as follows:

	£000
National Lottery Community Fund	92
Other Grants:	
• Public Authorities and Health Bodies	183
• Charitable Trusts and Foundations	193
Contracts:	
• West Middlesex University Hospital Palliative Care Pathway (PCP) Project	29
Individual Giving	45
Legacies	60
Fundraising Events and Supporter-led Challenges	56
Community Groups/Clubs	9
Corporates	35
Earned Income	6
Total	**708**

Only a small proportion of income comes from contracts and we must find the bulk of our funding from grants, donations and fundraising activities.

FINANCIAL REVIEW (continued)

Our £399,000 three-year grant from the **National Lottery Community Fund** ended in August 2022, and we successfully applied for a new £500,000 four-year grant to support our Welcome & Assessment, Counselling and Therapies services, which started in October 2022.

We expanded our valued partnerships with **Public Authorities and Health Bodies,** and we thank the London Boroughs of Hounslow, Spelthorne, and Ealing, and the Greater London Authority (GLA) for their support for our work. The London Borough of Hounslow also gave us additional funding this year. A successful pilot Strength and Balance exercise project to support the health and wellbeing of people affected by cancer was funded by the GLA's Sport Unites fund.

Support from Charitable **Trusts and Foundations** continues to be very important. Of particular note were restricted grants from Hampton Fund (£30,000 for staff costs and £15,000 for a programme of post-Covid Community Engagement in the Hampton Fund areas), RPLC (£20,000 for Community Engagement in the London Borough of Richmond upon Thames), City Bridge Trust (£37,000 received this year from a five-year grant), The February Foundation (£5,000 towards Counselling services), The Hampton Wick United Charity (£6,000 to support residents from Hampton Wick postcodes), as well as unrestricted grants from RPLC (£16,000 for running costs, from a three-year grant), Garfield Weston Foundation (£15,000 for core costs from a two-year grant), and Postcode Society Trust (£25,000 for core funding). Multi-year grants really do allow us to plan with more confidence and stability.

Some restricted grants are for time periods extending beyond the year end, and will be spent in the next financial year. We also received £88,000 restricted grants for 2023/24 projects, which are shown as Deferred Income in the accounts.

Our **Contract** income is for our Palliative Care Project at the West Middlesex University Hospital, which falls under the Chelsea and Westminster NHS Foundation Trust; this contract continued this year.

Income from **Individuals, Legacies, Events, Supporter Challenges, Community Groups and Clubs, and Corporates** was higher than last year, and contributed almost 30% of the year's income. We held a number of fundraising and celebratory events to mark our 21st birthday in 2022, as well as our summer plant sale and Christmas hamper raffle. Our supporters also did lots of individual challenges to raise money for us, including skydiving, walks and cycle rides, a Channel swim, and an Offa's Dyke trek. A big thank you to everyone who donated as part of the Big Give Christmas challenge, and to companies who selected The Mulberry Centre as their charity of the year. We would also like to thank the Cadent staff and associates who have supported the Centre for many years with their annual fundraising golf day event, and Cadent who have match-funded this event. We continue to encourage regular giving, and we are developing a major donor programme.

From time to time, The Mulberry Centre receives legacies; we are most grateful that individuals should choose to express their appreciation of the Centre in this way. We received three legacies totalling £60,000 this year, which was an exceptional amount.

We really appreciate the generosity and efforts of all those who have made donations and put themselves forward to raise money for the Centre, including our staff, volunteers and supporters in the community. We recognise the extraordinary dedication and enthusiasm of all those who organise imaginative events to support us and, as ever, we gratefully thank all the people who, both alone and in teams, take on often heroic challenges to support what we do.

FINANCIAL REVIEW (continued)

We would also like to thank all the organisations that have supported The Mulberry Centre in this financial year, among whom are the following:

Amazon Community
Barnes Choir
Benefact Group (formerly Ecclesiastical Insurance)
Bown Design & Build
Cadent (matched giving)
Chelsea and Westminster NHS Foundation Trust
City Bridge Trust
Co-op Local Community Fund
CW+
Ealing Borough Council
Farrer-Brown Charitable Trust
Fuller Smith & Turner
Garfield Weston Foundation
Garner & Hancock Solicitors
Greater London Authority (Sport Unites Fund)
GSK
Hampton Fund
Hounslow Borough Council
Housing Pathways Trust
Inspire Hounslow
Isleworth & Hounslow Charity
Isleworth Sorting Office
Kew Fete
Leeds Building Society Charitable Foundation
Lodge Brothers
London (Acton) Lions Club
Moto Foundation
National Lottery Community Fund
Ogilvy Health
Pink Ribbon Foundation
Postcode Society Trust
Richmond Orchestra
Rotary Club of Twickenham-upon-Thames
Round Table Chapter of Middlesex
RPLC
Russell Finex
Spelthorne Borough Council
St James's Place Charitable Foundation
St Michael and All Angels Church, Bedford Park
The Big Give / The Reed Foundation (match funding)
The D'Oyly Carte Charitable Trust
The Edward Gostling Foundation
The Elizabeth Frankland Moore and Star Foundation
The February Foundation
The Hampton Wick United Charity
The Munro Charitable Trust
The Screwfix Foundation
Trinjan Women's Social & Community Group
True Medispa
Waitrose East Sheen
Whitman & Co
Yorkshire Building Society Charitable Foundation

Expenditure

The income we raise allows us to provide support for the increasing number of people affected by cancer in our local communities, to raise funds that enable us to deliver this support, and to run The Mulberry Centre.

Total Expenditure was £565,000 (2022: £460,000), a 20% increase on last year.
£441,000 (2022: £369,000) was spent on charitable activities (including a share of support costs), and £124,000 (2022: £91,000) on raising funds with a small fundraising team.
We continue to keep a close eye on all costs to make sure that we make the most of our resources.

The majority of the expenditure increase was people costs. We had some staff changes during the year, as we restructured and invested in our teams to support the growth in services, activities and client numbers. We also made a mid-year discretionary payment to staff to assist with cost-of-living pressures. In addition, we had some short-term contractors.

FINANCIAL REVIEW (continued)

Reserves and Reserves policy

At 31 March 2023, we had £416,000 in total funds (£37,000 in restricted funds and £379,000 in unrestricted funds). £54,000 of the unrestricted funds are held in tangible fixed assets. Free reserves, equivalent to unrestricted funds less tangible fixed assets, were £325,000 (2022: £183,000).

Our Reserves Policy seeks to set a target level of reserves that represents a prudent balance between protection against fluctuation and not holding back funds that should be used in developing The Mulberry Centre's services. Reserves enable us to commit to projects or future programmes and to insulate The Mulberry Centre's work from the effects of short-term fluctuations in income level or cash requirements.

The Board reviewed and updated the Reserves Policy in 2020, and agreed that the Centre should maintain free reserves plus restricted funds for operational expenditure at between three and six months of operational expenditure. This reflects the reality that the bulk of the Centre's restricted funds are applied to normal business activities over the relatively short term.

At 31 March 2023, reserves, thus defined, were £362,000, equivalent to 6 months of the budgeted operational expenditure in 2023-24.

The experience of the Covid-19 pandemic has demonstrated the importance of having sufficient reserves. We have been able to strengthen reserves over the past three years, and reserves are now at a healthier level. Reserves underpin the future sustainability of The Mulberry Centre and will allow us to invest in and accelerate strategic initiatives such as the planned complementary therapies education and training programme which will be launched in summer 2023.

Investments

At 31 March 2023 we held £137,000 (2022: £144,000) of investments in pooled investment funds for charities, to provide an investment return (from income and growth in capital), with long term protection from inflation, within an acceptable level of risk. We invest in funds which adopt clear ethical and responsible investment policies.

Our Investment Policy aims to keep two months' operational expenditure in cash and short-term deposits, to meet normal day-to-day requirements. Cash sustainably above this level, based on cash flow projections including known grant income, may be invested. Due to stock market volatility in the year, we made no investments this year, and cash balances were £334,000 at 31 March 2023.

FUNDRAISING

The Mulberry Centre is registered with the Fundraising Regulator, and committed to the Fundraising Promise and the Code of Fundraising Practice. We do not use contracted third-party fundraising suppliers.

Most people who donate to us want to know how their money is making a difference. We ask whether they'd like us to keep in touch with them, so we can update them on our work and how they've helped us. From time to time, we ask supporters if they'd like to support us further – for example, by increasing their donation or by taking part in a particular event. We ask supporters how they'd prefer us to communicate with them. We give them the option to let us know if they prefer less contact or no longer wish to hear from us, and always respect their wishes. We do not sell or share personal details to third parties for the purposes of marketing. Our website includes our privacy statement.

There were no complaints received regarding fundraising for the year to 31 March 2023.

PRINCIPAL RISKS AND UNCERTAINTIES

Risk management

The Mulberry Centre's Risk Management Policy is to identify, evaluate and monitor risks, in order to eliminate them or manage them to acceptable levels. This is done through a risk register, and systems, policies and procedures designed to minimise the impact on the Charity should risks materialise.

We consider both strategic high-level risks (which require the active attention of both the management team and the Board of Trustees and its Strategy Committee), and operational risks (which concern mainly internal processes and controls, which can be managed through effective systems and good practices). Risk management forms an integral part of the Charity's decision-making and is incorporated within strategic and operational planning. Reports to the Board of Trustees each quarter address continuing and emerging major risks and those where priority action is needed to effect better control.

Major risks

During the year, the Board has discussed the following major risks:

- **Income**: Our funding from the National Lottery Community Fund is a significant proportion of total income, and our initial three-year grant ended in August 2022. Although we are very grateful to have been awarded a new four-year grant, we recognise the importance of developing diverse and sustainable income streams, and we have a comprehensive Fundraising Plan in place. We are also strengthening the fundraising team in 2023-24.

- **People**: We face some challenges to attract and retain the right people with the skills and experience we need, and we are highly dependent on a core group of staff. We keep all roles under review, and adapt and evolve the organisation structure to make best use of skills. We are looking at strategic staff recruitment and retention, and will refresh the value proposition for staff and volunteers. Our staff and volunteers make The Mulberry Centre what it is, and we strive to foster a positive culture and atmosphere. We have regular team meetings, carefully consider development opportunities, and carry out annual volunteers' surveys. We plan to improve the diversity of the Board of Trustees, to reflect the communities we serve.

- **Clients**: Clients are at the heart of what we do, and we have a comprehensive set of policies and procedures in place to ensure compliance with best practice and legislation. In particular, The Mulberry Centre maintains and applies rigorous procedures governing the conduct of all contacts with clients. Although The Mulberry Centre does not engage in clinical medical activities, the Board is aware of the issues that may arise from face-to-face contact with a large number of individuals, which may involve a combination of information provision, signposting, counselling and therapy. We have an agreed policy on the safeguarding of children and vulnerable adults.

  Staff employment and volunteer placements are conditional on the provision of a satisfactory Disclosure and Barring Certificate (DBS) of a level appropriate to their post (in addition to the normal reference process); they must hold relevant qualifications and insurance, and must undertake induction training. We have public liability insurance which covers volunteers while they are volunteering. In addition, both counsellors and therapists must have their own annual professional indemnity insurance cover, and have valid registrations with their professional bodies.

PRINCIPAL RISKS AND UNCERTAINTIES (continued)

Major risks (continued)

- **Growth in demand**: The Covid-19 pandemic had a devastating impact on the lives of people with cancer and their families, and we are seeing many more people being diagnosed with cancer and at a later stage. Meeting this extra demand will be challenging unless we resource ourselves properly, address the capacity constraints of our centre, and increase income. To attract more people, we will leverage 'The Mulberry Way', the new 'Education Centre' for complementary therapists, and our centre of excellence status. We will also make better use of our centre, seek new funding, and further develop collaborative and mutually beneficial relationships with local healthcare organisations, community groups and other relevant groups to help us identify clients needing support, raise money and raise awareness of The Mulberry Centre, and demonstrate the impact of the support and value we deliver.

Information security

Information governance and security also remains a high priority. The Mulberry Centre is registered with the Information Commissioner's Office (ICO), and all personal data is processed in line with the Data Protection Act.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Form of organisation and governing documents

The Mulberry Centre opened its doors in 2001. It is a charitable company limited by guarantee, incorporated and registered as a charity in 2005. The company is governed by its Articles of Association, which sets out the Charity's objects and powers. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

Board of Trustees

The business of The Mulberry Centre is governed by the Board of Trustees, each of whom is also a member of the company and a Director of the company. The Articles provide for a maximum of 15 Trustees, and there must be at least 5 Trustees. One-third of the Trustees retire by rotation at each annual general meeting. Trustees may serve up to five consecutive terms. The Board of Trustees may delegate their functions to a committee of at least two Trustees.

The Board of Trustees seeks to ensure that the diversity of the Trustee body reflects the range of needs of the charity, including skills and knowledge in providing services in the voluntary sector, fundraising, clinical experience as a health professional caring for cancer patients, and operational management.

Appointments of Trustees are decided by the Board, based on consideration of candidates by a panel of three existing Board members (one of whom must be the Chairman).

New Trustees undertake an induction programme suitable to their needs, which includes the provision of key documents and information relating to The Mulberry Centre, a tour of the Centre, introduction to the Executive Director and key staff, and an outline of the duties, responsibilities and obligations of being a Trustee. An appropriate existing Trustee will also help bring the new Trustee up to speed.

Governance and organisation

The Board of Trustees meets at least four times a year, together with an annual away day, and is collectively responsible for the governance of The Mulberry Centre in accordance with the Articles of Association and its charitable objectives.

The Board is responsible for determining the strategic direction and policies of The Mulberry Centre, and is supported by a Strategy Committee and a Finance Committee, that report and make recommendations to the Board.

The **Strategy Committee** works with staff to develop and review the Strategy and Business Plan, and reviews outputs from the risk register including major risks.

The **Finance Committee** oversees the Financial Regulations, Investment Policy and Reserves Policy, keeps under review the role of Treasurer, monitors financial performance, reviews the annual accounts and budget for approval by the Board, and keeps under review banking and financing arrangements and investments, cash flow and major financial risks.

The Executive Director is responsible, within the agreed framework, for the overall management of The Mulberry Centre and leadership of the team of staff and volunteers. Key roles include developing and implementing service enhancements, fundraising and promotional strategy, staff recruitment and development, and building relationships with stakeholders.

The Executive Director is assisted by a Management Team as set out on Page 21.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Governance and organisation (continued)

Operational "task-and-finish" groups have joint membership of staff and trustees, and support our strategic priorities. These groups are evolving. The groups for Fundraising, and for Service Delivery and Development will continue. New groups for Relationships, PR and Marketing, and for Organisational Design are being set up. Operations will now be driven by the Management Team following the successful transition to the Pabau client relationship management system, and a 21st birthday group to coordinate the celebratory events in 2022 has completed its work.

Remuneration Policy

We recognise that we have a duty to deliver our services effectively and maximise the use of our resources. To do this, we need to attract and retain diverse, generous and experienced professionals, with the right skills, knowledge and experience, and pay them fairly and responsibly.

The Board decides the remuneration of the Executive Director, and, taking advice from the Executive Director, determines the salaries of all staff and contractors. We take into account market forces affecting recruitment, benchmark against available information, and seek to pay salaries that are affordable and sustainable.

Reference information

Charity name:	The Mulberry Centre
Charity registration number:	1108999
Company registration number:	05349202
Registered office and operational address:	The Mulberry Centre West Middlesex University Hospital Twickenham Road Isleworth Middlesex TW7 6AF 020 8321 6300 talk@themulberrycentre.co.uk

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2023

WHO WE ARE

Founder Patron

Jane Kelly

Patrons

Alun Armstrong
The Rt Hon Sir Vincent Cable
Colonel Jane Davis OBE QVRM TD DL
Mohinder Dosanjh
Paul Kennerley RD

Board of Trustees

Aileen McLeish	Chair
Piers Allen	(appointed 22 August 2022)
Christopher Bezant	(appointed 22 August 2022)
Christopher Bradley	
Grace Gibbs	
Jasminder Grewal OBE	(resigned 7 April 2023)
Joanne Grinbergs	
Jane Kelly	(resigned 31 August 2022)
David Meggitt	Vice-Chair (resigned 24 May 2022)
Joy Pearce	Secretary
Heather Taylor	Treasurer
Mathias Winkler-Wulff	

Management Team

Raj Athwal	Executive Director
Angie Forero	Finance and Operations Manager
Catharine Langrish	Fundraising and Engagement Manager (to May 2023)
Daniel O'Brien	Fundraising and Engagement Manager (from May 2023)
Julie Quinn	Mulberry Macmillan Cancer Information and Support Services Manager

Independent Examiner

Hartley Fowler LLP
27-37 St George's Road
Wimbledon
London SW19 4EU

Principal Bankers

Charities Aid Foundation (CAF Bank)
25 Kings Hill Avenue
Kings Hill
West Malling
Kent ME19 4JQ

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of The Mulberry Centre 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), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year that 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 those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that 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 safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Independent Examiner

The Board has determined that the charity will exercise its right under Company and Charity legislation to an audit exemption report for the Accounting Year ended 31 March 2023 and has appointed Hartley Fowler LLP as Independent Examiner.

Approved by the Trustees on 13 June 2023 and signed on their behalf by:



Aileen McLeish

Chairman

Independent Examiner's report to the trustees of The Mulberry Centre ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2023.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000, your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of Institute of Chartered Accountants in England and Wales which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Jonathan Askew FCA
Institute of Chartered Accountants in England and Wales

Hartley Fowler LLP, Chartered Accountants
27-37 St George's Road
Wimbledon
London SW19 4EU

Date: 13 June 2023

Statement of Financial Activities for the year ended 31 March 2023

Incorporating an Income and Expenditure Account

	2023			*Comparative data for the year ended 31 March 2022 (restated)*			
	Restricted funds £000	**Unrestricted funds £000**	**Total £000**	***Restricted funds £000***	***Unrestricted funds £000***	***Total £000***	
Income from							
Donations and Legacies							
National Lottery Community Fund	92	0	**92**	*135*	*0*	***135***	Note 2
All Other	307	251	**558**	*192*	*120*	***312***	Note 2
	399	251	**650**	*327*	*120*	***447***	
Charitable Activities - Contracts	0	29	**29**	*0*	*30*	***30***	Note 2
Other Trading Activities	0	23	**23**	*0*	*7*	***7***	Note 2
Investments	0	6	**6**	*0*	*3*	***3***	Note 2
Other Income - Kickstart Scheme	0	0	**0**	*0*	*18*	***18***	Note 2
Total	399	309	**708**	*327*	*178*	***505***	
Expenditure on							
Raising Funds	30	94	**124**	*30*	*61*	***91***	Note 3
Charitable Activities	371	70	**441**	*341*	*28*	***369***	Note 3
Total	401	164	**565**	*371*	*89*	***460***	
Net income/(expenditure) before gains/(losses) on investments	(2)	145	**143**	*(44)*	*89*	***45***	
Net gains/(losses) on investments	0	(7)	**(7)**	*0*	*9*	***9***	Note 9
Net income / (expenditure)	(2)	138	**136**	*(44)*	*98*	***54***	
Transfers between funds	0	0	**0**	*(6)*	*6*	***0***	Note 13
Net movement in funds	(2)	138	**136**	*(50)*	*104*	***54***	
Reconciliation of funds:							
Total funds brought forward	39	241	**280**	*89*	*137*	***226***	Note 13
Total funds carried forward	37	379	**416**	*39*	*241*	***280***	Note 13

Unrestricted funds include Free Reserves of £325,000 (2022: £183,000)

Prior year adjustment

£40,000 received from the London Borough of Hounslow for End of Life and Bereavement support services is now treated as Restricted grant income. The change has been applied on a retrospective basis.
2022 Income and Expenditure above, and Notes 2, 3, and 13 have been restated.
There is no impact on the Movement in Funds for 2022, or Funds carried forward.

The Mulberry Centre (05349202) (Limited by Guarantee)

Financial Statements for the year ended 31 March 2023

Balance Sheet as at 31 March 2023

	Total Funds 2023 £000	Prior year Funds 2022 £000	
Fixed Assets			
Tangible assets	54	58	Note 8
Investments	137	144	Note 9
Total fixed assets	**191**	**202**	
Current Assets			
Debtors	18	15	Note 10
Cash at bank and in hand	334	119	
Total current assets	**352**	**134**	
Liabilities			
Creditors: amounts falling due within one year	127	56	Note 11
Net current assets	**225**	**78**	
Net assets	**416**	**280**	
Funds of the Charity			
Restricted funds	37	39	Note 13
Unrestricted funds	379	241	Note 13
Total funds	**416**	**280**	

Unrestricted funds include Free Reserves of £325,000 (2022: £183,000)

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the accounting year ended 31 March 2023.

