

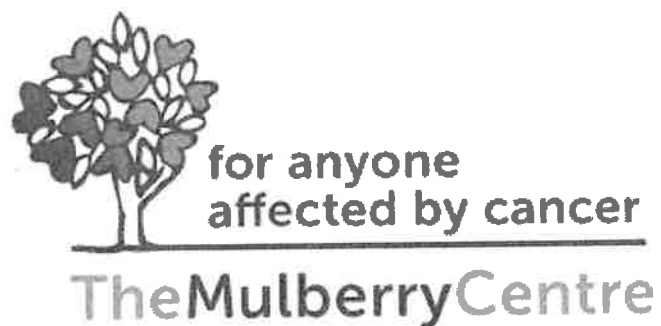
Company Registration No. 05349202  
(Limited by Guarantee)

Registered Charity No. 1108999

**The Mulberry Centre**

**Report and Accounts**

**For the Year ended 31 March 2024**



**The Mulberry Centre (05349202) (Limited by Guarantee)**  
**Report and Accounts for the Year ended 31 March 2024**

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## **Chairman's Report**

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

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

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

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

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

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

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

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

Aileen McLeish

Chairman

**Trustees' Report for the year ended 31 March 2024**

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

**VISION, MISSION, VALUES AND PUBLIC BENEFIT STATEMENT**

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

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

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

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

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

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

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

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

## **OBJECTIVES, ACHIEVEMENTS AND PERFORMANCE**

### **Strategic framework and priorities**

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

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

### **2023-24 achievements**

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

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

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

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

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

**Trustees' Report for the year ended 31 March 2024**

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

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

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

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

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

**Plans for 2024-25**

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

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

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

## **The work of The Mulberry Centre – Our service range**

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

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

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

### ***Welcome Assessment, Information and Library***

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

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

### ***Counselling, Coaching, Wellbeing Calls and Emotional Support***

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

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

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

**Trustees' Report for the year ended 31 March 2024**

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

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

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

***Facilitated Client Support Groups***

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

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

***Complementary Therapies***

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

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

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



***Wellbeing Classes – Relaxation Techniques and Movement Classes***

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

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

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

***Informative Workshops and Social/Creative Activities***

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

***Legal Information Service***

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

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

***Welfare and Benefits Information Service***

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

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

***Community Engagement***

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

**Trustees' Report for the year ended 31 March 2024**

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

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

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

### **Our Clients**

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

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

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

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

### **Making it possible**

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

### **Staff and contractors**

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

**Trustees' Report for the year ended 31 March 2024**

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

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

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

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

***Volunteers***

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

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

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

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

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

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

***Financial support***

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

The Financial Review provides details of our income and donors.

## **FINANCIAL REVIEW**

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

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

### **Income**

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

£000

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

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

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

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

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

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

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

**Trustees' Report for the year ended 31 March 2024**

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

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

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

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

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

## **Expenditure**

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

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

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

**Trustees' Report for the year ended 31 March 2024**

**Reserves and Reserves policy**

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

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

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

**Investments**

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

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

**FUNDRAISING**

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

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

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

## PRINCIPAL RISKS AND UNCERTAINTIES

### Risk management

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

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

### Major risks

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

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

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

- **Growth in demand:** We are seeing more demand for our services, as more people are diagnosed with cancer and at a later stage. To meet this demand, we must resource ourselves properly, address the capacity constraints of our centre, and increase income, and these are all key pillars of our strategic plan to 2027-28. An important development in 2024-25 will be the launch of our new 'Education Centre' for complementary therapists. We will also consider the future impact and opportunities of the new Ambulatory Diagnostic Centre at WMUH, which might be constructed by 2026.
- **Information Security:** Information governance and security remains a high priority and we are alert to the risks of cyber-attacks such as corruption via computer viruses and other malware. Our external IT service supplier carried out a cybersecurity review for their clients this year, and introduced additional anti-virus protection measures. We are also moving to a fully cloud-based IT environment in 2024-25. The Mulberry Centre is registered with the Information Commissioner's Office (ICO), and all personal data is processed in line with the Data Protection Act.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Form of organisation and governing documents**

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

### **Board of Trustees**

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

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

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

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

### **Governance and organisation**

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

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

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

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

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

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



### **Remuneration policy**

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

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

### **Reference information**

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

## **WHO WE ARE**

### **Founder Patron**

Jane Kelly

### **Patrons**

Alun Armstrong

The Rt Hon Sir Vincent Cable

Colonel Jane Davis OBE QVRM TD DL

Mohinder Dosanjh

Paul Kennerley RD

### **Board of Trustees**

Aileen McLeish

Chair

Piers Allen

Christopher Bezant

Christopher Bradley

(to September 2023)

