

Company Registration No. 05349202
(Limited by Guarantee)

Registered Charity No. 1108999

The Mulberry Centre

Report and Accounts

For the Year ended 31 March 2023



The Mulberry Centre (05349202) (Limited by Guarantee)
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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 Jasmin Grewal OBE who retired from the Board in April 2023 after nearly 12 years as a Trustee. Having had a successful career in education, Jasmin has been a key contributor to steering The Mulberry Centre to the success it is today. We are very grateful to both Jane and Jasmin 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

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

Trustees' Report for the year ended 31 March 2023

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, build 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.

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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, 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

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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.

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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.

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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.

Trustees' Report for the year ended 31 March 2023

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.

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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	<u>16</u>
Total	<u>158</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.

Trustees' Report for the year ended 31 March 2023

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.

Trustees' Report for the year ended 31 March 2023

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.

Trustees' Report for the year ended 31 March 2023

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

Trustees' Report for the year ended 31 March 2023

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

The Mulberry Centre (05349202) (Limited by Guarantee)

Financial Statements for the year ended 31 March 2023

Statement of Financial Activities for the year ended 31 March 2023

Incorporating an Income and Expenditure Account

	2023			<i>Comparative data for the year ended 31 March 2022 (restated)</i>			
	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 Trustee and Treasurer

The Mulberry Centre (05349202) (Limited by Guarantee)

Financial Statements for the year ended 31 March 2023

Statement of cash flows

	Year ended 31 March:	
	2023	2022
	£000	£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	2022
	£000	£000
Net income/(expenditure) for the year	136	54
(as per the statement of financial activities)		
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

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2023

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.

Notes forming part of financial statements for the year ended 31 March 2023

3. Analysis of resources expended

				<i>Comparative data for the year ended 31 March 2022 (restated)</i>		
	Raising funds £000	Charitable activities £000	Total 2023 £000	Raising funds £000	Charitable activities £000	Total 2022 £000
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
<i>of which using:</i>						
<i>Restricted funding</i>	<i>30</i>	<i>371</i>	<i>401</i>	<i>30</i>	<i>341</i>	<i>371</i>
<i>Unrestricted funding</i>	<i>94</i>	<i>70</i>	<i>164</i>	<i>61</i>	<i>28</i>	<i>89</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 £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	2022
	£000	£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).

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2023

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.

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2023

10. Debtors

	<u>2023</u>	<u>2022</u>
	<u>£000</u>	<u>£000</u>
Prepayments	1	1
Other debtors	17	14
Total	18	15

11. Creditors: amounts falling due within one year

	<u>2023</u>	<u>2022</u>
	<u>£000</u>	<u>£000</u>
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

	<u>2023</u>	<u>2022</u>
	<u>£000</u>	<u>£000</u>
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.

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2023

13. Movements of Funds

Restricted Funds

National Lottery Community Fund:

Welcome, Assessment and Key Support Services

Balances at 1 April 2022 £000	Incoming resources £000	Outgoing resources £000	Transfers to unrestricted £000	Balances at 31 March 2023 £000
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22	92	(114)	0	0
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Public Authorities and Health Bodies:

LBH: Complementary Therapies & Wellbeing classes

LBH: End of Life and Bereavement support services

LBH: Additional support to Hounslow residents affected by Covid-19

LBH: Support to Carers

LBH: Bereavement support

Spelthorne Borough Council: Support to Spelthorne residents

LB Ealing: Support to local BAME population

Greater London Authority: Strength & balance project

4	-	(4)	-	-
-	40	(40)	-	-
-	60	(60)	-	-
-	25	(17)	-	8
-	35	(9)	-	26
-	3	(3)	-	-
-	10	(10)	-	-
-	10	(10)	-	-
4	183	(153)	0	34

Charitable Trusts and Foundations:

Hampton Fund: Staff costs

Hampton Fund: Community Engagement

RPLC: Community Engagement in LBRuT

City Bridge Trust: Core Running Costs

The February Foundation: Counselling

Pink Ribbon Foundation: Emotional support at breast cancer clinics

St James's Place Charitable Foundation: Counselling

Housing Pathways Trust: Support to Ealing & Brentford residents

The D'Oyly Carte Charitable Trust: Welcome Assessment & Information

The Edward Gostling Foundation: Therapies & Wellbeing classes

Leeds Building Society Charitable Foundation: Therapy Rooms equipment

The Screwfix Foundation: Building repairs and minor works

The Hampton Wick United Charity: Support to Hampton Wick residents

Moto Foundation: Welcome Assessment & Information

Yorkshire Building Society Charitable Foundation: Support services

Inspire Hounslow: Welcome Assessment & Information

The Munro Charitable Trust: Welcome Assessment & Information

-	30	(30)	-	-
-	15	(15)	-	-
-	20	(20)	-	-
-	37	(37)	-	-
-	5	(5)	-	-
1	-	(1)	-	-
5	-	(5)	-	-
3	-	(3)	-	-
-	3	(1)	-	2
2	-	(2)	-	-
1	-	(1)	-	-
-	4	(4)	-	-
-	6	(6)	-	-
-	1	(1)	-	-
-	1	(1)	-	-
-	1	(1)	-	-
-	1	-	-	1
12	124	(133)	0	3

Sanofi Genzyme: Befriending

1	-	(1)	-	-
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Total Restricted Funds

39	399	(401)	0	37
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Unrestricted Funds

Losses on Investments

241	309	(164)	0	386
				(7)
				379

Total Funds

280	708	(565)	-	416
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Notes:

LBH: London Borough of Hounslow

LB Ealing: London Borough of Ealing

LBRuT: London Borough of Richmond upon Thames

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2023

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					
Gains on Investments	137	178	(89)	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.

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.

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2023

14. Analysis of net assets between funds

	Restricted	Unrestricted	2023	2022
	funds	funds	Total	Total
	£000	£000	funds	funds
			£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.