The members have not required the company to obtain an audit of its financial statements for the accounting year ended 31 March 2023 in accordance with Section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for:
(a) ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and
(b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirement of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies' regime.

These financial statements were approved by the Board of Trustees on 13 June 2023 and signed on its behalf by:

Heather Taylor

Heather Taylor Trustee and Treasurer

Statement of cash flows

	Year ended 31 March: 2023 £000	2022 £000
Cash flows from operating activities:		
Net cash provided by (used in) operating activities	**214**	72
Cash flows from investing activities:		
Dividends and interest received	**6**	3
Purchase of fixtures, fittings and computer equipment	**(5)**	(10)
Purchase of investments	**-**	(30)
Net cash provided by (used in) investing activities	**1**	(37)
Change in cash and cash equivalents in the year	**215**	35
Cash and cash equivalents at the beginning of the year	**119**	84
Cash and cash equivalents at the end of the year	**334**	119
Analysis of cash and cash equivalents		
Cash at bank and in hand	**334**	119

Reconciliation of net income/(expenditure) to net cash flow from operating activities

	Year ended 31 March: 2023 £000	2022 £000
Net income/(expenditure) for the year (as per the statement of financial activities)	**136**	54
Adjustments for:		
Depreciation and amortisation	**9**	10
(Gains)/losses on investments	**7**	(9)
Dividends and interest received	**(6)**	(3)
(Increase)/decrease in debtors	**(3)**	(2)
Increase/(decrease) in creditors	**71**	22
Net cash inflow from operating activities	**214**	72

1. Accounting policies

General information

The charitable company is incorporated and domiciled in England and Wales. The address of its registered office is The Mulberry Centre, Twickenham Road, Isleworth, Middlesex, TW7 6AF. The registered number of the company is 05349202. The registered number of the charity is 1108999.

The financial information presented is for the year ended 31 March 2023 and 31 March 2022. The financial information is presented in sterling, and amounts are rounded to the nearest '000.

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention, with the exception of investments stated at market value.

a) Preparation of the accounts on a going concern basis

The trustees have reviewed future cash flow forecasts, and consider that there are no material uncertainties about the charity's ability to continue as a going concern. A key risk is a fall in grant income. The trustees have a series of measures to control, mitigate and minimise the effects of a fall in income, including the development and maintaining of a diverse range of activities and income in order to reduce the risk of over reliance on a single source, and a prudent reserves policy.

b) Significant judgements and estimates

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

- Tangible fixed assets. Fixtures and fittings and computer equipment are depreciated over their useful lives taking into account residual values, where appropriate.
  Leasehold improvements are amortised over a period of 22 years.
- Impairments. Management makes judgement on whether there are any indications of impairments to the carrying amounts of the charity's assets.
- Allocation of costs. The allocation of costs between charitable activities and the cost of raising funds.

Income recognition

Items of income are recognised and included in the accounts when all of the following criteria have been met:

- performance conditions attached to the item(s) of income have been met or are fully within the control of the charity;
- the charity has entitlement to the funds;
- reasonable certainty exists that the income will be received; and
- the amount can be measured reliably.

1. Accounting policies (continued)

Income recognition (continued)

Grants are recognised when the charity has been notified in writing of both the amount and payment date, unless the grant relates to a future time period, in which case it is deferred. Funding from the Kickstart Scheme in 2022 was recognised when salary payments were made to Kickstart employees.

Income from "Charitable Activities" relates to income received for services provided under contracts in furtherance of our charitable objectives, and is treated as Unrestricted income.

Legacies are recognised on a case-by-case basis following the granting of probate when the administrator/executor for the estate has communicated in writing both the amount and payment date.

Donated goods for resale are recognised as income when sold.

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

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party and the amount of the obligation can be measured reliably.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Direct costs comprise expenditure attributable to an activity, and the cost of resources shared between activities. The cost of raising funds includes staff and contractor costs, and direct expenditure, including community fundraising. The cost of charitable activities relates to providing information and support services to people affected by cancer, and includes staff and contractor costs, volunteer expenses and supervision, and direct service costs.

Support costs include the costs of maintaining our property, IT, administration, finance, HR, insurance and other professional services. They are apportioned on the basis of staff numbers (with the exception of facilities costs which are allocated on the basis of estimated usage of each physical area of the Centre).

Governance costs are the costs of the external Independent Examiner and legal advice for the Board of Trustees.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life, namely:

IT equipment	3 years
Other fixtures and fittings and equipment	5 years

Items of equipment are capitalised where the asset purchase price exceeds £500.

Leasehold improvements are amortised over a period of 22 years.

Investments

Investments are measured at their market value determined as at the Balance Sheet date. The change in market value since the previous Balance Sheet date is included in the Statement of Financial Activities under 'Net gains/(losses) on investments' and forms part of the net movement in funds.

Fixed Asset Investments are held primarily to provide an investment return.

1. Accounting policies (continued)

Debtors

Debtors are recognised at the agreed settlement amount.

Cash at bank and in hand

Cash at bank and in hand includes currency notes and coins, undeposited cheques, current accounts and deposit accounts, from which withdrawals are available within 7 days.

Creditors and provisions

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

Financial instruments

The Charity has only 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.

Fund accounting

Restricted funds are those which are to be used for purposes specified under the terms of an agreement with the provider of the particular fund. Income arising through a restricted fund is applied against expenditure, which meets the specified criteria, including a fair allocation of management and support costs. Any unapplied balance at the end of the financial year is reported as part of Restricted Funds.

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

Volunteers

The Charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in our Annual Report. In accordance with the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

2. Analysis of income

	Restricted funds £000	Unrestricted funds £000	2023 £000	2022 (restated) £000
Donations and Legacies				
National Lottery Community Fund	92	-	92	135
Other Grants - Public authorities & health bodies	183	-	183	73
Other Grants - Charitable Trusts & Foundations	124	69	193	160
Individuals, Community Groups, Corporates	-	116	116	69
Gift Aid on donations	-	6	6	5
Legacies	-	60	60	5
Sub-total	399	251	650	447
Income from Charitable Activities				
Contracts - Health bodies	-	29	29	30
Sub-total	0	29	29	30
Other Trading Activities				
Sales of donated goods	-	-	0	1
The Mulberry Centre Fundraising Events	-	23	23	5
Occasional rental of premises	-	-	0	1
Sub-total	0	23	23	7
Investment Income				
Investment dividends and interest	-	4	4	3
Bank interest	-	2	2	-
Sub-total	0	6	6	3
Other income				
Government grant funding - Kickstart Scheme	-	-	0	18
Sub-total	0	0	0	18
Total income	**399**	**309**	**708**	**505**

In 2022, the charity received £18,000 from the Government's Kickstart Scheme, which supported the creation of new jobs for three young people, giving them work experience over a six-month period. This grant funding contributed to their payroll costs, and other eligible costs incurred by the charity.

3. Analysis of resources expended

		Raising funds £000	Charitable activities £000	Total 2023 £000	Raising funds £000	Charitable activities £000	Total 2022 £000
					Comparative data for the year ended 31 March 2022 (restated)		
Direct costs							
Staff and contractor remuneration and expenses		91	274	**365**	71	213	**284**
Volunteer expenses and supervision		-	10	**10**	-	8	**8**
Other direct costs		19	6	**25**	8	2	**10**
Total Direct		**110**	**290**	**400**	**79**	**223**	**302**
Allocated support costs							
Staff and contractor remuneration and expenses		4	76	**80**	5	94	**99**
General Office, IT and Administration costs		7	44	**51**	5	34	**39**
Facilities and Depreciation		3	31	**34**	2	18	**20**
Total Allocated		**14**	**151**	**165**	**12**	**146**	**158**
Total resources expended		**124**	**441**	**565**	**91**	**369**	**460**
of which using:	*Restricted funding*	***30***	***371***	***401***	***30***	***341***	***371***
	Unrestricted funding	***94***	***70***	***164***	***61***	***28***	***89***

Charitable activities: The charity has one activity, to provide information and support services to people affected by cancer.
Total **Governance** costs included in Support costs are £3,000 (2022: £2,000).

4. Net Income

This is stated after charging depreciation of £9,000 (2022: £10,000) and Independent Examiner's remuneration of £3,000 (2022: £2,000).

5. Staff costs and numbers

	2023 £000	2022 £000
Gross salary costs	369	330
Employer's NI contributions	30	24
Employer's pension costs	22	20
Total	**421**	**374**

The average number of employees during the year was 15 (2022: 12), and the average number of full-time equivalent employees was 10 (2022: 10).

The Executive Director was supported by a Cancer Information and Support Services Manager and two Assistants, two Service Administrators, a Volunteer Lead, Counselling and Complementary Therapies Leads, a Finance and Operations Manager with an Admin and Operations Assistant, a Fundraising and Engagement Manager with a Supporter Engagement Lead, and Community Engagement Leads.
Three young people were also employed for short-term work placements in 2022 under the Kickstart scheme.

The pension costs shown in the table above represent payments into (a) the NEST workplace pension scheme and (b) employees' personal pension schemes.

No employee received emoluments (excluding employer NI and employer pension costs) exceeding £60,000 during the year or during the prior year.

The total employment costs, including employer NI and employer pension costs, for key management personnel (defined as the Executive Director and other members of the Management Team on Page 21) was £213,000 (2022: £191,000).

6. Trustees' remuneration and expenses

No member of the Board of Trustees received any remuneration or reimbursement for expenses during the year or during the prior year.

7. Taxation

The charity is exempt from corporation tax on its charitable activities.

8. Tangible Fixed Assets

	Fixtures, fittings and computer equipment	Leasehold improve-ments	Total
	£000	£000	£000
Cost			
At beginning of year	47	49	96
Additions	5	0	5
Disposals	0	0	0
At end of year	**52**	**49**	**101**
Depreciation/Amortisation			
At beginning of year	29	9	38
Depreciation/Amortisation	7	2	9
Disposals	0	0	0
At end of year	**36**	**11**	**47**
Net book value at beginning of the year	**18**	**40**	**58**
Net book value at end of the year	**16**	**38**	**54**

9. Investments

	2023	2022
	£000	£000
Market value at beginning of the year	144	105
Additions to investments at cost	-	30
Net gain/(loss) on revaluation	(7)	9
Market value at end of the year	**137**	**144**

Investments are in pooled investment funds, managed in the UK by CCLA, a charity fund manager.

10. Debtors

	2023	2022
	£000	£000
Prepayments	1	1
Other debtors	17	14
Total	**18**	**15**

11. Creditors: amounts falling due within one year

	2023	2022
	£000	£000
Taxation and social security	10	7
Other creditors	14	10
Accrued costs	15	9
Deferred income (Note 12)	88	30
Total	**127**	**56**

12. Deferred Income

	2023	2022
	£000	£000
Deferred income at beginning of year	30	0
Released to income during the year	(30)	0
Income deferred in the year	88	30
Deferred income at end of year	**88**	**30**

Deferred income is grant income received in advance, for projects in the next financial year.

13. Movements of Funds

	Balances at 1 April 2022 £000	Incoming resources £000	Outgoing resources £000	Transfers to unrestricted £000	Balances at 31 March 2023 £000
Restricted Funds					
National Lottery Community Fund:					
Welcome, Assessment and Key Support Services	**22**	**92**	**(114)**	**0**	**0**
Public Authorities and Health Bodies:					
LBH: Complementary Therapies & Wellbeing classes	4	-	(4)	-	-
LBH: End of Life and Bereavement support services	-	40	(40)	-	-
LBH: Additional support to Hounslow residents affected by Covid-19	-	60	(60)	-	-
LBH: Support to Carers	-	25	(17)	-	8
LBH: Bereavement support	-	35	(9)	-	26
Spelthorne Borough Council: Support to Spelthorne residents	-	3	(3)	-	-
LB Ealing: Support to local BAME population	-	10	(10)	-	-
Greater London Authority: Strength & balance project	-	10	(10)	-	-
	4	**183**	**(153)**	**0**	**34**
Charitable Trusts and Foundations:					
Hampton Fund: Staff costs	-	30	(30)	-	-
Hampton Fund: Community Engagement	-	15	(15)	-	-
RPLC: Community Engagement in LBRuT	-	20	(20)	-	-
City Bridge Trust: Core Running Costs	-	37	(37)	-	-
The February Foundation: Counselling	-	5	(5)	-	-
Pink Ribbon Foundation: Emotional support at breast cancer clinics	1	-	(1)	-	-
St James's Place Charitable Foundation: Counselling	5	-	(5)	-	-
Housing Pathways Trust: Support to Ealing & Brentford residents	3	-	(3)	-	-
The D'Oyly Carte Charitable Trust: Welcome Assessment & Information	-	3	(1)	-	2
The Edward Gostling Foundation: Therapies & Wellbeing classes	2	-	(2)	-	-
Leeds Building Society Charitable Foundation: Therapy Rooms equipment	1	-	(1)	-	-
The Screwfix Foundation: Building repairs and minor works	-	4	(4)	-	-
The Hampton Wick United Charity: Support to Hampton Wick residents	-	6	(6)	-	-
Moto Foundation: Welcome Assessment & Information	-	1	(1)	-	-
Yorkshire Building Society Charitable Foundation: Support services	-	1	(1)	-	-
Inspire Hounslow: Welcome Assessment & Information	-	1	(1)	-	-
The Munro Charitable Trust: Welcome Assessment & Information	-	1	-	-	1
	12	**124**	**(133)**	**0**	**3**
Sanofi Genzyme: Befriending	1	-	(1)	-	-
Total Restricted Funds	**39**	**399**	**(401)**	**0**	**37**
Unrestricted Funds	241	309	(164)	0	386
Losses on Investments					(7)
					379
Total Funds	**280**	**708**	**(565)**	**-**	**416**

Notes:

LBH: London Borough of Hounslow

LB Ealing: London Borough of Ealing

LBRuT: London Borough of Richmond upon Thames

13. Movements of Funds (continued) – Prior Year

	Balances at 1 April 2021 £000	Incoming resources (restated) £000	Outgoing resources (restated) £000	Transfers to unrestricted £000	Balances at 31 March 2022 £000
Restricted Funds					
National Lottery Community Fund:					
Welcome, Assessment and Key Support Services	33	135	(146)	-	22
Covid-19 funding	35	-	(35)	-	-
	68	**135**	**(181)**	**0**	**22**
Public Authorities and Health Bodies:					
LBH: End of Life and Bereavement support services	-	40	(40)	-	-
LBH: Community Engagement	7	15	(22)	-	-
LBH: Complementary Therapies & Wellbeing classes	-	15	(11)	-	4
Spelthorne Borough Council: Community Engagement in Spelthorne	-	3	(3)	-	-
	7	**73**	**(76)**	**0**	**4**
Charitable Trusts and Foundations:					
Hampton Fund: Staff costs	-	30	(30)	-	-
Clare King Charitable Trust: Wellbeing Therapies	-	3	(3)	-	-
Garfield Weston Foundation: Volunteers	2	-	(2)	-	-
Pink Ribbon Foundation: Emotional support at breast cancer clinics	1	5	(5)	-	1
St James's Place Charitable Foundation: Counselling	-	10	(5)	-	5
The John & Ruth Howard Charitable Trust: Therapy Rooms	1	-	(1)	-	-
City Bridge Trust: Core Running Costs	5	42	(47)	-	-
London Catalyst: Emotional support at cancer clinics	-	2	(2)	-	-
The Hospital Saturday Fund: Emotional support at cancer clinics	-	2	(2)	-	-
Isleworth & Hounslow Charity: Community Engagement	1	-	(1)	-	-
Housing Pathways Trust: Ealing & Brentford residents	-	10	(7)	-	3
The D'Oyly Carte Charitable Trust: Welcome Assessment & Information	-	3	(3)	-	-
The Edward Gostling Foundation: Therapies & Wellbeing classes	-	5	(3)	-	2
Leeds Building Society Charitable Foundation: Therapy Rooms equipment	-	1	-	-	1
	10	**113**	**(111)**	**0**	**12**
Sanofi Genzyme: Befriending	-	4	(3)	-	1
Individual donations: Furniture, IT equipment	4	2	-	(6)	-
Total Restricted Funds	**89**	**327**	**(371)**	**(6)**	**39**
Unrestricted Funds	137	178	(89)	6	232
Gains on Investments					9
					241
Total Funds	**226**	**505**	**(460)**	**-**	**280**

Notes:

LBH: London Borough of Hounslow

The transfer from Restricted to Unrestricted is expenditure on fixed assets, to fulfil the purpose of the grants.

13. Movements of Funds (continued)

Description of Restricted Funds:

National Lottery Community Fund: Funding from the Reaching Communities programme towards the Welcome & Assessment, Counselling and Therapies services. The initial three-year funding ended in August 2022, and a new four-year grant started in October 2022.
An additional Covid-19 emergency grant in 2020/21 provided funding towards costs to transform services for remote/online delivery, and to extend emotional support and counselling to people affected by Covid-19; the final balance of this grant was spent in 2021/22.

London Borough of Hounslow (LBH): £40,000 funding for end of life and bereavement support services in Hounslow; £60,000 for additional support to Hounslow residents affected by Covid-19 and cancer screening delays during the pandemic; £25,000 from the Thriving Communities Fund to provide support services to Carers affected by cancer; and £35,000 from LBH Community Solutions to provide Bereavement support to LBH residents with a focus on BAME and under-represented people, and to raise awareness of our bereavement services in the local community.
(2021/22: LBH funding was £40,000 for end of life and bereavement support services in Hounslow, £15,000 for Community Engagement in LBH, and £15,000 towards the cost of Complementary Therapies and Wellbeing classes).

Spelthorne Borough Council: Funding towards the cost of supporting residents from the Borough of Spelthorne for all services (2021/22: Funding for Community Engagement).

London Borough of Ealing: Funding towards the cost of providing support services to the local BAME population affected by cancer, to improve their mental wellbeing.

Greater London Authority: Funding from the Sport Unites grant programme for a pilot "Gaining Strength and Balance" exercise project to support the health and wellbeing of people affected by cancer.

Hampton Fund: Funding towards staff costs, and (in 2022/23) a programme of Community Engagement in the Hampton Fund area to raise cancer awareness post-Covid.

RPLC: Funding for Community Engagement activities in LBRuT.

City Bridge Trust: Funding towards the cost of supporting Londoners over 65, for all services.

The February Foundation: Funding towards the cost of Counselling services.

Pink Ribbon Foundation: Funding in 2021/22 towards staff costs to provide emotional support at breast cancer clinics.

St James's Place Charitable Foundation: Funding in 2021/22 towards the Counselling Lead salary costs.

Housing Pathways Trust: Funding in 2021/22 towards the cost of supporting residents from Ealing and Brentford, for all services

The D'Oyly Carte Charitable Trust: Funding towards the cost of Welcome Assessment and Information services.

13. Movements of Funds (continued)

Description of Restricted Funds (continued)

The Edward Gostling Foundation: Funding in 2021/22 towards the cost of Complementary Therapies and Wellbeing classes.

Leeds Building Society Charitable Foundation: Funding in 2021/22 for Therapy rooms' furniture and equipment.

The Screwfix Foundation: Funding for building repairs and improvements, including guttering and heating.

The Hampton Wick United Charity: Funding towards the cost of supporting residents from Hampton Wick postcodes, for all services.

Moto Foundation: Funding towards the cost of Welcome Assessment and Information services.

Yorkshire Building Society Charitable Foundation: Funding towards the cost of all support services.

Inspire Hounslow: Funding towards the cost of Welcome Assessment and Information services.

The Munro Charitable Trust: Funding towards the cost of Welcome Assessment and Information services.

Clare King Charitable Trust: Funding in 2021/22 towards the cost of Therapy services.

Garfield Weston Foundation: Two-year funding in 2019/20 towards Volunteer development and support.

The John & Ruth Howard Charitable Trust: Funding in 2020/21 towards the refurbishment and upgrade of two Therapy rooms.

London Catalyst: Funding in 2021/22 towards staff costs to provide emotional support at WMUH cancer clinics.

The Hospital Saturday Fund: Funding in 2021/22 towards staff costs to provide emotional support at WMUH cancer clinics.