Dame Jacqueline Docherty DBE

(from September 2023)

Nigel George

(from September 2023)

Grace Gibbs

Jasminder Grewal OBE

(to April 2023)

Joanne Grinbergs

(to May 2024)

Joy Pearce

Secretary

Suzanne Rawcliffe

(from September 2023)

Gayatri Shah

(from September 2023)

Heather Taylor

Treasurer

Mathias Winkler-Wulff

### **Management Team**

Raj Athwal

Executive Director

Angie Forero

Finance and Operations Manager

Daniel O'Brien

Fundraising and Engagement Manager

Julie Quinn

Mulberry Macmillan Cancer Information and Support Services Manager

### **Independent Examiner**

Hartley Fowler LLP

27-37 St George's Road

Wimbledon

London SW19 4EU

### **Principal Bankers**

Charities Aid Foundation (CAF Bank)

25 Kings Hill Avenue

Kings Hill

West Malling

Kent ME19 4JQ

## **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The trustees (who are also the directors of The Mulberry Centre for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to:

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

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company, and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

### **Independent Examiner**

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

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



**Aileen McLeish**

**Chairman**

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

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

**Responsibilities and basis of report**

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

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


**Independent examiner's statement**

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

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

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

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

  
Jonathan Askew FCA  
Institute of Chartered Accountants in England and Wales

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

Date: 13 June 2024

**Statement of Financial Activities for the year ended 31 March 2024**  
**Incorporating an Income and Expenditure Account**

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

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

## Balance Sheet as at 31 March 2024

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

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

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

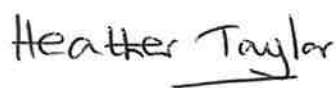
The members have not required the company to obtain an audit of its financial statements for the accounting year ended 31 March 2024 in accordance with Section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for:

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

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

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



Heather Taylor Trustee and Treasurer

**The Mulberry Centre (05349202) (Limited by Guarantee)**  
**Financial Statements for the year ended 31 March 2024**

**Statement of cash flows**

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

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

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

## **1. Accounting policies**

### **General information**

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

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

### **Basis of preparing the financial statements**

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

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

#### **a) Preparation of the accounts on a going concern basis**

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

#### **b) Significant accounting judgements and estimates**

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

### **Income recognition**

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

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

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

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

Donated goods for resale are recognised as income when sold.

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

### **Expenditure**

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

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

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

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



## **1. Accounting policies (continued)**

### **Tangible fixed assets and depreciation**

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

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

IT equipment	3 years
Other fixtures and fittings and equipment	5 years
Leasehold improvements are amortised over 22 years.	

### **Investments**

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

### **Debtors**

Debtors are recognised at the agreed amount due.

### **Cash at bank and in hand**

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

### **Creditors**

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

### **Financial instruments**

The Charity has only financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

### **Fund accounting**

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

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

### **Volunteers**

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

## 2. Analysis of income

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

**Comparative data for the year ended  
31 March 2023**

**Charitable activities:** The charity has one activity, to provide information and support services to people affected by cancer.

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

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

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

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

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

## 6. Trustees' remuneration and expenses

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

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

## 7. Taxation

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

## 8. Tangible Fixed Assets

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

## 9. Investments

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

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

### 10. Debtors

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

### 11. Creditors: amounts falling due within one year

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

### 12. Deferred Income

	<u>2024</u>	<u>2023</u>
	<u>£000</u>	<u>£000</u>
Deferred income at beginning of year	88	30
Released to income during the year	(88)	(30)
Income deferred in the year	55	88
<b>Deferred income at end of year</b>	<b><u>55</u></b>	<b><u>88</u></b>

