

**Company Registration no. 05349202
(Limited by Guarantee)**

Registered Charity No. 1108999

The Mulberry Centre

Report and Accounts

For the Year ended 31 March 2022



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

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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.

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.

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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.

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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

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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

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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.

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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.

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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

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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	<u>132</u>

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.

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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.

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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.

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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)	Isleworth & Hounslow Charity
Barnes Choir	Isleworth Sorting Office
Bedfont Darby and Joan Club	Leeds Building Society Charitable Foundation
Blakemore Foundation	London Catalyst
Brentford Football Club	National Lottery Community Fund
Cadent (matched giving)	Pink Ribbon Foundation
Chelsea & Westminster NHS Foundation Trust	Richmond Lodge
City Bridge Trust	Richmond Music Trust
Clare King Charitable Trust	Round Table Chapter of Middlesex
Complementary Health Professionals	RPLC
Ecclesiastical Insurance	Sanofi Genzyme
Farrer-Brown Charitable Trust	Spelthorne Borough Council
Fuller Smith & Turner	St James's Place Charitable Foundation
Garfield Weston Foundation	The D'Oyly Carte Charitable Trust
Garner & Hancock Solicitors	The Edward Gostling Foundation
Glassbusters	The Big Give / The Reed Foundation (match funding)
Goldy Goldy Asian Women's Group	The Hampton Wick United Charity
Grove Park Primary School	The Harroddian School
GSK	The Hospital Saturday Fund
Hampton Beds	The John and Ruth Howard Charitable Trust
Hampton Fund	The Mall School
Heston Residents' Association	Trinjan Women's Social & Community Group
Hounslow Borough Council	True Medispa
Housing Pathways Trust	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.

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2022

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.

Trustees' Report for the year ended 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.

Trustees' Report for the year ended 31 March 2022

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.

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2022

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.

Trustees' Report for the year ended 31 March 2022

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

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2022

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

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2022

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.

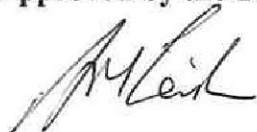
The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company, and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding 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 Trustee and Treasurer

The Mulberry Centre (05349202) (Limited by Guarantee)

Financial Statements for the year ended 31 March 2022

Statement of cash flows

	Year ended 31 March:	
	2022	2021
	£000	£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	2021
	£000	£000
Net income/(expenditure) for the year	54	64
(as per the statement of financial activities)		
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

The Mulberry Centre (05349202) (Limited by Guarantee)

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.

Notes forming part of financial statements for the year ended 31 March 2022

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.

Notes forming part of financial statements for the year ended 31 March 2022

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.

Notes forming part of financial statements for the year ended 31 March 2022

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.

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2022

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.

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2022

3. Analysis of resources expended

				<i>Comparative data for the year ended 31 March 2021</i>		
	Raising funds £000	Charitable activities £000	Total 2022 £000	Raising funds £000	Charitable activities £000	Total 2021 £000
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
<i>of which using:</i>						
<i>Restricted funding</i>	<i>30</i>	<i>301</i>	<i>331</i>	<i>30</i>	<i>264</i>	<i>294</i>
<i>Unrestricted funding</i>	<i>61</i>	<i>68</i>	<i>129</i>	<i>76</i>	<i>65</i>	<i>141</i>

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	2021
	£000	£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).

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2022

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 £000	Leasehold improve- ments £000	Total £000
Cost			
At beginning of year	39	49	88
Additions	10	0	10
Disposals	(2)	0	(2)
At end of year	<u>47</u>	<u>49</u>	<u>96</u>
Depreciation/Amortisation			
At beginning of year	23	7	30
Depreciation/Amortisation	8	2	10
Disposals	(2)	0	(2)
At end of year	<u>29</u>	<u>9</u>	<u>38</u>
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 £000	2021 £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	<u>144</u>	<u>105</u>

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

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2022

10. Debtors

	<u>2022</u>	<u>2021</u>
	<u>£000</u>	<u>£000</u>
Prepayments	1	0
Other debtors	14	13
Total	15	13

11. Creditors: amounts falling due within one year

	<u>2022</u>	<u>2021</u>
	<u>£000</u>	<u>£000</u>
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

	<u>2022</u>	<u>2021</u>
	<u>£000</u>	<u>£000</u>
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).

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2022

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 Gosling 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					
Gains on Investments	137	218	(129)	6	232
					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.

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2022

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					
Gains on Investments	118	142	(141)	3	122
					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

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2022

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.