Isleworth & Hounslow Charity: Funding in 2020/21 towards Community Engagement.

Sanofi Genzyme: Funding in 2021/22 towards the cost of a Befriending service to support older people with cancer.

14. Analysis of net assets between funds

	Restricted funds	Unrestricted funds	2023 Total funds	2022 Total funds
	£000	£000	£000	£000
Tangible fixed assets	0	54	54	58
Fixed asset investments	0	137	137	144
Current assets	125	227	352	134
Current liabilities	(88)	(39)	(127)	(56)
Total net assets	**37**	**379**	**416**	**280**

15. Capital Commitments

At 31 March 2023, there were no capital commitments (2022: £nil).

16. Related Parties and Related Party transactions

A trustee of The Mulberry Centre until May 2022 was also a trustee of Hampton Fund.
The Mulberry Centre received grants from Hampton Fund amounting to £45,000 during the year (2022: £30,000).

17. Legal status of charity and guarantee

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

THE MULBERRY CENTRE

England & Wales - Charity number 1108999

Accounts

Company Registration no. 05349202
(Limited by Guarantee)

Registered Charity No. 1108999

The Mulberry Centre

Report and Accounts

For the Year ended 31 March 2022

for anyone affected by cancer

TheMulberryCentre

The Mulberry Centre (05349202) (Limited by Guarantee)

Report and Accounts for the Year ended 31 March 2022

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Chairman's Report

The Covid-19 pandemic has continued to impact on all our lives during 2021-22. Everyone at The Mulberry Centre has risen to the occasion and adapted to the evolution of restrictions in response to the waves and different mutations of the coronavirus. Throughout the year we have been able to maintain and develop our services supporting people affected by cancer and I would like to thank everyone for their contributions to caring for our clients. We have also seen a quiet revolution on Information Technology with the move to a new cloud-based client relationship and booking system, which has allowed less 'paperwork' and more client time.

I would also like to thank our funders and donors for their generosity during this year. It has been a difficult year for the charity sector, and we are humbled and grateful for the funding we have received which has allowed us to continue to support our clients.

During the year we were delighted that our volunteers were awarded The Queen's Award for Voluntary Service with a special commendation for their work during the pandemic. The Deputy Lieutenant for Hounslow and the Mayors of the London Boroughs of Hounslow and Richmond joined our volunteers at a celebratory tea party. We were also pleased to be shortlisted in the national GSK Impact awards, no mean feat for a small charity such as ourselves, and to receive the Charity of the Year Award from Hounslow Chamber of Commerce.

I would like to thank Phoebe Daws and David Meggitt who have both stepped down from the Board having served The Mulberry Centre as Trustees since 2005 and 2006 respectively. Phoebe was involved even before that time, using her legal background to help with the set-up of the charity, and has continued to enrich the work of the Board in many aspects of the governance of the charity and other matters. David has served as Treasurer, Vice-Chair and acting Chair at different times of his tenure on the Board. We are all very grateful to Phoebe and David for their dedication and significant contributions to The Mulberry Centre during the 16 years of their service.

I would also like to thank Greg Dyke for his support of The Mulberry Centre. Greg stepped down as a Patron in March 2022. I am delighted that Colonel Jane Davis and Paul Kennerley have both agreed to become Patrons of The Mulberry Centre. Jane has wide experience of both health and the community, the latter in her current role as Vice Lord-Lieutenant for Greater London. Paul recently retired as the Representative Deputy Lieutenant of the London Borough of Hounslow, and brings with him longstanding links across the local community. We look forward to working with them both in future.

Since we first opened our doors in 2001 The Mulberry Centre has helped many thousands of people affected by cancer, and today The Mulberry Centre is a well-established resource in West London. 2022 is a time to celebrate our 21st birthday. We have a number of events planned, the first being a concert which took place in January 2022. We are looking forward to further events in the year ahead when we celebrate 21 years of service with past and present funders, donors, clients and other members of the communities we serve.

Finally I would like to thank the Trustees, Executive Director Raj Athwal and her team for all their hard work and support during another year of challenge and innovation.

Aileen McLeish

Chairman

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2022

The Trustees present their report and the financial statements of The Mulberry Centre for the Accounting Year ended 31 March 2022.

VISION, MISSION, VALUES AND PUBLIC BENEFIT STATEMENT

Our Vision: To be known and respected by everyone living or working within reach of our services who may become affected by cancer.

Our Mission: To improve the lives of anyone affected by cancer, including those with a diagnosis, carers, family members and bereaved relatives, by enhancing emotional, psychological and physical well-being.

What we do: We promote awareness of cancer, and support people through their cancer journey from diagnosis, through treatment and then post-discharge. We help them to start re-building their lives and promote self-management. We also support carers and family members to deal with these changes. We do this by providing counselling, complementary therapies, wellbeing classes, and supporting information, tailored to the needs of our clients at, and around, our purpose-built centre in Isleworth and on-line. Everything is done within a system of best practice and good governance.

Who we serve: We serve individuals with a diagnosis of cancer, carers, family members and bereaved relatives from our diverse local communities. We have forged strong relationships with local GPs, community groups and healthcare providers to ensure those requiring support, especially in hard-to-reach groups, access our services.

Who we are and our Values: Our staff and volunteers are caring and experienced professionals, dedicated to supporting others, in a relaxing, welcoming, and non-clinical environment. We are:

- **Inclusive**: Welcoming anyone affected by cancer, irrespective of who they are.
- **Responsive**: Tailoring our support to individual needs.
- **Caring**: Acting in a gentle and compassionate manner out of genuine concern.
- **Positive**: Having a real optimism that what we do will improve peoples' well-being.
- **Professional**: Collaborating to deliver a professional service in which people can have confidence.
- **Respectful**: Of our clients' and colleagues' needs.

In setting out the vision and mission of The Mulberry Centre and in developing its activities, the trustees have had regard to the Charity Commission's guidance on public benefit. The activities described in the following paragraphs fulfil charitable purposes that fall within the following headings defined by The Charities Act 2011:

- The advancement of education
- The advancement of health or the saving of lives
- The advancement of citizenship or community development
- The relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage.

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2022

OBJECTIVES, ACHIEVEMENTS AND PERFORMANCE

Strategic framework and priorities

During the year we have continued to focus on the five strategic priorities developed in 2020.

- Whilst continuing to provide excellent services, review and **consolidate our service offering** to make sure they are aligned with the growing needs of our clients and deliverable with our resources.
- Continue to **attract and retain diverse, generous and experienced professionals and volunteers** to work at the Centre, so we can meet the expected growth in demand.
- **Improve our internal processes and structures** to allow our outstanding staff and volunteers to focus more time on the support our clients require.
- **Refresh our external brand** and **strengthen referral pathways** with local GPs, community groups and healthcare providers, to make sure we are available to the people who need our support.
- Continue to **manage existing** and **seek new funding opportunities** that will allow us to deliver services to our clients.

2021-22 achievements

2021-22 has been a busy and successful year. We implemented our refreshed logo and new website (www.themulberrycentre.co.uk), which we update regularly with more information and support than ever before. The website has been the main source of information for clients, particularly during the Covid-19 pandemic, and the interface is now mobile friendly and easy to use. The website includes our monthly timetable of classes/workshops; details of the telephone and video services we offer, which have been particularly helpful to our older clients who may experience long periods where they have no contact with the outside world; helpful articles and videoclips.

Our impact has also been recognised by a number of awards during the year.

We were honoured and immensely proud to be awarded The Queen's Award for Voluntary Service (QAVS) in June 2021, the highest award a voluntary group can receive in the UK. We were one of sixteen winners in Greater London. This award is a tremendous achievement for our organisation, and everyone involved, particularly our volunteers. We were also recognised for providing impactful support to the community in response to the Covid-19 pandemic, and received a slightly modified crystal with the words 'With special recognition - Covid 19' included in the engraving. A special badge was given to individual volunteers involved in providing extra support related to the Covid-19 pandemic. We were honoured to attend a special presentation event at Westminster Abbey in September 2021, and are looking forward to sending two volunteers to attend a Royal Garden Party in May 2022.

In October 2021, we were reassessed for the Macmillan Quality Environment Mark® (MQEM). The MQEM recognises and celebrates environments that meet Macmillan's standards of excellence in the cancer care physical environment, and reflect the views and expressed wishes of people with cancer. This was our fifth assessment against the standards, and we have continued to excel. The assessors were impressed with how The Mulberry Centre is going from strength to strength in what we provide to so many people, and the feedback from our clients who clearly appreciate the Centre and the work that goes into making it such a resource for the community. Retaining the Mark is evidence to our users, volunteers and staff that we are committed to maintaining a quality environment. This is a positive message to hear, particularly in these challenging times.

In November 2021, we were delighted to win the Best Charity/Social Enterprise award at the Hounslow Chamber of Commerce and West London Local Chambers Awards 2021.

We have also won a GSK IMPACT Award. These national awards, which are funded by GSK and managed in partnership with The King's Fund, have been running since 1997, and recognise charities making outstanding contributions to improve people's health and wellbeing. We were one of twenty winners and runners up out of 350 applications. This is an enormous achievement, and to receive the award and celebrate this achievement, we have been invited to the GSK IMPACT Awards ceremony in June 2022 at the Science Museum in London.

This year we produced our first Impact Report, to show who we have helped, our services and their impact. We shared quotes and case studies from our clients, and included an overview of how we spent the money raised. The Report has helped us to thank existing donors and to engage new supporters.

We have also improved and upgraded our IT system. We switched from Harlequin to Pabau in January 2022, which has allowed less 'paperwork' and more client time. It was a huge and very successful project, and our outstanding staff and volunteers now have more time to support our clients. It has also helped us to improve our communications, with new automated reminders to clients of their appointments and the forms they need to complete, and clients have an opportunity to feedback on the services they receive so we can continue to monitor and improve what we offer. We have already noticed a reduction in the amount of paper we use, which is allowing us to do our part to help the environment and reduce our carbon footprint.

The Covid-19 pandemic and lockdown measures within the UK have again had a huge impact this year on The Mulberry Centre. We were finally able to open our doors to the public in May 2021, with reduced appointments and timings, but nevertheless we were able to once again offer touch therapies and the other services and support that our vulnerable clients need, and we continued our new on-line offerings. With regular risk assessments and PPE in place, we managed to stay open, only closing our doors briefly over the Christmas and New Year period. The client services team did a great job as they continued to work hard to offer uninterrupted support to our existing clients as well as registering new clients. This is all reflected in the report on client services.

Plans for 2022-23

2022 is The Mulberry Centre's 21st birthday, and we have an exciting range of events planned. To make sure of our continued success, we will build on the learnings of 2021-22 and the last 21 years, and maximise all opportunities, embrace new ways of working and service delivery, and invest in and grow our income streams so that we can make an even greater difference.

The Covid-19 pandemic has had a devastating impact on the lives of people with cancer and their families, and we are seeing many more people being diagnosed with cancer, and at a later stage. We have already adapted our services, with new on-line offerings, but there is more we can do.

This year, we will look to make best use of our new cloud-based client management system which will allow our staff and volunteers to spend more face-to-face time with our clients. It will help us save paper and be more efficient.

To allow us to support more people, we also want to improve our collaborative partnerships with healthcare organisations, patrons, local community groups and other relevant groups.

An updated Strategic Framework and an operational plan will be further developed in 2022-23.

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2022

The work of The Mulberry Centre – Our service range

The services offered to clients by The Mulberry Centre during the year are briefly described below. Further details can be found on The Mulberry Centre website (www.themulberrycentre.co.uk)

- Welcome Assessment, Information and Library
- Counselling and Emotional Support
- Facilitated client Support Groups
- Complementary Therapies
- Wellbeing Classes
- Informative Workshops
- Social/Creative Activities
- Legal Information Service
- Welfare Rights and Benefits Information Service

The care and support services at The Mulberry Centre continue to provide a non-clinical empathetic space to anyone dealing with cancer, including carers and bereaved. We also continue to extend support for health care professionals, and to carry out a range of Community Engagement activities.

Welcome Assessment, Information and Library

The care and support we offer here at The Mulberry Centre starts with a welcome assessment, which can be completed at the Centre or remotely. It is the first opportunity to enable us to tailor our support and therapies to our clients, as one size does not fit all. Welcome assessments also give us the opportunity to offer advice, refer where necessary, and give our clients appropriate literature. The library was closed for the majority of the year, but is now open to clients, and gives them the option to take out books for a 4-week period or take-home puzzles.

Counselling and Emotional Support

This year we continued to offer in-the-moment as well as ongoing emotional support. We have reinstated face to face counselling, which appears to be the preferred choice for clients, as well as maintaining some remote counselling. Some of our clients just wanted to speak to someone as and when they felt the need for emotional support, and the Cancer Information and Support Assistants (CISAs) continue to offer this service.

We have continued our befriending service, for which the need was greatly reduced over the summer as restrictions lifted, but it resumed in October, giving clients the option of a less formal regular conversation to offset feelings of isolation and loneliness.

The Mulberry Centre's volunteer counsellors follow a 'person-centred' approach to counselling. This approach harnesses the client's natural self-healing process. It is a personal growth model of counselling that is also known as non-directive counselling. The client brings to the session the issues and concerns that are most important to him or her at that time – the counselling is led by the client and not directed by the counsellor. The idea is that the 'client knows best', the individual is the expert on his or her own experience, as no-one else knows exactly what it's like to be you.

Our Counselling service adheres to the standards laid down by the British Association for Counselling and Psychotherapy (BACP). Our counselling team is a mix of qualified and trainee counsellors who have been through a rigorous selection, induction and training process and are required to continue with relevant ongoing CPD training. All our volunteer counsellors are members of the BACP. The Mulberry

Centre pays a monthly amount towards professional supervision, with a view to starting inhouse supervision from April 2022.

We have a coaching service which we often describe as 'the next phase' after counselling. Clients who do not wish to access our person-centred counselling services can take up the offer of coaching. Others choose to address their emotional issues and then, when ready to move forward, may access our coaching services.

With the aid of funding from the London Borough of Hounslow we are also able to offer an End of Life (EOL) and Bereavement service to people living or working in the Borough of Hounslow, or if an EOL patient has had a recent hospitalisation at the West Middlesex University Hospital (Palliative Care Project - PCP). In line with the Department of Health and Social Care strategy for EOL, these services exist for anyone who is believed to have a life expectancy of less than one year, whether or not cancer is a factor, and anyone who has been bereaved for any reason. The EOL service includes extended counselling for up to one year for the patient. We have also delivered Soul Midwife support for these clients, which offers emotional support to patients and families in the last weeks of life.

Within the West Middlesex University Hospital (WMUH), we offer bedside psychological support to patients in palliative care and their family members, as well as complementary therapies to patients, and on many occasions, we have been able to demonstrate to family members a gentle hand massage they can give to their loved ones. We also offer clinical supervision and complementary therapies to the palliative care team of consultants and nurses, which has been very well received.

Facilitated client Support Groups

Our support groups consist of people coming together on a regular basis to talk freely about any concerns they might have. Confidentiality is emphasised so that all aspects of life and death can be talked about in a safe and supported way. A specialist facilitator leads each group and helps participants to share their experiences. The groups are ongoing, and people can join at any point. As a way of good and safe practice, anyone wishing to join a support group has a one-to-one meeting with the group facilitator to assess their suitability for the group. Group numbers are limited, the largest having a maximum of twelve attendees.

Our current practice at The Mulberry Centre is to operate three facilitated groups, of which one is for cancer patients only and meets weekly, one is for carers and meets fortnightly, and one is for those who have been bereaved and meets fortnightly.

We have also started a men's support group at the Centre to offer support for any man impacted by cancer as a patient, carer or if bereaved.

Complementary Therapies

The Mulberry Centre offers a range of therapies, free of charge, aimed at helping people affected by cancer to improve the quality of their lives. The therapies we offer are designed to work safely alongside and to complement any conventional cancer treatment; they are not designed to treat cancer and are not intended as an alternative to medical treatment.

Complementary therapies are carried out by highly qualified and professional practitioners who have gone through a rigorous selection, induction and training process. All are fully insured, professionally registered with the Complementary and Natural Healthcare Council (CNHC) and adhere to a professional code of conduct. This year we have begun to design and deliver basic training that all

therapists are required to attend to ensure continuity of treatment between therapists as well as a high standard of practice; this will form part of their annual CPD requirement.

Our offerings consist of Massage, Aromatherapy, Reflexology, Emotional Freedom Technique (EFT), Reiki, Yoga Therapy, Pilates.

Wellbeing Classes – Relaxation Techniques

During this past year there has been an increased need for relaxation and feeling more grounded. We initially ran meditation sessions three times a week, but as numbers dwindled, we reformatted this to once a week for 6 weeks, and renamed meditation to 'Relaxation and Breathwork', which has increased participation to 20 clients attending per week.

We are also delivering a face-to-face relaxation techniques session once a month, which runs a full class, and includes mindfulness, visualisation and breathing exercises designed to teach the participant to refocus the mind away from troublesome thoughts and encourage physical relaxation through the body.

Informative Workshops and Social/Creative Activities

The Mulberry Centre has established a wide range of informative workshops and social and creative activities programmes addressing physical, psychological and practical needs. While in lockdown we developed and delivered workshops remotely, covering topics that we felt would support our clients to help reduce isolation and give a feeling of empowerment. This year we have been able to reopen the Centre and deliver more face-to-face sessions, ranging from Health Walks, Mandala Workshops, Book Club, Creative Writing, Headscarf Tying, various focused Nutrition Workshops, and Soft Tissue Release after Surgery. All workshops were developed purely on client needs; they have all been evaluated and scored highly in making people feel more grounded with reduced stress levels.

Legal Information Service

We have an association with a locally-based firm of solicitors, who have been able to offer monthly one-to-one sessions to our clients – patients, carers and bereaved – on matters such as wills, probate, estates and power of attorney.

We also introduced a legal workshop for our clients, looking at the importance of writing a will and what factors need to be considered in order to get the outcome required.

Welfare Rights and Benefits Information Service

Cancer will have an impact on the financial aspects of people's lives. Many of our clients and carers are overwhelmed with dealing with a cancer diagnosis and financial difficulties from a job loss, resulting in logistical problems such as housing issues. They are not always aware of what financial help is available, nor are they necessarily capable of filling in complex forms at such an emotional time. Help with finances and knowing what help is available can make a significant difference in reducing stress at such a difficult time.

Welfare and benefits information and support has been offered to all our clients by a volunteer, one afternoon a month, giving general information and guidance on issues such as benefits, housing, employment, access to grants, and specific advice for carers and pensions. These sessions are often booked three months in advance, which demonstrates a greater need for support than we can offer. When possible, our Cancer Information and Support Assistants help some of our clients, and also refer clients to organisations that can further assist.

Community Engagement

A key priority has continued to be strengthening referral pathways to The Mulberry Centre with local health services, to ensure that people hear about us at the earliest opportunity in their cancer journey. We were able to participate in local fayres and fetes for Spring/Summer 2021 and over the Christmas period, as well as continue delivering online information and presentations in the local community. We continue to work closely with West Middlesex University Hospital (WMUH) and local Macmillan centres as well as GPs and social prescribers. The impact of this engagement is to raise awareness of the Centre and the support we can offer, as well as educating and encouraging people to prioritise their health and wellbeing. We also signpost to other support networks in the area where appropriate to deliver a holistic package of care.

The Executive Director represents The Mulberry Centre on the Executive Board of the Hounslow Community Network and is a co-opted member of the Health and Adult Care Scrutiny Panel for the Borough of Hounslow, ensuring the Centre is up to speed on local initiatives and plans. The Volunteer Lead has initiated contact with local Universities and keeps in regular contact with both Richmond, and Ealing and Hounslow Community Voluntary Services.

During the Covid-19 pandemic, we were not able to hold many of our talks and presentations to raise public awareness of cancer at a time when it was most needed. We countered this by regularly publishing articles and distributing them in local newsletters and e-Newsletters. We have also developed relevant articles to raise awareness of signs and symptoms of cancer for a variety of different types of cancer, published them on our website, and advertised them on social media.

This year we have focused and strengthened links with WMUH, and have been able to offer our support and services to patients in a number of clinics including Outpatients, Urology, Gastro, Breast, and Lung cancer clinics.