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

### 13. Movements of Funds

#### Restricted Funds

##### National Lottery Community Fund:

Welcome, Assessment and Key Support Services

##### Public Authorities:

LBH: End of Life and Bereavement support services

LBH: Support to Carers

LBH: Bereavement support

LBH: End of life support

LBH: Community Engagement

Spelthorne Borough Council: Support to Spelthorne residents

LB Ealing: Support to local BAME population/Community Engagement

##### Charitable Trusts and Foundations:

Hampton Fund: Staff costs

RPLC: Community Engagement in LBRuT

City Bridge Trust: Support to Londoners over 65

CW+: Complementary therapies to chemotherapy patients

Other: Welcome Assessment, Key Support Services

The February Foundation: Counselling

St James's Place Charitable Foundation: Counselling

Pink Ribbon Foundation: Emotional support at breast cancer clinics

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

The Edward Gostling Foundation: Therapies & Wellbeing classes

Isleworth & Hounslow Charity: Support to Hounslow residents

London Catalyst: Service development in the community

London Marathon Foundation: Exercise project

Heathrow Community Trust: Volunteer development

Clare King Charitable Trust: Therapies

The Hampton Wick United Charity: Support to Hampton Wick residents

B&Q Foundation: Garden decking

The Percy Bilton Charity: Counselling rooms blinds

Inspire Hounslow: Welcome Assessment & Information

The Munro Charitable Trust: Welcome Assessment & Information

#### Total Restricted Funds

#### Unrestricted Funds

Gains on Investments

#### Total Funds

Balances at 1 April 2023 £000	Income £000	Expenditure £000	Transfers £000	Balances at 31 March 2024 £000
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-	117	(111)	-	6
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-	43	(43)	-	-
8	-	(8)	-	-
26	36	(62)	-	-
-	26	(13)	-	13
-	13	(4)	-	11
-	3	(3)	-	-
-	13	(13)	-	-
34	136	(146)	-	24

-	30	(30)	-	-
-	20	(20)	-	-
-	33	(33)	-	-
-	24	(24)	-	-
-	20	(20)	-	-
-	6	(5)	-	1
-	10	(1)	-	9
-	3	(2)	-	1
2	-	(2)	-	-
-	10	(10)	-	-
-	3	(3)	-	-
-	2	(2)	-	-
-	10	(10)	-	-
-	4	(3)	-	1
-	1	-	-	1
-	6	(6)	-	-
-	8	(8)	-	-
-	1	(1)	-	-
-	1	(1)	-	-
1	-	(1)	-	-
3	192	(182)	-	13

37	445	(439)	-	43
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379	223	(230)	-	372
				13
				385

416	668	(669)	-	428
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#### Notes:

LBH: London Borough of Hounslow

LB Ealing: London Borough of Ealing

LBRuT: London Borough of Richmond upon Thames

**13. Movements of Funds (continued) – Prior Year**

Balances at 1 April 2022 £000	Income £000	Expenditure £000	Transfers £000	Balances at 31 March 2023 £000
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**Restricted Funds**

**National Lottery Community Fund:**

Welcome, Assessment and Key Support Services

22	92	(114)	-	-
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**Public Authorities:**

LBH: Complementary Therapies & Wellbeing classes

LBH: End of Life and Bereavement support services

LBH: Additional support to Hounslow residents affected by Covid

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)	-	34

**Charitable Trusts and Foundations:**

Hampton Fund: Staff costs

Hampton Fund: Community Engagement

RPLC: Community Engagement in LBRuT

City Bridge Trust: Support to Londoners over 65

The February Foundation: Counselling

St James's Place Charitable Foundation: Counselling

Pink Ribbon Foundation: Emotional support at breast cancer clinics

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)	-	-
5	-	(5)	-	-
1	-	(1)	-	-
3	-	(3)	-	-
-	3	(1)	-	2
2	-	(2)	-	-
1	-	(1)	-	-
-	4	(4)	-	-
-	6	(6)	-	-
-	1	(1)	-	-
-	1	(1)	-	-
-	1	(1)	-	-
-	1	-	-	1
12	124	(133)	-	3

Sanofi Genzyme: Befriending

1	-	(1)	-	-
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**Total Restricted Funds**

39	399	(401)	-	37
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**Unrestricted Funds**

Losses on Investments

241	309	(164)	-	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

### **13. Movements of Funds (continued)**

#### **Description of Restricted Funds:**

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

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

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

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

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

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

**RPLC:** Funding for Community Engagement activities in LBRuT.

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

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

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

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

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

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

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

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

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

**London Catalyst:** Funding towards service development in the community.

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

**Heathrow Community Trust:** Funding for volunteer development.

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

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

**B&Q Foundation:** Funding for replacement garden decking.

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

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

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



### **13. Movements of Funds (continued)**

#### **Description of Restricted Funds (continued)**

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

### **14. Analysis of net assets between funds**

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

### **15. Capital commitments**

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

### **16. Related Party transactions**

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

### **17. Legal status of charity and guarantee**

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