Our Clients

Our client base has continued to grow steadily. The number of people registered for services provided by The Mulberry Centre increased from 5,036 to 5,722 during the year (an increase of 14% despite the effects of the pandemic). In addition, an increasing number of people called The Mulberry Centre without registering for particular services, for example to access the emotional support helpline to discuss their concerns with a member of staff. Overall attendance to various services in the year was 4,701.

Many of our clients accessed support at The Mulberry Centre on several occasions during the year, for example to undergo a course of therapy or counselling sessions. Total client attendances during the 12 months at sessions of various kinds were as follows:

TOTAL CLIENT ATTENDANCES 2021-22	
Session Description	**Total**
Welcome sessions, emotional/financial and other support (incl. Macmillan grants, befriending, Health Needs Assessments, wellbeing calls, and info given)	881
One-to-one Counselling and Coaching sessions	1,533
PCP - Emotional Support & Complementary Therapy	400
Support Groups	285
One-to-one Complementary Therapy sessions	874
Wellbeing Classes	396
Workshops (incl. Welfare & Benefits)	167
Social and Creative Groups	165
Total	**4,701**

84% of our clients live in the London Boroughs of Hounslow and Richmond, with the remainder spread across Ealing, Spelthorne, and other areas. Our aim is to provide a facility to serve the broad area of West and South-West London and we do not impose geographical restrictions on eligibility for The Mulberry Centre's services.

Making it possible

The Mulberry Centre could not reach and help so many people affected by cancer without the commitment of its staff, contractors, volunteers, donors and other supporters. We are hugely grateful to all those who have helped us to deliver our services, to raise funds and maintain the operation of The Mulberry Centre.

Staff and contractors

In order to deliver The Mulberry Centre's services and to manage fundraising and support activities, we are fortunate to have a team of dedicated professionals, who have a real feeling for, and commitment to, the aims and values of The Mulberry Centre. The staff establishment during the year comprised fifteen posts, of which three were full-time.

In April 2021 we appointed a new Fundraising and Engagement Manager. We also appointed a new Mulberry Macmillan Cancer Information and Support Assistant who joined the team in October 2021, and a Counselling Lead in November 2021. We also had short term contracts for an Operations

Coordinator, a Complementary Therapies Lead, Events Coordinator, Supporter Engagement Assistant, and three Kickstart staff.

Volunteers

Beyond the team of post-holders referred to in the previous paragraph, The Mulberry Centre depends vitally on volunteers. The range of counselling and therapies offered by The Mulberry Centre, described in an earlier section of this report, is made possible by skilled professionals who are prepared to donate their time and energy to The Mulberry Centre. We also depend on volunteers to welcome visitors, to organise fundraising events and to assist with the day-to-day activities involved in managing and maintaining the Centre.

At the end of March 2022, our core volunteer team was as follows:

Complementary and Group Therapists	20
Counsellors	24
Workshops	12
Welcomers	22
Community Outreach	9
Fundraising and Administration	21
Telephone Befrienders	9
Estates and Facilities – gardeners and general help	5
Trustees	10
Total	**132**

The majority of our volunteers have direct involvement with the clients of The Mulberry Centre and it is therefore particularly important that we apply rigorous selection procedures and provide appropriate induction and, subsequently, training/professional development for each volunteer.

We are most fortunate that the aims and work of The Mulberry Centre have continued to attract dedicated and high calibre volunteers. The trustees and management team would like to record their appreciation of those who have given generously of their time; their enthusiasm and professionalism are at the heart of The Mulberry Centre's values.

Financial support

The Mulberry Centre's facility on the West Middlesex University Hospital ('WMUH') campus was created using charitable funds raised specifically for that purpose. The site has been secured by means of a lease agreement with WMUH at a nominal annual rental.

The next section (Financial Review) provides details of our income and donors.

FINANCIAL REVIEW

Despite a challenging period for the charity sector, and the continuing Covid-19 pandemic, the financial performance for the year was good. Income increased slightly to £505,000 (2021: £484,000), with £135,000 from our National Lottery Community Fund three-year grant, strong support from Charitable Trusts and Foundations including some multi-year grants, and an increase in income from Individuals, Events, Community Groups and Corporates. We also received £30,000 grants for 2022/23 projects, which are shown as Deferred Income in the accounts.

This additional income allowed us to increase expenditure to £460,000 (2021: £435,000), to expand our charitable activities (earlier sections of this report describe what we did and what we achieved). Some restricted grants are received for time periods extending beyond the year end, and will be spent in the next financial year.

This resulted in a net operating surplus for the year of £45,000 (2021: £49,000).

The financial statements also include £9,000 unrealised gain on investments.

The outturn for the year was therefore an increase in total funds of £54,000 to £280,000.

Income

A broad breakdown of income during the 12 months to 31 March 2022 by source is as follows:

	£000
National Lottery Community Fund	135
Other Grants:	
• Charitable Trusts and Foundations	160
• Public Authorities and Health Bodies	33
Contracts:	
• London Borough of Hounslow	40
• West Middlesex University Hospital Palliative Care Pathway (PCP) Project	30
Individual Giving	36
Legacies	5
Fundraising Events and Supporter-led Challenges	25
Community Groups/Clubs	3
Corporates	15
Earned Income	5
Government grant funding – Kickstart Scheme	18
Total	**505**

Only a small proportion of income comes from contracts and we must find the bulk of our funding from grants, donations and fundraising activities.

FINANCIAL REVIEW (continued)

Funding from the **National Lottery Community Fund** provided just over 25% of our income this year; the £400,000 three-year grant we were awarded in 2019 will end in August 2022.

Support from Charitable **Trusts and Foundations** continues to be very important. Of particular note were restricted grants from Hampton Fund (£30,000), City Bridge Trust (£42,000 received this year from a five-year grant), Housing Pathways Trust (£10,000), St James's Place Charitable Foundation (£10,000), and grants from Pink Ribbon, London Catalyst and The Hospital Saturday Fund to help us provide emotional support in hospital cancer clinics, as well as unrestricted grants from RPLC (£15,000 for running costs, from a three-year grant), and Garfield Weston Foundation (£15,000 for core costs from a two-year grant). Multi-year grants allow us to plan with more confidence and stability.

Grants from **Public Authorities and Health Bodies** are Community Grants from the London Borough of Hounslow (£30,000) to support our Community Engagement and Complementary Therapies and Wellbeing Classes, as well as £3,000 from Spelthorne Borough Council to support Community Engagement in Spelthorne.

Our **contract** income is for end of life and bereavement support services in the London Borough of Hounslow (£40,000), and our Palliative Care Project at the West Middlesex University Hospital (£30,000) which falls under the Chelsea and Westminster NHS Foundation Trust; both these contracts continued this year.

Income from **Individuals, Supporter Challenges, Events, Community Groups and Clubs, and Corporates** increased, after a sharp drop last year. Although many of our usual fundraising events could not take place due to Covid-19 restrictions, we held a successful on-line Christmas hamper raffle and Brentford FC ticket auction, and a well-supported music concert, which was the first celebratory event to mark our 21st birthday in 2022. Our supporters did lots of individual challenges to raise money for us, including a 20k walk in 20 hours, a 100k walk from London to Brighton, the Richmond Runfest events, donated as part of the Big Give Christmas challenge, and gave generous individual donations to allow us to purchase new furniture and IT equipment. We would also like to thank the Cadent staff and associates who have supported the Centre for many years with their annual fundraising golf day event, and Cadent who have match-funded this event; our records show that the event has raised over £80,000 since 2017. We have started to develop a major donor programme and received generous donations of £15,000 during the year, and we continue to encourage regular giving.

From time to time, The Mulberry Centre receives **legacies**; we are most grateful that individuals should choose to express their appreciation of the Centre in this way. We received a £5,000 legacy during the year.

We really appreciate the generosity and efforts of all those who have made donations and put themselves forward to raise money for the Centre, including our staff, volunteers and supporters in the community. We recognise the extraordinary dedication and enthusiasm of all those who organise imaginative events to support us and, as ever, we gratefully thank all the people who, both alone and in teams, take on often heroic challenges to support what we do.

FINANCIAL REVIEW (continued)

We would also like to thank all the organisations that have supported The Mulberry Centre in this financial year, among whom are the following:

BA (matched giving)
Barnes Choir
Bedfont Darby and Joan Club
Blakemore Foundation
Brentford Football Club
Cadent (matched giving)
Chelsea & Westminster NHS Foundation Trust
City Bridge Trust
Clare King Charitable Trust
Complementary Health Professionals
Ecclesiastical Insurance
Farrer-Brown Charitable Trust
Fuller Smith & Turner
Garfield Weston Foundation
Garner & Hancock Solicitors
Glassbusters
Goldy Goldy Asian Women's Group
Grove Park Primary School
GSK
Hampton Beds
Hampton Fund
Heston Residents' Association
Hounslow Borough Council
Housing Pathways Trust
Isleworth & Hounslow Charity
Isleworth Sorting Office
Leeds Building Society Charitable Foundation
London Catalyst
National Lottery Community Fund
Pink Ribbon Foundation
Richmond Lodge
Richmond Music Trust
Round Table Chapter of Middlesex
RPLC
Sanofi Genzyme
Spelthorne Borough Council
St James's Place Charitable Foundation
The D'Oyly Carte Charitable Trust
The Edward Gostling Foundation
The Big Give / The Reed Foundation (match funding)
The Hampton Wick United Charity
The Harrodian School
The Hospital Saturday Fund
The John and Ruth Howard Charitable Trust
The Mall School
Trinjan Women's Social & Community Group
True Medispa
Waitrose Richmond

Expenditure

The income we raise allows us to provide support for the increasing number of people affected by cancer in our local communities, to raise funds that enable us to deliver this support, and to run The Mulberry Centre.

Total Expenditure was £460,000 (2021: £435,000), an increase of 6% on last year.
£369,000 (2021: £329,000) was spent on charitable activities (including a share of support costs), and £91,000 (2021: £106,000) on raising funds with a small fundraising team. We continue to keep a close eye on all costs to make sure that we are making the most of our resources.

The majority of the expenditure increase was people costs. We had a more stable and slightly higher number of employees to support the growth in services and activities, and the number of clients we supported. We also had some short-term contractors, and employed three young people on short-term work placements, whose costs were funded by the Kickstart Scheme.

FINANCIAL REVIEW (continued)

Reserves and Reserves policy

At 31 March 2022, we had £280,000 in total funds (£39,000 in restricted funds and £241,000 in unrestricted funds). £58,000 of the unrestricted funds are held in tangible fixed assets. Free reserves, equivalent to unrestricted funds less tangible fixed assets, were £183,000 (2021: £79,000).

Our Reserves Policy seeks to set a target level of reserves that represents a prudent balance between protection against fluctuation and not holding back funds that should be used in developing The Mulberry Centre's services. Reserves enable us to commit to projects or future programmes and to insulate The Mulberry Centre's work from the effects of short-term fluctuations in income level or cash requirements.

The Board reviewed and updated the Reserves Policy in 2020, and agreed that the Centre should maintain free reserves plus restricted funds for operational expenditure at between three and six months of operational expenditure. This reflects the reality that the bulk of the Centre's restricted funds are applied to normal business activities over the relatively short term.

At 31 March 2022, reserves, thus defined, were £222,000, equivalent to 5.8 months of the year's operational expenditure.

Investments

At 31 March 2022 we held £144,000 (2021: £105,000) of investments in pooled investment funds for charities, to provide an investment return (from income and growth in capital), with long term protection from inflation, within an acceptable level of risk. We invest in funds which adopt clear ethical and responsible investment policies.

Our Investment Policy aims to keep two months' operational expenditure in cash and short-term deposits, to meet normal day-to-day requirements. Cash sustainably above this level, based on cash flow projections including known grant income, may be invested.

FUNDRAISING

The Mulberry Centre is registered with the Fundraising Regulator, and is committed to the Fundraising Promise and the Code of Fundraising Practice. We do not use contracted third-party fundraising suppliers.

Most people who donate to us want to know how their money is making a difference. We ask whether they'd like us to keep in touch with them, so we can update them on our work and how they've helped us. From time to time, we ask supporters if they'd like to support us further – for example, by increasing their donation or by taking part in a particular event. We ask supporters how they'd prefer us to communicate with them. We give them the option to let us know if they prefer less contact or no longer wish to hear from us, and always respect their wishes. We do not sell or share personal details to third parties for the purposes of marketing. Our website includes our privacy statement.

There were no complaints received regarding fundraising for the year to 31 March 2022.

PRINCIPAL RISKS AND UNCERTAINTIES

Risk management

The Mulberry Centre's Risk Management Policy is to identify, evaluate and monitor risks, in order to eliminate them or manage them to acceptable levels. This is done through a risk register, and systems, policies and procedures designed to minimise the impact on the Charity should risks materialise.

We consider both strategic high-level risks (which require the active attention of both the management team and the Board of Trustees and its Strategy Committee), and operational risks (which concern mainly internal processes and controls, which can be managed through effective systems and good practices). Risk management forms an integral part of the Charity's decision-making and is incorporated within strategic and operational planning. Reports to the Board of Trustees each quarter address continuing and emerging major risks and those where priority action is needed to effect better control.

Major risks

During the year, the Board has discussed the following major risks:

- **Income**: Our current grant from the National Lottery Community Fund (NLCF) will end in August 2022, and we are progressing through another application. We have a comprehensive Fundraising Plan in place to develop diverse and sustainable income streams, we monitor our finances closely and we have increased our reserves. If we are unable to fully replace the NLCF funding, our reserves will ensure continuity of service provision whilst we seek other sources of funding or implement appropriate cost reductions.

- **People**: We face some challenges to attract and retain the right people with the skills and experience we need. We keep all roles under review, and adapt and evolve the organisation structure to make best use of skills. We are looking at strategic staff recruitment and retention, and HR policies. Our staff and volunteers make The Mulberry Centre what it is, and we strive to foster a positive culture and atmosphere. We have regular team meetings, carefully consider development opportunities, and carry out annual volunteers' surveys. We plan to improve the diversity of the Board of Trustees, to reflect the communities we serve.

- **Clients**: Clients are at the heart of what we do, and we have a comprehensive set of policies and procedures in place to ensure compliance with best practice and legislation. In particular, The Mulberry Centre maintains and applies rigorous procedures governing the conduct of all contacts with clients. Although The Mulberry Centre does not engage in clinical medical activities, the Board is aware of the issues that may arise from face-to-face contact with a large number of individuals, which may involve a combination of information provision, signposting, counselling and therapy. We have an agreed policy on the safeguarding of children and vulnerable adults.

  Staff employment and volunteer placements are conditional on the provision of a satisfactory Disclosure and Barring Certificate (DBS) of a level appropriate to their post (in addition to the normal reference process); they must hold relevant qualifications and insurance, and must undertake induction training. We have public liability insurance which covers volunteers while they are volunteering. In addition, both counsellors and therapists must have their own annual professional indemnity insurance cover, and have valid registrations with their professional bodies.

PRINCIPAL RISKS AND UNCERTAINTIES (continued)

Major risks (continued)

- **Transition to a new client and donor management system**: During the year we have transitioned to a new paperless client relationship management and booking system, which we also use to manage our donor income. This has been a major change management project, and very important for The Mulberry Centre's future success. The Board and senior management put in place a comprehensive transition plan, with quarterly updates to the Board.
- **Relationships with stakeholders**: We recognise that we need to further develop collaborative and mutually beneficial relationships with local healthcare organisations, patrons, local community groups and other relevant groups to help us identify clients needing support, raise money and raise awareness of The Mulberry Centre, and demonstrate the impact of the support and value we deliver. As new organisations emerge, we will take every opportunity to ensure that we have effective representation.
- **Disruption/Business Continuity**: The Covid-19 pandemic has demonstrated how events can impact our ability to operate and our funding. We developed Covid risk assessment procedures, and successfully moved to remote services when the Centre was closed. We will use the Covid-19 experience to build resilience for any future similar significant event.

Information governance and security also remains a high priority. The Mulberry Centre is registered with the Information Commissioner's Office (ICO), and all personal data is processed in line with the Data Protection Act.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Form of organisation and governing documents

The Mulberry Centre opened its doors in 2001. It is a charitable company limited by guarantee, incorporated and registered as a charity in 2005. The company is governed by its Articles of Association, which sets out the Charity's objects and powers. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

Board of Trustees

The business of The Mulberry Centre is governed by the Board of Trustees, each of whom is also a member of the company and a Director of the company. The Articles provide for a maximum of 15 Trustees, and there must be at least 5 Trustees. One-third of the Trustees retire by rotation at each annual general meeting. Trustees may serve up to five consecutive terms. The Board of Trustees may delegate their functions to a committee of at least two Trustees.

The Board of Trustees seeks to ensure that the diversity of the Trustee body reflects the range of needs of the charity, including skills and knowledge in providing services in the voluntary sector, fundraising, clinical experience as a health professional caring for cancer patients and operational management.

Appointments of Trustees are decided by the Board, based on consideration of candidates by a panel containing three existing Board members (one of whom must be the Chairman).

New Trustees undertake an induction programme suitable to their needs, which includes the provision of key documents and information relating to The Mulberry Centre, a tour of the Centre, introduction to the Executive Director and key staff, and an outline of the duties, responsibilities and obligations of being a Trustee. An appropriate existing Trustee will also help bring the new Trustee up to speed.

Governance and organisation

The Board of Trustees meets at least four times a year, together with an annual away day, and is collectively responsible for the governance of The Mulberry Centre in accordance with the Articles of Association and its charitable objectives.

The Board is responsible for determining the strategic direction and policies of The Mulberry Centre, and is supported by a Strategy Committee and a Finance Committee, that report and make recommendations to the Board.

The **Strategy Committee** works with staff to develop and review the Strategy and Business Plan, and reviews outputs from the risk register including major risks.

The **Finance Committee** oversees the Financial Regulations, Investment Policy and Reserves Policy, keeps under review the role of Treasurer, monitors financial performance, reviews the annual accounts and budget for approval by the Board, and keeps under review banking and financing arrangements and investments, cash flow and major financial risks.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

The Executive Director is responsible, within the agreed framework, for the overall management of The Mulberry Centre and leadership of the team of staff and volunteers. Key roles include developing and implementing service enhancements, fundraising and promotional strategy, staff recruitment and development and building relationships with stakeholders.

The Executive Director is assisted by a Management Team as set out on Page 21.

Operational "task-and-finish" groups in the areas of Fundraising, Service Delivery and Development, and Operations have joint membership of staff and trustees, and support our strategic priorities. A 21st birthday group is coordinating the celebratory events planned in 2022. The groups will probably evolve in 2022-23 as we develop an updated Strategic Framework and an updated operational plan.

Remuneration Policy

We recognise that we have a duty to deliver our services effectively and maximise the use of our resources. To do this, we need to attract and retain diverse, generous and experienced professionals, with the right skills, knowledge and experience, and pay them fairly and responsibly.

The Board decides the remuneration of the Executive Director, and, taking advice from the Executive Director, determines the salaries of all staff and contractors. We take into account market forces affecting recruitment, benchmark against available information, and seek to pay salaries that are affordable and sustainable.

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2022

LEGAL AND ADMINISTRATIVE INFORMATION

Founder Patron

Jane Kelly

Patrons

Alun Armstrong
The Rt Hon Sir Vincent Cable
Colonel Jane Davis OBE QVRM TD DL
Mohinder Dosanjh
Paul Kennerley RD

Board of Trustees

Aileen McLeish	Chair
Christopher Bradley	
Phoebe Daws	(resigned 19 August 2021)
Grace Gibbs	
Jasminder Grewal OBE	
Joanne Grinbergs	
Jane Kelly	
David Meggitt	Vice-Chair (resigned 24 May 2022)
Joy Pearce	Secretary
Heather Taylor	Treasurer
Mathias Winkler-Wulff	

Management Team

Raj Athwal	Executive Director
Angie Forero	Finance and Operations Manager
Catharine Langrish	Fundraising and Engagement Manager
Julie Quinn	Mulberry Macmillan Cancer Information and Support Services Manager

LEGAL AND ADMINISTRATIVE INFORMATION (continued)

Independent Examiner

Hartley Fowler LLP
Tuition House
27-37 St George's Road
Wimbledon
London
SW19 4EU

Principal Bankers

Charities Aid Foundation (CAF Bank)
25 Kings Hill Avenue
Kings Hill
West Malling
Kent
ME19 4JQ

Reference information

Charity name:	The Mulberry Centre
Charity registration number:	1108999
Company registration number:	05349202
Registered office and operational address:	The Mulberry Centre West Middlesex University Hospital Twickenham Road Isleworth Middlesex TW7 6AF 020 8321 6300 talk@themulberrycentre.co.uk

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of The Mulberry Centre 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), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year that 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 those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

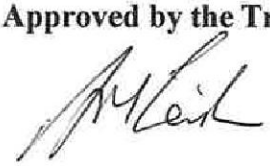
The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company, and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Independent Examiner

The Board has determined that the charity will exercise its right under Company and Charity legislation to an audit exemption report for the Accounting Year ended 31 March 2022 and has appointed Hartley Fowler LLP as Independent Examiner.

Approved by the Trustees on 17 June 2022 and signed on their behalf by:



Aileen McLeish

Chairman

The Mulberry Centre (05349202) (Limited by Guarantee)

Independent examiner's report to the trustees of The Mulberry Centre ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2022.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000, your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of Institute of Chartered Accountants in England and Wales which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Jonathan Askew FCA
Institute of Chartered Accountants in England and Wales

Hartley Fowler LLP, Chartered Accountants
27-37 St George's Road
Wimbledon
London SW19 4EU

Date: 17 June 2022

The Mulberry Centre (05349202) (Limited by Guarantee)

Financial Statements for the year ended 31 March 2022

Statement of Financial Activities for the year ended 31 March 2022

Incorporating an Income and Expenditure Account

	2022			*Comparative data for the year ended 31 March 2021*			
	Restricted funds £000	**Unrestricted funds £000**	**Total £000**	***Restricted funds £000***	***Unrestricted funds £000***	***Total £000***	
Income from							
Donations and Legacies							
National Lottery Community Fund	135	0	**135**	*231*	*0*	***231***	Note 2
All Other	152	120	**272**	*111*	*60*	***171***	Note 2
	287	120	**407**	*342*	*60*	***402***	
Charitable Activities	0	70	**70**	*0*	*70*	***70***	Note 2
Other Trading Activities	0	7	**7**	*0*	*9*	***9***	Note 2
Investments and Interest	0	3	**3**	*0*	*3*	***3***	Note 2
Other Income - Kickstart Scheme	0	18	**18**	*0*	*0*	***0***	Note 2
Total	287	218	**505**	*342*	*142*	***484***	
Expenditure on							
Raising Funds	30	61	**91**	*30*	*76*	***106***	Note 3
Charitable Activities	301	68	**369**	*264*	*65*	***329***	Note 3
Total	331	129	**460**	*294*	*141*	***435***	
Net income/(expenditure) before gains/(losses) on investments	(44)	89	**45**	*48*	*1*	***49***	
Net gains/(losses) on investments	0	9	**9**	*0*	*15*	***15***	Note 9
Net income / (expenditure)	(44)	98	**54**	*48*	*16*	***64***	
Transfers between funds	(6)	6	**0**	*(3)*	*3*	***0***	Note 13
Net movement in funds	(50)	104	**54**	*45*	*19*	***64***	
Reconciliation of funds:							
Total funds brought forward	89	137	**226**	*44*	*118*	***162***	Note 13
Total funds carried forward	39	241	**280**	*89*	*137*	***226***	Note 13

Unrestricted funds include Free Reserves of £183,000 (2021: £79,000)

The Mulberry Centre (05349202) (Limited by Guarantee)

Financial Statements for the year ended 31 March 2022

Balance Sheet as at 31 March 2022

	Total Funds 2022 £000	Prior year Funds 2021 £000	
Fixed Assets			
Tangible assets	58	58	Note 8
Investments	144	105	Note 9
Total fixed assets	**202**	**163**	
Current Assets			
Debtors	15	13	Note 10
Cash at bank and in hand	119	84	
Total current assets	**134**	**97**	
Liabilities			
Creditors: amounts falling due within one year	56	34	Note 11
Net current assets	**78**	**63**	
Net assets	**280**	**226**	
Funds of the Charity			
Restricted funds	39	89	Note 13
Unrestricted funds	241	137	Note 13
Total funds	**280**	**226**	

Unrestricted funds include Free Reserves of £183,000 (2021: £79,000)

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the accounting year ended 31 March 2022.

The members have not required the company to obtain an audit of its financial statements for the accounting year ended 31 March 2022 in accordance with Section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for:
(a) ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and (b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirement of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies' regime.

These financial statements were approved by the Board of Trustees on 17 June 2022 and signed on its behalf by:

Heather Taylor

Heather Taylor Trustee and Treasurer

Statement of cash flows

	Year ended 31 March: 2022 £000	2021 £000
Cash flows from operating activities:		
Net cash provided by (used in) operating activities	**72**	60
Cash flows from investing activities:		
Dividends and interest from investments	**3**	3
Purchase of fixtures, fittings and computer equipment	**(10)**	(7)
Purchase of investments	**(30)**	(30)
Net cash provided by (used in) investing activities	**(37)**	(34)
Change in cash and cash equivalents in the year	**35**	26
Cash and cash equivalents at the beginning of the year	**84**	58
Cash and cash equivalents at the end of the year	**119**	84
Analysis of cash and cash equivalents		
Cash at bank and in hand	**119**	84

Reconciliation of net income/(expenditure) to net cash flow from operating activities

	Year ended 31 March: 2022 £000	2021 £000
Net income/(expenditure) for the year (as per the statement of financial activities)	**54**	64
Adjustments for:		
Depreciation and amortisation	**10**	10
(Gains)/losses on investments	**(9)**	(15)
Dividends and interest from investments	**(3)**	(3)
(Increase)/decrease in stocks	**0**	3
(Increase)/decrease in debtors	**(2)**	5
Increase/(decrease) in creditors	**22**	(4)
Net cash inflow from operating activities	**72**	60

Notes forming part of financial statements for the year ended 31 March 2022

1. Accounting policies

General information

The charitable company is incorporated and domiciled in England and Wales. The address of its registered office is The Mulberry Centre, Twickenham Road, Isleworth, Middlesex, TW7 6AF. The registered number of the company is 05349202. The registered number of the charity is 1108999.

The financial information presented is for the year ended 31 March 2022 and 31 March 2021. The financial information is presented in sterling, and amounts are rounded to the nearest '000.

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention, with the exception of investments stated at market value.

a) Preparation of the accounts on a going concern basis

The trustees have reviewed future cash flow forecasts, and consider that there are no material uncertainties about the charity's ability to continue as a going concern. A key risk is a fall in contractual and grant income. The trustees have a series of measures to control, mitigate and minimise the effects of a fall in income, including the development and maintaining of a diverse range of activities and income in order to reduce the risk of over reliance on a single source, and a prudent reserves policy.

b) Significant judgements and estimates

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

(i) Tangible fixed assets. Fixtures and fittings and computer equipment are depreciated over their useful lives taking into account residual values, where appropriate.
Leasehold improvements are amortised over a period of 22 years.
(ii) Impairments. Management makes judgement on whether there are any indications of impairments to the carrying amounts of the charity's assets.
(iii) Allocation of costs. The allocation of costs between charitable activities and the cost of raising funds.

1. Accounting policies (continued)

(i) Income recognition

Items of income are recognised and included in the accounts when all of the following criteria have been met:

- performance conditions attached to the item(s) of income have been met or are fully within the control of the charity;
- the charity has entitlement to the funds;
- reasonable certainty exists that the income will be received; and
- the amount can be measured reliably.

Grants are recognised when the charity has been notified in writing of both the amount and settlement date, unless the grant relates to a future time period, in which case it is deferred. Funding from the Kickstart Scheme has been recognised when salary payments were made to Kickstart employees; it is not received with restriction as to the charitable purposes for which it can be spent.

Income from "Charitable Activities" relates to income received for services provided under contracts in furtherance of our charitable objectives, and is treated as Unrestricted income.

Legacies are recognised on a case-by-case basis following the granting of probate when the administrator/executor for the estate has communicated in writing both the amount and settlement date.

Donated goods for resale are recognised as income when sold.

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

(ii) Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party and the amount of the obligation can be measured reliably.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Direct costs comprise expenditure attributable to an activity, and the cost of resources shared between activities. The cost of raising funds includes staff and contractor costs, and direct expenditure, including community fundraising. The cost of charitable activities relates to providing information and support services to people affected by cancer, and includes staff and contractor costs, volunteer expenses and supervision, and direct service costs.

Support costs include the costs of maintaining our property, IT, administration, finance, HR, insurance and other professional services. They are apportioned on the basis of staff numbers (with the exception of facilities costs which are allocated on the basis of estimated usage of each physical area of the Centre).

Governance costs are the costs of the external Independent Examiner and legal advice for the Board of Trustees.

1. Accounting policies (continued)

(iii) Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life, namely:

IT equipment	3 years
Other fixtures and fittings and equipment	5 years

Items of equipment are capitalised where the asset purchase price exceeds £500.

Leasehold improvements are amortised over a period of 22 years.

(iv) Investments

Investments are measured at their market value determined as at the Balance Sheet date. The change in market value since the previous Balance Sheet date is included in the Statement of Financial Activities under 'Net gains/(losses) on investments' and forms part of the net movement in funds.

Fixed Asset Investments are held primarily to provide an investment return.

(v) Debtors

Debtors are recognised at the agreed settlement amount.

(vi) Cash at bank and in hand

Cash at bank and in hand includes currency notes and coins, undeposited cheques, current accounts and deposit accounts, from which withdrawals are available within 7 days.

(vii) Creditors and provisions

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

(viii) Financial instruments

The Charity has only 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.

1. Accounting policies (continued)

(ix) Fund accounting

Restricted funds are those which are to be used for purposes specified under the terms of an agreement with the provider of the particular fund. Income arising through a restricted fund is applied against expenditure, which meets the specified criteria, including a fair allocation of management and support costs. Any unapplied balance at the end of the financial year is reported as part of Restricted Funds.

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

(x) Volunteers

The Charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in our Annual Report. In accordance with the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

2. Analysis of income

	Restricted funds £000	Unrestricted funds £000	2022 £000	2021 £000
Donations and Legacies				
National Lottery Community Fund	135	-	135	231
Other Grants - Public authorities & health bodies	33	-	33	23
Other Grants - Charitable Trusts & Foundations	113	47	160	104
Individuals, Community Groups, Corporates	6	63	69	40
Gift Aid on donations	-	5	5	4
Legacies	-	5	5	-
Sub-total	287	120	407	402
Income from Charitable Activities				
Contracts - Public authorities & health bodies	-	70	70	70
Sub-total	0	70	70	70
Other trading activities				
Sales of donated products	-	1	1	1
The Mulberry Centre Fundraising Events	-	5	5	2
Occasional rental of premises	-	1	1	6
Sub-total	0	7	7	9
Investments and Interest				
Investment dividends and interest	-	3	3	3
Sub-total	0	3	3	3
Other income				
Government grant funding - Kickstart Scheme	-	18	18	-
Sub-total	0	18	18	0
Total income	**287**	**218**	**505**	**484**

During the year, the charity received £18,000 (2021: £nil) from the Government's Kickstart Scheme, which supported the creation of new jobs for three young people, to give them work experience over a six-month period. This grant funding contributed to their payroll costs, and other eligible costs incurred by the charity.

3. Analysis of resources expended

		Raising funds £000	Charitable activities £000	Total 2022 £000	Raising funds £000	Charitable activities £000	Total 2021 £000
					Comparative data for the year ended 31 March 2021		
Direct costs							
Staff and contractor remuneration and expenses		71	213	**284**	92	197	**289**
Volunteer expenses and supervision		-	8	**8**	-	9	**9**
Other direct costs		8	2	**10**	4	5	**9**
Total Direct		**79**	**223**	**302**	**96**	**211**	**307**
Allocated support costs							
Staff and contractor remuneration and expenses		5	94	**99**	3	75	**78**
General Office, IT and Administration costs		5	34	**39**	5	28	**33**
Facilities and Depreciation		2	18	**20**	2	15	**17**
Total Allocated		**12**	**146**	**158**	**10**	**118**	**128**
Total resources expended		**91**	**369**	**460**	**106**	**329**	**435**
of which using:	*Restricted funding*	***30***	***301***	***331***	***30***	***264***	***294***
	Unrestricted funding	***61***	***68***	***129***	***76***	***65***	***141***

Charitable activities: The charity has one activity, to provide information and support services to people affected by cancer.
Total **Governance** costs included in Support costs are £2,000 (2021: £2,000).

4. Net Income

This is stated after charging depreciation of £10,000 (2021: £10,000) and Independent Examiner's remuneration of £2,000 (2021: £2,000).

5. Staff costs and numbers

	2022 £000	2021 £000
Gross salary costs	330	269
Employer's NI contributions	24	19
Employer's pension costs	20	17
Total	**374**	**305**

The average number of employees during the year was 15 (2021: 12), and the average number of full-time equivalent employees was 10 (2021: 8).

The Executive Director was supported by a Cancer Information and Support Services Manager with two Assistants, a Volunteer Lead, a Community Engagement Lead, a Counselling Lead, Complementary Therapies Leads, a Finance and Operations Manager, an Operations Coordinator, a Fundraising and Engagement Manager with a Fundraising and Communications Lead, and two Service Administrators. Three young people were also employed for short-term work placements under the Kickstart scheme.

The pension costs shown in the table above represent payments into (a) employees' personal pension schemes and (b) the NEST workplace pension scheme.

No employee received emoluments (excluding employer NI and employer pension costs) exceeding £60,000 during the year or during the prior year.

The total employment costs, including employer NI and employer pension costs, for key management personnel (defined as the Executive Director and other members of the Management Team as set out on Page 21) was £191,000 (2021: £179,000 restated).

6. Trustees' remuneration and expenses

No member of the Board of Trustees received any remuneration or reimbursement for expenses during the year.

In 2020/21, one trustee, Ms Joanne Grinbergs, provided complementary therapies services to the charity, and received remuneration of £5,000. The Articles of Association permit payments to trustees for the supply of services to the charity.

7. Taxation

The charity is exempt from corporation tax on its charitable activities.

8. Tangible Fixed Assets

	Fixtures, fittings and computer equipment	Leasehold improve-ments	Total
	£000	£000	£000
Cost			
At beginning of year	39	49	88
Additions	10	0	10
Disposals	(2)	0	(2)
At end of year	**47**	**49**	**96**
Depreciation/Amortisation			
At beginning of year	23	7	30
Depreciation/Amortisation	8	2	10
Disposals	(2)	0	(2)
At end of year	**29**	**9**	**38**
Net book value at beginning of the year	**16**	**42**	**58**
Net book value at end of the year	**18**	**40**	**58**

9. Investments

	2022	2021
	£000	£000
Market value at beginning of the year	105	60
Additions to investments at cost	30	30
Net gain/(loss) on revaluation	9	15
Market value at end of the year	**144**	**105**

Investments are in pooled investment funds, managed in the UK by CCLA, a charity fund manager.

10. Debtors

	2022	2021
	£000	£000
Prepayments	1	0
Other debtors	14	13
Total	**15**	**13**

11. Creditors: amounts falling due within one year

	2022	2021
	£000	£000
Taxation and social security	7	6
Other creditors	10	12
Accrued costs	9	16
Deferred income (Note 12)	30	0
Total	**56**	**34**

12. Deferred Income

	2022	2021
	£000	£000
Deferred income at beginning of year	0	0
Income deferred in the year	30	0
Deferred income at end of year	**30**	**0**

Deferred income is restricted grants received from RPLC (for a Community Engagement project which will now start in 2022/23), and from City Bridge Trust (money received in advance for 2022/23).

13. Movements of Funds

	Balances at 1 April 2021 £000	Incoming resources £000	Outgoing resources £000	Transfers to unrestricted £000	Balances at 31 March 2022 £000
Restricted Funds					
National Lottery Community Fund:					
Reaching Communities grant: Welcome, Assessment and Support Services	33	135	(146)	-	22
Covid-19 funding	35	-	(35)	-	-
	68	**135**	**(181)**	**0**	**22**
Public Authorities and Health Bodies:					
LBH: Community Engagement	7	15	(22)	-	-
LBH: Complementary Therapies & Wellbeing classes	-	15	(11)	-	4
Spelthorne Borough Council: Community Engagement in Spelthorne	-	3	(3)	-	-
	7	**33**	**(36)**	**0**	**4**
Charitable Trusts and Foundations:					
Hampton Fund: Staff costs	-	30	(30)	-	-
Clare King Charitable Trust: Wellbeing Therapies	-	3	(3)	-	-
Garfield Weston Foundation: Volunteers	2	-	(2)	-	-
Pink Ribbon Foundation: Emotional support at breast cancer clinics	1	5	(5)	-	1
St James's Place Charitable Foundation: Counselling	-	10	(5)	-	5
The John & Ruth Howard Charitable Trust: Therapy Rooms	1	-	(1)	-	-
City Bridge Trust: Core Running Costs	5	42	(47)	-	-
London Catalyst: Emotional support at cancer clinics	-	2	(2)	-	-
The Hospital Saturday Fund: Emotional support at cancer clinics	-	2	(2)	-	-
Isleworth & Hounslow Charity: Community Engagement	1	-	(1)	-	-
Housing Pathways Trust: Ealing & Brentford residents	-	10	(7)	-	3
The D'Oyly Carte Charitable Trust: Welcome Assessment & Information	-	3	(3)	-	-
The Edward Gostling Foundation: Therapies & Wellbeing classes	-	5	(3)	-	2
Leeds Building Society Charitable Foundation: Therapy Rooms equipment	-	1	-	-	1
	10	**113**	**(111)**	**0**	**12**
Sanofi Genzyme: Befriending	-	4	(3)	-	1
Individual donations: Furniture, IT equipment	4	2	-	(6)	-
Total Restricted Funds	**89**	**287**	**(331)**	**(6)**	**39**
Unrestricted Funds	137	218	(129)	6	232
Gains on Investments					9
					241
Total Funds	**226**	**505**	**(460)**	**-**	**280**

Notes:

LBH: London Borough of Hounslow

The transfer from Restricted to Unrestricted is expenditure on fixed assets, to fulfil the purpose of the grants.

13. Movements of Funds (continued) – Prior Year

	Balances at 1 April 2020 £000	Incoming resources £000	Outgoing resources £000	Transfers to unrestricted £000	Balances at 31 March 2021 £000
Restricted Funds					
National Lottery Community Fund:					
Reaching Communities grant: Welcome, Assessment and Support Services	22	132	(121)	-	33
Covid-19 funding	-	99	(64)	-	35
	22	**231**	**(185)**	**0**	**68**
Public Authorities and Health Bodies:					
LBH: Welfare & Benefits	-	8	(8)	-	-
LBH: Community Engagement	-	15	(8)	-	7
	0	**23**	**(16)**	**0**	**7**
Charitable Trusts and Foundations:					
Hampton Fund: Staff costs	-	30	(30)	-	-
Clare King Charitable Trust: Wellbeing Therapy	-	3	(3)	-	-
Garfield Weston Foundation: Volunteers	12	-	(10)	-	2
Pink Ribbon Foundation: Therapies	1	3	(3)	-	1
February Foundation: Counselling	3	5	(8)	-	-
St James's Place Charitable Foundation: Counselling	5	-	(5)	-	-
Independent Age: Befriending	-	15	(15)	-	-
The John & Ruth Howard Charitable Trust: Therapy Rooms	-	4	-	(3)	1
City Bridge Trust: Core Running Costs	-	22	(17)	-	5
London Catalyst: Staff costs	-	1	(1)	-	-
Isleworth & Hounslow Charity: Community Engagement	-	1	-	-	1
	21	**84**	**(92)**	**(3)**	**10**
Individual donation: Furniture	-	4	-	-	4
Building reconfiguration	1	-	(1)	-	-
Total Restricted Funds	**44**	**342**	**(294)**	**(3)**	**89**
Unrestricted Funds	118	142	(141)	3	122
Gains on Investments					15
					137
Total Funds	**162**	**484**	**(435)**	**-**	**226**

Notes:

LBH: London Borough of Hounslow

The transfer from Restricted to Unrestricted is expenditure on fixed assets, to fulfil the purpose of the grants.

13. Movements of Funds (continued)

Description of Restricted Funds:

National Lottery Community Fund: The Reaching Communities grant provides three-year funding towards the Centre's Welcome & Assessment, Counselling and Therapies services. The Covid-19 emergency grant in 2020/21 provided funding towards costs to transform services for remote/online delivery, and to extend emotional support and counselling to people affected by Covid-19.

LBH: Thriving Communities Fund: Funding for Community Engagement in the London Borough of Hounslow, and towards the cost of Complementary Therapies and Wellbeing classes (2020/2021: funding for advice to LBH residents on Welfare and Benefits, and for Community Engagement)

Spelthorne Borough Council: Funding towards the cost of Community Engagement in the Borough of Spelthorne

Hampton Fund: Funding towards staff costs

Clare King Charitable Trust: Funding towards the cost of Therapy services

Garfield Weston Foundation: Two-year funding in 2019/20 towards Volunteer development and support

Pink Ribbon Foundation: Funding towards staff costs to provide emotional support at breast cancer clinics (2020/21: funding towards the cost of Therapies for those affected by breast cancer)

St James's Place Charitable Foundation: Funding towards the Counselling Lead salary costs

The John & Ruth Howard Charitable Trust: Funding in 2020/21 towards the refurbishment and upgrade of two Therapy rooms

City Bridge Trust: Funding towards the cost of supporting Londoners over 65, for all services

London Catalyst: Funding towards staff costs to provide emotional support at WMUH cancer clinics

The Hospital Saturday Fund: Funding towards staff costs to provide emotional support at WMUH cancer clinics

Isleworth & Hounslow Charity: Funding in 2020/21 towards Community Engagement

Housing Pathways Trust: Funding towards the cost of supporting residents from Ealing and Brentford, for all services

The D'Oyly Carte Charitable Trust: Funding towards the cost of Welcome Assessment and Information services

The Edward Gostling Foundation: Funding towards the cost of Complementary Therapies and Wellbeing classes

Leeds Building Society Charitable Foundation: Funding for Therapy rooms' furniture and equipment

13. Movements of Funds (continued)

Description of Restricted Funds (continued)

February Foundation: Funding in 2020/21 towards the cost of Counselling services

Independent Age: Funding in 2020/21 towards the cost of a telephone and online Befriending service to support older clients affected by cancer

Sanofi Genzyme: Funding towards the cost of a Befriending service to support older people with cancer

Individual donations: Funding to purchase new furniture, a "Mulberry table" and IT equipment

14. Analysis of net assets between funds

	Restricted funds	Unrestricted funds	2022 Total funds	2021 Total funds
	£000	£000	£000	£000
Tangible fixed assets	0	58	58	58
Fixed asset investments	0	144	144	105
Current assets	69	65	134	97
Current liabilities	(30)	(26)	(56)	(34)
Total net assets	**39**	**241**	**280**	**226**

15. Capital Commitments

At 31 March 2022, there were no capital commitments (2021: £4,000 capital expenditure for new furniture had been authorised but not yet contracted for).

16. Related Parties and Related Party transactions

A trustee of The Mulberry Centre is also a trustee of Hampton Fund.
The Mulberry Centre received grants from Hampton Fund amounting to £30,000 during the year (2021: £30,000).

17. Legal status of charity and guarantee

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

THE MULBERRY CENTRE

England & Wales - Charity number 1108999

Accounts

Company Registration no. 05349202
(Limited by Guarantee)

Registered Charity No. 1108999

The Mulberry Centre

Report and Accounts

For the Year ended 31 March 2021

for anyone affected by cancer

TheMulberryCentre

www.themulberrycentre.co.uk

The Mulberry Centre (05349202) (Limited by Guarantee)

Report and Accounts for the Year ended 31 March 2021

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Chairman's Report

I was delighted to be appointed as Chairman of The Mulberry Centre in November 2020, and would like to thank my predecessor Sarah Thewlis for her unstinting leadership and contributions to The Mulberry Centre as well as Vice-Chair David Meggitt who stepped-up as Interim Chair for nearly 4 months prior to my arrival.

This last year has been unprecedented, remarkable and extraordinary. We have all had to face up to the challenge of the Covid-19 pandemic and deal with the measures imposed to limit and contain the spread of the disease. Our work lives and private lives have been curtailed and disrupted in ways unimaginable just 18 months ago.

I would like to pay tribute to the staff and volunteers at The Mulberry Centre who have risen to this challenge, transforming and adapting services and ensuring our clients continued to be supported throughout the pandemic. All at a time when, as individuals, we have faced personal concerns for ourselves and our families and friends.

The safety and welfare of our staff, volunteers and clients has continued to be our top priority throughout the pandemic. We managed not to furlough any staff, and quickly moved to a remote support service for clients, with the support of our volunteers, for much of the year. We have adapted our business continuity plans and had a tight grip on risk management throughout the period.

I would like to thank the generosity of all our funders who have supported us through a year of uncertainty. We are particularly grateful to the National Lottery Community Fund whose generous grants of £231,000 have given us a firm financial foundation during these challenging times. I would also like to thank Chelsea and Westminster Hospital NHS Foundation Trust, which includes West Middlesex University Hospital for their support and collaboration during the year.

At the time of writing, we have started a slow and careful physical re-opening of the Centre, to offer face to face services to clients again. With the roll out of the UK vaccination programme, there is hope that we may be reaching the end of the worst phase of the pandemic. We have much to reflect on from the last year and The Mulberry Centre is embracing the future, strengthened by our experience. In anticipation of a return to normality, we have recently refreshed the website and logo, and we are looking forward to celebrating our 21st anniversary in 2022.

Finally I would like to particularly thank the Trustees, Executive Director Raj Athwal and her team for rising to the leadership challenge of the last year, and for making me so welcome to The Mulberry Centre.

Aileen McLeish

Chairman

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2021

The Trustees present their report and the financial statements of The Mulberry Centre for the Accounting Year ended 31 March 2021.

MISSION AND PUBLIC BENEFIT STATEMENT

The core mission of The Mulberry Centre is to improve the lives of anyone affected by cancer, including those with a diagnosis, carers, family members and bereaved relatives, by enhancing emotional, psychological and physical well-being. We do this by providing counselling, complementary therapies, wellbeing classes, and supporting information, tailored to the needs of our clients at, and around, our purpose-built centre in Isleworth, in a welcoming and non-clinical environment.

In setting out the mission of The Mulberry Centre and in developing its activities, the trustees have had regard to the Charity Commission's guidance on public benefit. The activities described in the following paragraphs fulfil charitable purposes that fall within the following headings defined by The Charities Act 2011:

- The advancement of education
- The advancement of health or the saving of lives
- The advancement of citizenship or community development
- The relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage.

THE WORK OF THE MULBERRY CENTRE

Strategic priorities

Last year, we spent time reaffirming and refreshing our vision, our mission, our values, whom we serve and what our strategic priorities should be. Working with the staff, we agreed an operational plan that is focusing on the following five key areas:

- Whilst continuing to provide excellent services, review and **consolidate our service offering** to make sure they are aligned with the growing needs of our clients and deliverable with our resources.
- Continue to **attract and retain diverse, generous and experienced professionals and volunteers** to work at the Centre, so we can meet the expected growth in demand.
- **Improve our internal processes and structures** to allow our outstanding staff and volunteers to focus more time on the support our clients require.
- **Refresh our external brand** and **strengthen referral pathways** with local GPs, community groups and healthcare providers, to make sure we are available to the people who need our support.
- Continue to **manage existing** and **seek new funding opportunities** that will allow us to deliver services to our clients.

Good progress is being made, and we are continuing to focus on these areas.

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2021

Our values

Staff and volunteers at The Mulberry Centre are caring and experienced professionals, dedicated to supporting others in a relaxing and welcoming environment. We are:

- **Inclusive**: Welcoming anyone affected by cancer, irrespective of who they are.
- **Responsive**: Tailoring our support to individual needs.
- **Caring**: Acting in a gentle and compassionate manner out of genuine concern.
- **Positive**: Having a real optimism that what we do will improve peoples' well-being.
- **Professional**: Collaborating to deliver a professional service in which people can have confidence.
- **Respectful**: Of our clients' and fellow colleagues' needs.

The service range

The services offered to clients by The Mulberry Centre during the year are briefly described below. (Further details can be found on The Mulberry Centre website www.themulberrycentre.co.uk)

- Welcome Assessment, Information and Library
- Counselling and Psychological Support (Structured and Unstructured)
- Facilitated Support Groups
- Complementary Therapies and Wellbeing Classes
- Informative Workshops and Social/Creative Activities
- Legal Information Service
- Welfare Rights and Benefits Information Service
- A peaceful space to relax and meet others

The Covid-19 pandemic and lockdown measures within the UK have had a huge impact on The Mulberry Centre, forcing rapid changes in the way we deliver our services. From March 2020 we have been in lockdown, with a short reprieve in October when we tentatively began to offer face to face support. This was only temporary due to further lockdown measures in force from December 2020, which only started to lift in April 2021. All this has meant that we have needed to transform the scope and reach of our services, focussing on remote delivery in order to continue to offer the support our vulnerable clients needed. We did this in the first instance by offering telephone/video remote counselling and emotional support, for which the uptake was high, especially for those suffering from the effects of what had become a long-term lockdown. We have been innovative in what we are offering our clients and always sensitive to their feedback. The client services team did a great job as they continued to work hard to offer uninterrupted support to our existing clients as well as registering new clients.

The above is reflected in the following report on client services.

Welcome Assessment, Information and Library

The care and support services at The Mulberry Centre continue to provide a non-clinical, empathetic space to anyone dealing with cancer, including carers and bereaved. Over this period we extended our services to people affected by Covid-19; this included support for health care professionals and keyworkers. We maintained contact with our volunteers throughout this period, keeping them updated on developments. Many of them changed the format in which they worked in order to continue to reach out and support our vulnerable client base.

Registration forms were completed over the phone rather than face to face, and a welcome assessment was completed remotely to assess circumstances and individual needs, creating a compassionate space for people to talk in confidence about their situation, to get the support they needed in that moment, and to discuss ways in which we could further support them and their loved ones. This was a crucial aspect to allow us to develop a robust support plan to deliver workshops and support groups that would best support clients in uncertain and often isolated circumstances. We also developed a more formalised process over the year to allow for an evaluation of our services to further inform our delivery.

We recognise that everyone's journey will be different and their circumstances will change over time, and we continue to provide ongoing support and information for as long as it is needed. This support was also extended to anyone affected by Covid-19, which meant that we have had to diversify our services and work collaboratively within the wider community to facilitate this.

The use of the Information Library was suspended; it was only open and active for a few weeks last Autumn where welcomers were able to select relevant material and hand it to individuals as appropriate. In order to compensate for this, we developed a number of workshops which we delivered online, offering 129 workshops over the year compared to 14 workshops last year, on subjects such as nutrition, relaxation techniques and self-care.

Despite staff changes and the impact of Covid-19 on services, we have been able to successfully deliver a high number of Welcome Assessment and Support sessions.

We have also been uploading regular helpful, informative blogs and articles on The Mulberry Centre website, on topics such as Signs and Symptoms of Cancer for a variety of different cancers as well as advice on Coronavirus for cancer patients (as informed by Macmillan).

Counselling and Psychological Support (Structured and Unstructured)

This year we continued to offer in-the-moment as well as ongoing emotional support. We have also completed wellbeing calls which tend to be a short check-in calls to deal with the demands and needs of our clients and for those who did not feel they wanted to receive counselling remotely. Some of our clients just wanted to speak to someone as and when they felt the need for psychological support.

We further developed our own befriending service which has proved popular for the over 65s and bridged a gap as they were often less confident or did not have access to the necessary

equipment for our online sessions. Our clients now have the option of taking up counselling or a less formal regular conversation to offset feelings of isolation and loneliness.

The Mulberry Centre's volunteer counsellors follow a "Person-Centred" approach to counselling. This approach believes that the "client knows best" and that ultimately the individual is the expert on his or her own experiences. As such, this expertise will enable them to explore immediate issues and move forward from them as and when appropriate. The counselling is therefore led by the individual, who brings to the session the issues and concerns that are most important to him or her at that time.

Our Counselling service adheres to the standards laid down by the British Association for Counselling and Psychotherapy (BACP). On 31 March 2021, we had 20 volunteer counsellors and coaches. Our counselling team is a mix of qualified and trainee counsellors who have been through a rigorous selection, induction and training process and are required to continue with relevant ongoing CPD training. All our volunteer counsellors are members of the BACP, they give their time free of charge and The Mulberry Centre pays a monthly amount towards professional supervision.

We have a coaching service which we often describe as 'the next phase' after counselling. Some clients do not wish to access our person-centred counselling services and can take up the offer of coaching. Others choose to address their emotional issues and then, when ready to move forward may access our coaching services.

With the aid of funding from the London Borough of Hounslow we are also able to offer an End of Life (EOL) and Bereavement service to people living or working in the Borough of Hounslow, or if an EOL patient has had a recent hospitalisation at the West Middlesex University Hospital (Palliative Care Project - PCP). In line with the Department of Health strategy for EOL, these services exist for anyone who is believed to have a life expectancy of less than one year, whether or not cancer is a factor, and anyone who has been bereaved for any reason. The EOL service includes extended counselling for up to one year for the patient.

Within the West Middlesex University Hospital, we offer bedside psychological support to patients in palliative care and their family members. We also offer clinical supervision to the palliative care team of consultants and nurses, which has been very well received.

Facilitated Support Groups

Our support groups consist of people coming together on a regular basis to talk freely about any concerns they might have. Confidentiality is emphasised so that all aspects of life and death can be talked about in a safe and supported way. A specialist facilitator leads each group and helps participants to share their experiences. The groups are ongoing and people can join at any point. As a way of good and safe practice, anyone wishing to join a support group has a one-to-one meeting with the group facilitator to assess their suitability for the group. Group numbers are limited, the largest having a maximum of eight attendees.

Our current practice at The Mulberry Centre is to operate four facilitated groups, of which one is for cancer patients only and meets weekly, one is for carers and meets fortnightly, one is for those who have been bereaved and meets fortnightly, and we have introduced a new group 'Meet the Soul Midwife'; this group meets monthly to support anyone dealing with end of life issues.

We have a facilitator who is keen to start a men's support group but feels this would need to run at the Centre rather than online, so we hope to include this from early Summer 2021 in order to offer support for any man impacted by cancer as a patient, carer or if bereaved. We have also worked to collaborate and forge links with 'The Cancer Club' which is a charity supporting men with cancer.

Complementary Therapies and Wellbeing Classes

The Mulberry Centre offers a range of therapies, free of charge, aimed at helping people affected by cancer to improve the quality of their lives. The therapies we offer are designed to work safely alongside and to complement any conventional cancer treatment; they are not designed to treat cancer and are not intended as an alternative to medical treatment.

Complementary therapies and wellbeing classes are carried out by highly qualified and professional practitioners who have gone through a rigorous selection, induction and training process. All our therapists provide their services to The Mulberry Centre free of charge and from a genuine altruism. All our volunteer therapists are fully insured, professionally registered with CNHC and adhere to a professional code of conduct and complete relevant CPD annually.

Out of a team of 29 therapists and wellbeing practitioners registered to volunteer, 20 of them continued to volunteer during the lockdown period and worked hard to find ways to adapt their offer to deliver sessions remotely.

The range of therapies currently offered by The Mulberry Centre is described briefly in the following paragraphs.

ONE-TO-ONE THERAPIES

Massage

Due to lockdown measures and the risks linked to close contact therapies we have had to evolve and deliver our services in a different manner. We have done so by delivering online training sessions to our current massage therapists in order for them to be able to deliver a bespoke video call one-to-one session with clients where they demonstrate and talk clients through gentle massage techniques that can help increase mobility and ease muscle tension.

Massage is both mentally and physically relaxing, helping to reduce stress and tension, to promote deeper sleep and to ease aches and pains, and although this is not the same as having a full body massage it will go some way to reducing muscle strain and tension and ease movement. We have also delivered a paired massage and a self-massage workshop via Zoom.

Aromatherapy

There is currently much medical research within a cancer setting to show that Aromatherapy essential oils have a variety of different properties that may reduce stress and anxiety, improve sleep disturbances and help reduce nausea. We are able to supply a bespoke, tailor-made aroma stick for clients to use in order to improve their symptoms as well as ease stress, anxiety and reduce panic attacks.

Reflexology

All close contact touch treatments have ceased for the majority of this year. Reflexology, based on the principle that the anatomy of the body is reflected in miniature in reflex zones on the feet and hands, is a helpful and relaxing complementary therapy that can be a useful adjunct in the amelioration of many side effects of cancer and its treatment. We were only able to deliver treatments for a few weeks in Autumn outside of lockdown, which clients were delighted to receive, so we developed and delivered a workshop for hand massage/hand reflexology for clients to follow remotely.

Emotional Freedom Technique (EFT)

EFT is a complementary therapy that combines talking therapy with light touch body work, using a tapping technique working with acupressure points. It has been shown to lower stress hormones and is thought to balance the body's energy (Qi). EFT is a very easy to learn self-help tool for dealing with stress, anxiety, worries and even physical symptoms. When used one-to-one with a practitioner it can be tailored to a client's specific situation. EFT has been found to enhance other complementary therapies. During lockdown we have been able to offer one-to-one sessions via Zoom/Video to support our clients.

Reiki

Reiki is a holistic complementary therapy that is gentle, pleasant to receive, non-invasive and suitable for all - even those whose physical condition prevents them from receiving other complementary therapies. The practitioner gently places their hands on or near the body using their intuition and training as a guide. Reiki can be used holistically to treat the whole person, or on specific parts of the body. This allows the person to rebalance, which in turn may ease symptoms physically, mentally and emotionally. Remote Reiki has worked well during lockdown and has been gratefully received.

Yoga Therapy

Yoga Therapy is the use of Yoga for a specific health need to promote good health, using the same tools used in many Yoga classes: postures, working with the breath, meditation, awareness of the body and/or mind, relaxation. These are directed to the needs and ability of the person concerned working one-to-one with a highly trained Yoga Therapist via Zoom/video.

WELLBEING CLASSES

Relaxation Techniques

During this past year there has been an increased need for relaxation and feeling more grounded. We have accommodated this by increasing the frequency of our meditation sessions from monthly to three times per week, delivering them remotely, clients have the choice whether to leave their camera on or off during these sessions. They include mindfulness, visualisation and breathing exercises designed to teach the participant to refocus the mind away from troublesome thoughts and encourage physical relaxation through the body.

Informative Workshops and Social/Creative Activities

The Mulberry Centre has established a wide range of informative workshops and social and creative activities programmes addressing physical, psychological and practical needs. While in lockdown we developed and delivered workshops remotely covering topics that we felt would support our clients to help reduce isolation and give a feeling of empowerment. We delivered workshops such as managing stress, cancer nutrition, hot flushes, body image and impact on sexual health as well as paired massage, self-massage, essential oils and their use, EFT (emotional freedom techniques), ladies' coffee morning, soft tissue release techniques for use after breast surgery. Many workshops were developed purely on client need; they have all been evaluated and scored highly in making people feel more grounded with reduced stress levels.

Whilst the majority of our social and creative activities have been suspended this year, the few remaining activities played an important part in helping our established clients feel less isolated during such difficult times, whether a patient going through treatment, a carer helping their loved one or someone coming to terms with the loss of someone close. During lockdown these groups have been a lifeline helping clients to remain in contact as well as participating in activities such as creative writing sessions and our online book club, giving focus and something to look forward to.

Legal Information Service

We have an association with a locally-based firm of solicitors, who have been able to offer monthly one-to-one sessions to our clients – patients, carers and bereaved – on matters such as wills, probate, estates and power of attorney.

We also introduced a legal workshop for our clients looking at the importance of writing a will and what factors need to be considered in order to get the outcome you require.

Welfare Rights and Benefits Information Service

Cancer will have an impact on the financial aspects of people's lives. We have provided information and support on the welfare and benefits that may be available to our clients. We had access to funding that allowed us to employ a consultant for a six-month period in order to offer bookable one-to-one sessions, three days a week. Funding for this facility has now

finished and we have put in place referral procedures for Macmillan and Citizen's Advice for clients who need this support.

Welfare and benefits information and support is also being offered to all our clients by a volunteer, one afternoon a month, giving general information and guidance on issues such as benefits, housing, employment, access to grants, and specific advice for carers and pensions.

Many of our patients and carers are overwhelmed with dealing with a cancer diagnosis and financial difficulties from a job loss, resulting in logistical problems such as housing issues. They are not always aware of what financial help is available, nor are they necessarily capable of filling in complex forms at such an emotional time. Help with finances and knowing what help is available can make a significant difference in reducing stress at such a difficult time.

Community Engagement

A key priority has continued to be strengthening referral pathways to The Mulberry Centre with local health services, to ensure that people hear about us at the earliest opportunity in their cancer journey.

We have had to discontinue Information Roadshows and Outreach Desks in hospitals during the Covid-19 pandemic, and instead look at alternative methods of delivering this message to some of the hardest to reach members of our local community. We have been able to do this online in a variety of different ways. The impact of this engagement is two-fold – people learn that The Mulberry Centre is there as a source of support, and people are educated and encouraged to prioritise their health and wellbeing.

We have continued to work closely with other local charities and have reached out to 45 local GP surgeries, social prescribing networks, care homes and other service providers. We thus continue to share information on the support that we can provide with a wide range of health and social organisations. Furthermore, we signpost to, and work in a complementary way with, other local service providers in order to deliver a holistic package of care.

The Executive Director represents The Mulberry Centre on the Executive Board of the Hounslow Community Network and is a co-opted member of the Health and Adult Care Scrutiny Panel for the Borough of Hounslow, ensuring the Centre is up to speed on local initiatives and plans.

Working remotely has meant that we have been able to reach audiences and offer support to clients we would not normally be able to reach. We plan to increase our activity to connect with and further strengthen our relationships with the community in boroughs that are further afield as well as neighbouring areas.

The Community Engagement Lead has developed a User Engagement forum which has met on 3 occasions, approximately every 3 months, with the purpose of gathering feedback from our clients on their experience of support accessed at the Centre, and asking for their input on the way they would like to access support services going forward. One outcome of this work so far has demonstrated that people would prefer the Centre to continue to offer its remote services alongside the face to face sessions when we are able to open our doors in the next few months.

All information gathered will be useful to further develop and adapt our services to meet individual needs.

As we have been unable to hold many talks and presentations to raise public awareness of cancer at a time when it was most needed, we have tried to counter this by regularly publishing blogs and articles and distributing them in local newsletters and eNewsletters. We have also developed relevant articles to raise awareness of signs and symptoms of cancer for a variety of different types of cancer and published these on our social media sites, twitter, Facebook and Instagram.

Contact has been made with local BAME communities with a view to promoting our services within this community.

Our Clients

Our client base has continued to grow steadily. The number of people registered for services provided by The Mulberry Centre increased from 4,694 to 5,036 during the year (an increase of 7% despite lockdown and the effects of the pandemic). In addition, an increasing number of people called The Mulberry Centre without registering for particular services, for example to access the emotional support helpline to discuss their concerns with a member of staff. Overall attendance to various services in the year was 4,145.

Many of our clients accessed support at The Mulberry Centre on several occasions during the year, for example to undergo a course of therapy or counselling sessions. Total client attendances during the 12 months at sessions of various kinds were as follows:

TOTAL CLIENT ATTENDANCES 2020-21	
Session Description	**Total**
Welcome sessions, emotional/financial and other support (incl. Macmillan grants, befriending, wellbeing calls and info given)	1,612
One-to-one Counselling, Coaching and Psychological support sessions (including PCP Emotional Support & Complementary Therapy)	1,437
Support Groups	182
One-to-one Complementary Therapy sessions	506
Wellbeing Classes	99
Workshops (incl. Welfare & Benefits) and Health Matters event	161
Social and Creative Groups	148
Total	**4,145**

Just over half of our clients live in the London Borough of Hounslow, with the remainder spread across Richmond, Ealing, and other areas. It is not surprising to find the largest proportion originating from Hounslow, the borough in which The Mulberry Centre is situated. However, our aim is to provide a facility to serve the broad area of West and South-West London and we do not impose geographical restrictions on eligibility for The Mulberry Centre's services.

Making it possible

The Mulberry Centre could not reach and help so many people affected by cancer without the commitment of its staff, consultants, volunteers, donors and other supporters. We are hugely grateful to all those who have helped us to deliver our services, to raise funds and generally maintain the operation of The Mulberry Centre.

Staff and consultants

In order to deliver The Mulberry Centre's services and to manage fundraising and support activities, we are fortunate to have a team of dedicated professionals, who have a real feeling for, and commitment to, the aims and values of The Mulberry Centre. The staff establishment during the year comprised twelve posts, of which three were full-time, together with part-time consultants to lead our teams of volunteer counsellors and therapists, and a part-time fundraiser.

We appointed a Mulberry Macmillan Volunteer Lead in September 2020, a new Mulberry Macmillan Cancer Information and Support Services Manager to lead client services and a Psychological Support Lead in November 2020 as well as a new Mulberry Macmillan Cancer Information and Support Assistant who joined the team in January 2021. We had two contractors during the year to manage the phonelines offering ongoing emotional support as well as a contractor offering Welfare and Benefits advice for a 6-month period.

Volunteers

Beyond the team of post-holders referred to in the previous paragraph, The Mulberry Centre depends vitally on volunteers. The range of counselling and therapies offered by The Mulberry Centre, described in an earlier section of this report, is made possible by skilled professionals who are prepared to donate their time and energy to The Mulberry Centre. We also depend on volunteers to welcome visitors, to organise fundraising events and to assist with the day-to-day activities involved in managing and maintaining the Centre.

At the end of March 2021, our core volunteer team was as follows:

Complementary and Group Therapists	29
Counsellors	20
Workshops	17
Welcomers	17
Community Outreach	7
Fundraising and Administration	31
Telephone Befrienders	16
Estates and Facilities – gardeners and general help	5
Trustees	11
Total	153

The majority of our volunteers have direct involvement with the clients of The Mulberry Centre and it is therefore particularly important that we apply rigorous selection procedures and provide appropriate induction and, subsequently, training/professional development for each volunteer.

We are most fortunate that the aims and work of The Mulberry Centre have continued to attract dedicated and high calibre volunteers. The trustees and management team would like to record their appreciation of those who have given generously of their time; their enthusiasm and professionalism are at the heart of The Mulberry Centre's values.

Financial support

The Mulberry Centre's facility on the West Middlesex University Hospital ('WMUH') campus was created using charitable funds raised specifically for that purpose. The site has been secured by means of a lease agreement with WMUH at a nominal annual rental.

The next section (Financial Review) provides details of our income and donors.

FINANCIAL REVIEW

Despite a very challenging period for the charity sector, due to the Covid-19 pandemic, the financial performance for the year was very good. Income increased to £484,000 (2020: £377,000), due to additional grants from the National Lottery Community Fund and Charitable Trusts and Foundations, which offset a sharp drop in income from Individuals, Events, Community Groups and Corporates.

This additional income allowed us to increase expenditure to £435,000 (2020: £368,000), both to expand our charitable activities (earlier sections of this report describe what we did and what we achieved), and to invest in some additional fundraising resource. Some restricted grants are received for time periods extending beyond the year end, and will be spent in the next financial year.

This resulted in a net operating surplus for the year of £49,000 (2020: £9,000).

Stock markets recovered strongly during the year, and the financial statements include a £15,000 unrealised investment gain. Part of this gain was the recovery of the £6,000 loss recorded in our 2020 financial statements.

The outturn for the year was therefore an increase in total funds of £64,000 to £226,000.

Income

A broad breakdown of income during the 12 months to 31 March 2021 by source is as follows:

	£000
National Lottery Community Fund	231
Other Grants:	
• Charitable Trusts and Foundations	104
• Public Authorities and Health Bodies	23
Contracts:	
• London Borough of Hounslow	40
• West Middlesex University Hospital Palliative Care Pathway (PCP) Project	30
Individual Giving and Supporter Challenges	35
Events	2
Community Groups/Clubs	5
Corporates	4
Earned Income	10
Total	**484**

Only a small proportion of income comes from contracts and we must find the bulk of our funding from grants, donations and fundraising activities.

FINANCIAL REVIEW (continued)

Funding from the **National Lottery Community Fund** provided almost 50% of our income this year: £132,000 was from the three-year grant awarded in September 2019 (which will provide almost £400,000 over three years), and £99,000 as emergency funding to help us through Covid-19 and adapt our services.

Support from Charitable **Trusts and Foundations** continues to be very important. Of particular note were restricted grants from Hampton Fund (£30,000), Independent Age (£15,000 for our Befriending project), and a new five-year grant from City Bridge Trust (£22,000 was received this year), as well as a grant from RPLC (£12,000 for running costs).

Grants from **Public Authorities and Health Bodies** are Community Grants from the London Borough of Hounslow (£23,000) to support our Welfare and Benefits and Community Engagement activities.

Our **contract** income is for end of life and bereavement support services in the London Borough of Hounslow (£40,000), and our Palliative Care Project at the West Middlesex University Hospital (£30,000) which falls under the Chelsea and Westminster NHS Foundation Trust; both continued this year.

Income from **Individuals, Supporter Challenges, Events, Community Groups and Clubs, and Corporates** was much lower than usual, due to Covid-19 restrictions. We experienced reduced footfall in our Centre, which was closed for a large part of the year, and the majority of planned fundraising events could not take place. However, many of our individual supporters did the "2.6 challenge" when the 2020 London Marathon was cancelled, and we held a successful on-line Christmas hamper raffle. We also received a generous donation of £4,000 from an **individual** supporter during the year, to purchase new furniture. The **Trinjan** Women's Social & Community Group continued to be active in raising money for The Mulberry Centre through a variety of activities and raising awareness across a large part of the local community. We hope that 2021-22 will be more "normal" for all these sources of income.

We really appreciate the generosity and efforts of all those who have made donations and put themselves forward to raise money for the Centre, including our staff, volunteers and supporters in the community. We recognise the extraordinary dedication and enthusiasm of all those who organise imaginative events to support us and, as ever, we gratefully thank all the people who, both alone and in teams, take on often heroic challenges to support what we do.

We would also like to thank all the organisations that have supported The Mulberry Centre in this financial year, among whom are the following:

Barnes Choir
Brentford Football Club
Chelsea & Westminster NHS Foundation Trust
City Bridge Trust
Clare King Charitable Trust
Ecclesiastical Insurance
Farrer-Brown Charitable Trust
Fuller Smith & Turner
Isleworth & Barnes Sorting Office
London Catalyst
Middlesex Province Relief Fund
National Lottery Community Fund
Philip King Charitable Trust
Pink Ribbon Foundation
Richmond Parish Lands Charity
Rotary Club of Hounslow

Garfield Weston Foundation
Garner & Hancock Solicitors
Gerald Micklem Charitable Trust
Goldy Goldy Asian Women's Group
Hampton Fund
Hounslow Borough Council
Independent Age Grants Fund
Isleworth & Hounslow Charity
St James's Place Charitable Foundation
The Elizabeth Frankland Moore and Star Foundation
The February Foundation
The Hampton Wick United Charity
The John and Ruth Howard Charitable Trust
Trinjan Women's Social & Community Group
Urban Planters London West
Warburtons Community Grant

Expenditure

The income we raise allows us to provide support for the increasing number of people affected by cancer in our local communities, to raise funds that enable us to deliver this support, and to run The Mulberry Centre.

Total Expenditure was £435,000 (2020: £368,000), an increase of 18% on last year. £329,000 (2020: £294,000) was spent on charitable activities (including a share of support costs), and £106,000 (2020: £74,000) on raising funds. We continue to keep a close eye on all costs to make sure that we are making the most of our resources.

The majority of the expenditure increase was people costs; we had a more stable and slightly higher number of employees, and some additional grant-funded contractors.

Reserves and Reserves policy

At 31 March 2021, we had £226,000 in total funds (£89,000 in restricted funds and £137,000 in unrestricted funds). £58,000 of the unrestricted funds are held in tangible fixed assets. Free reserves, equivalent to unrestricted funds less tangible fixed assets, were £79,000 (2020: £57,000).

Our Reserves Policy seeks to set a target level of reserves that represents a prudent balance between protection against fluctuation and not holding back funds that should be used in developing The Mulberry Centre's services. Reserves enable us to commit to projects or future programmes and to insulate The Mulberry Centre's work from the effects of short-term fluctuations in income level or cash requirements.

The Board reviewed and updated the Reserves Policy in 2020, and agreed that the Centre should maintain free reserves plus restricted funds for operational expenditure at between three and six months of operational expenditure. This reflects the reality that the bulk of the Centre's restricted funds are applied to normal business activities over the relatively short term. At 31 March 2021, reserves, thus defined, were £168,000, equivalent to 4.6 months of the year's operational expenditure.

Investments

At 31 March 2021 we held £105,000 (2020: £60,000) of investments in pooled investment funds for charities, to provide an investment return (from income and growth in capital), with long term protection from inflation, within an acceptable level of risk. We invest in funds which adopt clear ethical and responsible investment policies.

Our Investment Policy aims to keep two months' operational expenditure in cash and short-term deposits, to meet normal day-to-day requirements. Cash sustainably above this level, based on cash flow projections including known grant income, may be invested.

HOW WE MANAGE OUR AFFAIRS

Form of organisation and governing documents

The Mulberry Centre opened its doors in 2001. It is a charitable company limited by guarantee, incorporated on 1 February 2005, and registered as a charity on 12 April 2005. The company is governed by its Articles of Association, which sets out the Charity's objects and powers. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

Board of Trustees

The business of The Mulberry Centre is governed by the Board of Trustees, each of whom is also a member of the company and a Director of the company. The Articles provide for a maximum of 15 Trustees, and there must be at least 5 Trustees. One-third of the Trustees retire by rotation at each annual general meeting. Trustees may serve up to five consecutive terms. The Board of Trustees may delegate their functions to a committee of at least two Trustees.

The Board of Trustees seeks to ensure that the diversity of the Trustee body reflects the range of needs of the charity, including skills and knowledge in providing services in the voluntary sector, fundraising, clinical experience as a health professional caring for cancer patients and operational management.

Appointments of Trustees are decided by the Board, based on consideration of candidates by a panel containing three existing Board members (one of whom must be the Chairman).

New Trustees undertake an induction programme suitable to their needs, which includes the provision of key documents and information relating to The Mulberry Centre, a tour of the Centre, introduction to the Executive Director and key staff, and an outline of the duties, responsibilities and obligations of being a Trustee. An appropriate existing Trustee will also help bring the new Trustee up to speed.

Governance and organisation

The Board of Trustees meets at least four times a year, together with an annual away day, and is collectively responsible for determining the strategic direction and policies of The Mulberry Centre.

The Board is supported by a Strategy Committee and a Finance Committee, that report and make recommendations to the Board.

HOW WE MANAGE OUR AFFAIRS (continued)

The Executive Director, whose appointment is by means of a decision of the Board, is responsible, within the agreed framework, for the overall management of The Mulberry Centre and leadership of the team of staff and volunteers. Key roles include developing and implementing service enhancements, fundraising and promotional strategy, staff recruitment and development and building relationships with stakeholders.

Operational "task-and-finish" groups in the areas of Fundraising, Brand and Referrals, Service Delivery and Development, People, and Operations have joint membership of staff and trustees, and support our strategic priorities. A 21st anniversary planning group has also been established.

Fundraising

The Mulberry Centre is registered with the Fundraising Regulator, and committed to the Fundraising Promise and the Code of Fundraising Practice. We do not use contracted third party fundraising suppliers.

Most people who donate to us want to know how their money is making a difference. We ask whether they'd like us to keep in touch with them, so we can update them on our work and how they've helped us. From time to time, we ask supporters if they'd like to support us further – for example, by increasing their donation or by taking part in a particular event. We ask supporters how they'd prefer us to communicate with them. We give them the option to let us know if they prefer less contact or no longer wish to hear from us, and always respect their wishes. We do not sell or share personal details to third parties for the purposes of marketing. Our website includes our privacy statement.

There were no complaints received regarding fundraising for the year to 31 March 2021.

Risk management

The Mulberry Centre's Risk Management Policy is to identify, evaluate and monitor risks, in order to eliminate them or manage them to acceptable levels. This is done through a risk register, and systems, policies and procedures designed to minimise the impact on the Charity should risks materialise.

We consider both strategic high-level risks (which require the active attention of both the management team and the Board of Trustees and its Strategy Committee), and operational risks (which concern mainly internal processes and controls, which can be managed through effective systems and good practices).

In particular, The Mulberry Centre maintains and applies rigorous procedures governing the conduct of all contacts with clients. Although The Mulberry Centre does not engage in clinical medical activities, the Board is aware of the issues that may arise from face-to-face contact with a large number of individuals, which may involve a combination of information provision, signposting, counselling and therapy. We have an agreed policy on the safeguarding of children and vulnerable adults.

HOW WE MANAGE OUR AFFAIRS (continued)

Staff employment and volunteer placements are conditional on the provision of a satisfactory Disclosure and Barring Certificate (DBS) of a level appropriate to their post (in addition to the normal reference process); they must hold relevant qualifications and insurance, and must undertake induction training. We have public liability insurance which covers volunteers while they are volunteering. In addition, both counsellors and therapists must have their own annual professional indemnity insurance cover, and have valid registrations with their professional bodies.

The Mulberry Centre is registered with the Information Commissioner's Office (ICO), and all personal data is processed in line with the current Data Protection Act.

LEGAL AND ADMINISTRATIVE INFORMATION

Founder Patron

Ms Jane Kelly

Patrons

Mrs Mohinder Dosanjh
Mr Greg Dyke
The Rt Hon Sir Vincent Cable
Mr Alun Armstrong

Board of Trustees

Ms Aileen McLeish	(appointed 19 November 2020; Chair from 30 November 2020)
Mrs Sarah Thewlis	(Chair to 10 August 2020; resigned 10 August 2020)
Mr Christopher Bradley	
Mrs Phoebe Daws	
Ms Grace Gibbs	
Mrs Jasminder Grewal OBE	
Ms Joanne Grinbergs	(appointed 5 May 2020)
Ms Jane Kelly	
Mr David Meggitt	(Vice-Chair) (Interim Chair 10 August 2020 to 30 November 2020)
Mrs Joy Pearce	(Secretary)
Ms Heather Taylor	(Treasurer)
Mr Mathias Winkler-Wulff	

LEGAL AND ADMINISTRATIVE INFORMATION (continued)

Independent Examiner

Hartley Fowler LLP
Tuition House
27-37 St George's Road
Wimbledon
London
SW19 4EU

Principal Bankers

Charities Aid Foundation (CAF Bank)
25 Kings Hill Avenue
Kings Hill
West Malling
Kent
ME19 4JQ

Reference information

Charity name:	The Mulberry Centre
Charity registration number:	1108999
Company registration number:	05349202
Registered office and operational address:	The Mulberry Centre West Middlesex University Hospital Twickenham Road Isleworth Middlesex TW7 6AF 020 8321 6300 talk@themulberrycentre.co.uk

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of The Mulberry Centre 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), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year that 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 those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

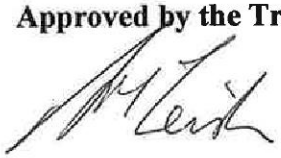
The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company, and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Independent Examiner

The Board has determined that the charity will exercise its right under Company and Charity legislation to an audit exemption report for the Accounting Year ended 31 March 2021 and has appointed Hartley Fowler LLP as Independent Examiner.

Approved by the Trustees on 12 June 2021 and signed on their behalf by:



Aileen McLeish

Chairman

Independent examiner's report to the trustees of The Mulberry Centre ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2021.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000, your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of Institute of Chartered Accountants in England and Wales which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Jonathan Askew FCA
Institute of Chartered Accountants in England and Wales

Hartley Fowler LLP, Chartered Accountants
27-37 St George's Road
Wimbledon
London SW19 4EU

Date: 12 June 2021

The Mulberry Centre (05349202) (Limited by Guarantee)

Financial Statements for the year ended 31 March 2021

Statement of Financial Activities for the year ended 31 March 2021

Incorporating an Income and Expenditure Account

	2021			*Comparative data for the year ended 31 March 2020*			
	Restricted funds £000	**Unrestricted funds £000**	**Total £000**	***Restricted funds £000***	***Unrestricted funds £000***	***Total £000***	
Income from							
Donations and Legacies							
National Lottery Community Fund	231	0	**231**	*97*	*0*	***97***	Note 2
All Other	111	60	**171**	*78*	*114*	***192***	Note 2
	342	60	**402**	*175*	*114*	***289***	
Charitable Activities	0	70	**70**	*0*	*70*	***70***	Note 2
Other Trading Activities	0	9	**9**	*0*	*16*	***16***	Note 2
Investments and Interest	0	3	**3**	*0*	*2*	***2***	Note 2
Total	342	142	**484**	*175*	*202*	***377***	
Expenditure on							
Raising Funds	30	76	**106**	*3*	*71*	***74***	Note 3
Charitable Activities	264	65	**329**	*192*	*102*	***294***	Note 3
Total	294	141	**435**	*195*	*173*	***368***	
Net income/(expenditure) before gains/(losses) on investments	48	1	**49**	*(20)*	*29*	***9***	
Net gains/(losses) on investments	0	15	**15**	*0*	*(6)*	***(6)***	Note 9
Net income / (expenditure)	48	16	**64**	*(20)*	*23*	***3***	
Transfers between funds	(3)	3	**0**	*(4)*	*4*	***0***	Note 14
Net movement in funds	45	19	**64**	*(24)*	*27*	*3*	
Reconciliation of funds:							
Total funds brought forward	44	118	**162**	*68*	*91*	***159***	
Total funds carried forward	89	137	**226**	*44*	*118*	***162***	Note 14

Unrestricted funds include Free Reserves of £79,000 (2020: £57,000)

The Mulberry Centre (05349202) (Limited by Guarantee)

Financial Statements for the year ended 31 March 2021

Balance Sheet as at 31 March 2021

	Total Funds 2021 £000	Prior year Funds 2020 £000	
Fixed Assets			
Tangible assets	58	61	Note 8
Investments	105	60	Note 9
Total fixed assets	**163**	**121**	
Current Assets			
Stocks	0	3	Note 10
Debtors	13	18	Note 11
Investments	0	1	Note 12
Cash at bank and in hand	84	57	
Total current assets	**97**	**79**	
Liabilities			
Creditors: amounts falling due within one year	34	38	Note 13
Net current assets	**63**	**41**	
Net assets	**226**	**162**	Note 15
Funds of the Charity			
Restricted funds	89	44	Note 14
Unrestricted funds	137	118	Note 14
Total funds	**226**	**162**	

Unrestricted funds include Free Reserves of £79,000 (2020: £57,000)

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the accounting year ended 31 March 2021.

The members have not required the company to obtain an audit of its financial statements for the accounting year ended 31 March 2021 in accordance with Section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for:
(a) ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and (b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirement of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

These financial statements were approved by the Board of Trustees on 12 June 2021 and signed on its behalf by:

Heather Taylor

Heather Taylor Trustee and Treasurer

Statement of cash flows

	Year ended 31 March: 2021 £000	2020 £000
Cash flows from operating activities:		
Net cash provided by (used in) operating activities	**60**	15
Cash flows from investing activities:		
Dividends and interest from investments	**3**	2
Purchase of fixtures, fittings and computer equipment	**(7)**	(4)
Purchase of investments	**(30)**	(25)
Net cash provided by (used in) investing activities	**(34)**	(27)
Change in cash and cash equivalents in the year	**26**	(12)
Cash and cash equivalents at the beginning of the year	**58**	70
Cash and cash equivalents at the end of the year	**84**	58
Analysis of cash and cash equivalents		
Cash at bank and in hand	**84**	57
Short term deposits	**0**	1
	84	58

Reconciliation of net income/(expenditure) to net cash flow from operating activities

	Year ended 31 March: 2021 £000	2020 £000
Net income/(expenditure) for the year (as per the statement of financial activities)	**64**	3
Adjustments for:		
Depreciation and amortisation	**10**	9
(Gains)/losses on investments	**(15)**	6
Dividends and interest from investments	**(3)**	(2)
(Increase)/decrease in stocks	**3**	1
(Increase)/decrease in debtors	**5**	1
Increase/(decrease) in creditors	**(4)**	(3)
Net cash inflow from operating activities	**60**	15

Notes forming part of financial statements for the year ended 31 March 2021

1. Accounting policies

General information

The charitable company is incorporated and domiciled in England and Wales. The address of its registered office is The Mulberry Centre, Twickenham Road, Isleworth, Middlesex, TW7 6AF. The registered number of the company is 05349202. The registered number of the charity is 1108999.

The financial information presented is for the year ended 31 March 2021 and 31 March 2020. The financial information is presented in sterling, and amounts are rounded to the nearest '000.

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention, with the exception of investments stated at market value.

a) Preparation of the accounts on a going concern basis

The trustees have reviewed future cash flow forecasts, and consider that there are no material uncertainties about the charity's ability to continue as a going concern. A key risk is a fall in contractual and grant income. The trustees have a series of measures to control, mitigate and minimise the effects of a fall in income, including the development and maintaining of a diverse range of activities and income in order to reduce the risk of over reliance on a single source, and a prudent reserves policy.

b) Significant judgements and estimates

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

(i) Tangible fixed assets. Fixtures and fittings and computer equipment are depreciated over their useful lives taking into account residual values, where appropriate. Leasehold improvements are amortised over a period of 22 years.
(ii) Impairments. Management makes judgement on whether there are any indications of impairments to the carrying amounts of the charity's assets.
(iii) Allocation of costs. The allocation of costs between charitable activities and the cost of raising funds.

1. Accounting policies (continued)

(i) Income recognition

Items of income are recognised and included in the accounts when all of the following criteria have been met:

- performance conditions attached to the item(s) of income have been met or are fully within the control of the charity;
- the charity has entitlement to the funds;
- reasonable certainty exists that the income will be received; and
- the amount can be measured reliably.

Income from "Charitable Activities" relates to income received for services provided under contracts in furtherance of our charitable objectives, and is treated as Unrestricted income.

Grants are recognised when the charity has been notified in writing of both the amount and settlement date.

Legacies are recognised on a case-by-case basis following the granting of probate when the administrator/executor for the estate has communicated in writing both the amount and settlement date.

Donated goods for resale are recognised as income when sold.

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

(ii) Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party and the amount of the obligation can be measured reliably.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Direct costs comprise expenditure attributable to an activity, and the cost of resources shared between activities. The cost of raising funds includes staff and contractor costs, and direct expenditure, including community fundraising. The costs of charitable activities relate to the work involved in delivering all the Centre's services to clients, and include staff and contractor costs, volunteer expenses and supervision, and direct service costs.

1. Accounting policies (continued)

Support costs include the costs of maintaining our property, IT, administration, finance, HR, insurance and other professional services. They are apportioned on the basis of staff numbers (with the exception of facilities costs which are allocated on the basis of estimated usage of each physical area of the Centre).

Governance costs are the costs of the external Independent Examiner and legal advice for the Board of Trustees.

(iii) Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life, namely:

IT equipment	3 years
Other fixtures and fittings and equipment	5 years

Items of equipment are capitalised where the asset purchase price exceeds £500.

Leasehold improvements are amortised over a period of 22 years.

(iv) Investments

Investments are measured at their market value determined as at the Balance Sheet date. The change in market value since the previous Balance Sheet date is included in the Statement of Financial Activities under 'Net gains/(losses) on investments' and thereby forms part of the net movement in funds.

Fixed Asset Investments are held primarily to provide an investment return.

(v) Stock

Stock is included at the lower of cost or net realisable value, after making due allowance for obsolete and slow-moving items.

(vi) Debtors

Debtors are recognised at the agreed settlement amount.

(vii) Cash at bank and in hand

Cash at bank and in hand includes currency notes and coins, undeposited cheques, current accounts and deposit accounts, from which withdrawals are available within 7 days.

1. Accounting policies (continued)

(viii) Creditors and provisions

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

(ix) Financial instruments

The Charity has only 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.

(x) Fund accounting

Restricted funds are those which are to be used for purposes specified under the terms of an agreement with the provider of the particular fund. Income arising through a restricted fund is applied against expenditure, which meets the specified criteria, including a fair allocation of management and support costs. Any unapplied balance at the end of the financial year is reported as part of Restricted Funds.

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

(xi) Volunteers

The Charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in our Annual Report. In accordance with the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

2. Analysis of income

	Restricted funds £000	Unrestricted funds £000	2021 £000	2020 £000
Donations and Legacies				
National Lottery Community Fund	231	-	231	97
Other Grants - Public authorities & health bodies	23	-	23	32
Other Grants - Charitable Trusts & Foundations	84	20	104	84
Funding for Building Reconfiguration	-	-	0	7
Individuals, Community Groups, Corporates	4	36	40	61
Gift Aid on donations	-	4	4	8
Sub-total	342	60	402	289
Income from Charitable Activities				
Contracts - Public authorities & health bodies	-	70	70	70
Sub-total	0	70	70	70
Other trading activities				
Sales of donated products	-	1	1	2
Event income	-	2	2	10
Occasional rental of premises	-	6	6	4
Sub-total	0	9	9	16
Investments and Interest				
Investment dividends and interest	-	3	3	2
Sub-total	0	3	3	2
Total income	**342**	**142**	**484**	**377**

3. Analysis of resources expended

	Raising funds £000	Charitable activities £000	Total 2021 £000	*Comparative data for the year ended 31 March 2020* Raising funds £000	Charitable activities £000	Total 2020 £000
Direct costs						
Staff and contractor remuneration and expenses	92	197	**289**	60	187	**247**
Volunteer expenses and supervision	-	9	**9**	-	5	**5**
Other direct costs	4	5	**9**	3	1	**4**
Total Direct	**96**	**211**	**307**	**63**	**193**	**256**
Allocated support costs						
Staff and contractor remuneration and expenses	3	75	**78**	4	57	**61**
General Office, IT and Administration costs	5	28	**33**	5	28	**33**
Facilities and Depreciation	2	15	**17**	2	16	**18**
Total Allocated	**10**	**118**	**128**	**11**	**101**	**112**
Total resources expended	**106**	**329**	**435**	**74**	**294**	**368**
of which using: Restricted funding	*30*	*264*	*294*	*3*	*192*	*195*
Unrestricted funding	*76*	*65*	*141*	*71*	*102*	*173*

Charitable activities are the inter-connected services to clients, many delivered by Volunteers, described in the Trustees' Report.
Total **Governance** costs included in Support costs are £2,000 (2020: £3,000).

4. Net Income

This is stated after charging depreciation of £10,000 (2020: £9,000) and Independent Examiner's remuneration of £2,000 (2020: £2,000).

5. Staff costs and numbers

	2021 £000	2020 £000
Gross salary costs	269	200
Employer's NI contributions	19	15
Employer's pension costs	17	13
Total	**305**	**228**

The average number of employees during the year was 12 (2020: 8), and the average number of full-time equivalent employees was 8 (2020: 6).

The Executive Director was supported by a Cancer Information and Support Services Manager with two Assistants, a Volunteer Coordinator, a Community Engagement Lead, a Psychological Support Lead, a Finance and Operations Manager, a Fundraising Manager with a Fundraising and Communications Lead, and two Service Administrators.

The pension costs shown in the table above represent payments into (a) employees' personal pension schemes and (b) the NEST workplace pension scheme.

No employee received emoluments (excluding employer NI and employer pension costs) exceeding £60,000 during the year or during the prior year.

Total employment costs, including employer NI and employer pension costs, for key management personnel amounted to £60,000 (2020: £60,000).

6. Trustees' remuneration and expenses

One trustee, Ms Joanne Grinbergs, provided complementary therapies services to the charity during the year, and received remuneration of £5,000 (2020: £nil). The Articles of Association permit payments to trustees for the supply of services to the charity.

No other member of the Board of Trustees received any remuneration or reimbursement for expenses during the year or during the prior year.

7. Taxation

The charity is exempt from corporation tax on its charitable activities.

8. Tangible Fixed Assets

	Fixtures, fittings and computer equipment	Leasehold improve-ments	Total
	£000	£000	£000
Cost			
At beginning of year	61	49	110
Additions	7	0	7
Disposals	(29)	0	(29)
At end of year	**39**	**49**	**88**
Depreciation/Amortisation			
At beginning of year	45	4	49
Depreciation/Amortisation	7	3	10
Disposals	(29)	0	(29)
At end of year	**23**	**7**	**30**
Net book value at beginning of the year	**16**	**45**	**61**
Net book value at end of the year	**16**	**42**	**58**

The fixed assets disposals were old fully depreciated computer equipment.

9. Investments

	2021	2020
	£000	£000
Market value at beginning of the year	60	41
Additions to investments at cost	30	25
Net gain/(loss) on revaluation	15	(6)
Market value at end of the year	**105**	**60**

Investments are in pooled investment funds, managed in the UK by CCLA, a charity fund manager.

10. Stocks

	2021 £000	2020 £000
Value at beginning of the year	3	4
Cost of sales and write-downs	(3)	(1)
Value at end of the year	**0**	**3**

11. Debtors

	2021 £000	2020 £000
Other debtors	13	18
Total	**13**	**18**

12. Current Asset Investments

	2021 £000	2020 £000
Funds held at beginning of year	1	1
Released to cash	(1)	0
Funds held at end of year	**0**	**1**

Current Asset Investments are monies held in the COIF Charities Deposit Fund.

13. Creditors: amounts falling due within one year

	2021 £000	2020 £000
Taxation and social security	6	6
Other creditors	12	10
Accrued costs	16	22
Total	**34**	**38**

14. Movements of Funds

	Balances at 1 April 2020 £000	Incoming resources £000	Outgoing resources £000	Transfers to unrestricted £000	Balances at 31 March 2021 £000
Restricted Funds					
National Lottery Community Fund:					
Reaching Communities / Partnerships grant:	22	132	(121)	-	33
Welcome, Assessment and Support Services					
Covid-19 funding	-	99	(64)	-	35
	22	**231**	**(185)**	**0**	**68**
Public Authorities and Health Bodies:					
LBH: Welfare & Benefits	-	8	(8)	-	-
LBH: Community Engagement	-	15	(8)	-	7
	0	**23**	**(16)**	**0**	**7**
Charitable Trusts and Foundations:					
Hampton Fund: Staff costs	-	30	(30)	-	-
Clare King Charitable Trust: Wellbeing Therapy	-	3	(3)	-	-
Garfield Weston Foundation: Volunteers	12	-	(10)	-	2
Pink Ribbon Foundation: Therapies	1	3	(3)	-	1
February Foundation: Counselling	3	5	(8)	-	-
St James's Place Charitable Foundation: Counselling	5	-	(5)	-	-
Independent Age: Befriending	-	15	(15)	-	-
John & Ruth Howard Charitable Trust: Therapy Rooms	-	4	-	(3)	1
City Bridge Trust: Core Running Costs	-	22	(17)	-	5
London Catalyst: Staff costs	-	1	(1)	-	-
Isleworth & Hounslow Charity: Community Engagement	-	1	-	-	1
	21	**84**	**(92)**	**(3)**	**10**
Individual donation: Furniture	-	4	-	-	4
Building reconfiguration	1	-	(1)	-	-
Total Restricted Funds	**44**	**342**	**(294)**	**(3)**	**89**
Unrestricted Funds	118	142	(141)	3	122
Gains on Investments					15
					137
Total Funds	**162**	**484**	**(435)**	**-**	**226**

Notes:

LBH: London Borough of Hounslow

The transfer from Restricted to Unrestricted is expenditure on fixed assets, to fulfil the purpose of the grant.

14. Movements of Funds (continued) - Prior Year

	Balances at **1 April 2019** £000	Incoming resources £000	Outgoing resources £000	Transfers to unrestricted £000	Balances at **31 March 2020** £000
Restricted funds					
National Lottery Community Fund:					
Reaching Communities / Partnerships grant:					
Welcome, Assessment and Support Services	**0**	**97**	**(75)**	**0**	**22**
Public Authorities and Health Bodies:					
LBH: Community Grant - Welcome & Assessment	3	8	(11)	-	-
LBH: Community Grant - Therapies	4	-	(4)	-	-
LBH: Community Grant - Volunteers	-	15	(15)	-	-
Macmillan Cancer Support: Funding for two posts	-	6	(6)	-	-
Spelthorne Borough Council: Support for Spelthorne residents	-	3	(3)	-	-
	7	**32**	**(39)**	**0**	**0**
Charitable Trusts and Foundations:					
RPLC: Welcome and Assessment	15	-	(15)	-	-
Hampton Fund: Funding for 3 key posts	19	-	(19)	-	-
Santander Foundation: Welfare and Benefits	2	-	(2)	-	-
Gerald Micklem Charitable Trust: Wellbeing Therapy	6	-	(6)	-	-
Clare King Charitable Trust: Wellbeing Therapy	2	-	(2)	-	-
Isleworth and Hounslow Charity: Assessment	2	-	(2)	-	-
Other: Welcome and Assessment	11	-	(11)	-	-
Garfield Weston Foundation: Volunteers	-	20	(8)	-	12
Pink Ribbon Foundation: Therapies	-	4	(3)	-	1
February Foundation: Counselling	-	5	(2)	-	3
St James's Place Charitable Foundation: Counselling	-	10	(5)	-	5
	57	**39**	**(75)**	**0**	**21**
Mulberry Canvas Bags	1	-	(1)	-	-
Building reconfiguration	3	7	(5)	(4)	1
Total Restricted Funds	**68**	**175**	**(195)**	**(4)**	**44**
Unrestricted Funds	91	202	(173)	4	124
Loss on Investments					(6)
					118
Total Funds	**159**	**377**	**(368)**	**-**	**162**

Notes:
LBH: London Borough of Hounslow
RPLC: Richmond Parish Lands Charity

The transfer from Restricted to Unrestricted is expenditure on fixed assets, to fulfil the purpose of the grant.

14. Movements of Funds (continued)

Description of Restricted Funds:

National Lottery Community Fund: The Reaching Communities / Partnerships grant provides three-year funding towards the Centre's Welcome & Assessment, Counselling and Therapies services. The Covid-19 emergency grant in 2020/21 provided funding towards costs to transform services for remote/online delivery, and to extend emotional support and counselling to people affected by Covid-19.

LBH: Thriving Communities Fund: Funding for advice to LBH residents on Welfare and Benefits, and for Community Engagement in the London Borough of Hounslow (2019/2020: funding towards the Centre's Welcome & Assessment and Therapies services, and Volunteer development & support)

Macmillan: Funding in 2019/20 for Mulberry Macmillan Cancer Information and Support Assistant and Mulberry Macmillan Volunteer Coordinator

Spelthorne BC: Funding in 2019/20 towards the cost of supporting residents from the Borough of Spelthorne, for all services

Hampton Fund: Funding towards staff costs (2019/20: funding towards the costs of Executive Director, Cancer Information and Support Manager, and Finance and Operations Manager)

Clare King Charitable Trust: Funding towards the cost of Therapy services

Garfield Weston Foundation: Funding towards Volunteer development and support

Pink Ribbon Foundation: Funding towards the cost of Therapies for those affected by breast cancer

February Foundation: Funding towards the cost of Counselling services

St James's Place Charitable Foundation: Funding towards the cost of Counselling Services

Independent Age: Funding towards the cost of a telephone and online Befriending service to support older clients affected by cancer

John & Ruth Howard Charitable Trust: Funding towards the refurbishment and upgrade of two Therapy rooms

City Bridge Trust: Funding towards the cost of supporting Londoners over 65, for all services

London Catalyst: Funding towards staff costs

Isleworth and Hounslow Charity: Funding towards Community Engagement (2019/20: funding towards the cost of Information and Assessment services)

RPLC: Funding in 2019/20 towards the cost of the Welcome and Assessment service

Santander Foundation: Funding in 2019/20 for provision of advice on Welfare and Benefits

Gerald Micklem Charitable Trust: Funding in 2019/20 towards the cost of Therapy services

Other: Funding in 2019/20 towards the cost of Welcome and Assessment service (donor anonymity requested)

14. Movements of Funds (continued)

Description of Restricted Funds (continued)

Individual donation: Funding to purchase new furniture

Building Reconfiguration: Funding in 2019/20 by the Bernard Sunley Foundation (£2,000) and the Screwfix Foundation (£5,000) towards building reconfiguration work

Mulberry Canvas Bags: Represents stock of merchandise originally funded by an individual donation

15. Analysis of net assets between funds

	Restricted funds	Unrestricted funds	2021 Total funds	2020 Total funds
	£000	£000	£000	£000
Tangible fixed assets	0	58	58	61
Fixed asset investments	0	105	105	60
Current assets	89	8	97	79
Current liabilities	0	(34)	(34)	(38)
Total net assets	**89**	**137**	**226**	**162**

16. Capital Commitments

At 31 March 2021, capital expenditure authorised but not yet contracted for was £4,000, for new furniture (2020: £nil).

17. Related Parties and Related Party transactions

A trustee of The Mulberry Centre is also a trustee of Hampton Fund.
The Mulberry Centre received grants from Hampton Fund amounting to £30,000 (2020: £nil) during the year.

18. Legal status of charity and guarantee

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.