THE MULBERRY BUSH ORGANISATION LTD

England & Wales · Charity number 309565

Details

Other names	THE MULBERRY BUSH SCHOOL LTD
Status	Registered
Legal form	Charitable company
Company number	00538828
Registered	1966-01-05
Register	View on the Charity Commission register

Contact

Address	11 Wesley Walk High Street Witney Oxfordshire OX28 6ZJ
Phone	01865300202
Email	finance@mulberrybush.org.uk
Website	www.mulberrybush.org.uk

Activities

Objects: 3. The objects for which the Company is established are:- a) To provide specialist therapeutic services to meet the social, emotional and educational needs of emotionally troubled and traumatised children, young persons, adults, and their families and wider communities; b) Maintain a school under the name or style of ?The Mulberry Bush? at Standlake in the County of Oxford as established by Barbara Estelle Dockar-Drysdale, and/or elsewhere in England and Wales, conducting the same in such a manner that any such school shall be eligible for approval as a Residential Special School within the meaning of the Education Act 1993 or any statutory re- enactment or modification thereof for the time being in force; c) To contribute to the development of new and existing services for children, young persons, adults, and their families and communities with such needs; d) To advance the education of both the public and fellow professionals in the subject of specialist therapeutic services to meet the social, emotional and educational needs of emotionally troubled and traumatised children, young persons, adults, and their families and wider communities by supporting research, investigations, publish research materials, host seminars and facilitate the training of workers.

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Activities: Provide service of care, treatment and education to severely emotionally troubled & vulnerable children

Classification

- **How:** Provides Services
- **What:** Education/training, Other Charitable Purposes
- **Who:** Children/young People, Other Defined Groups

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£7,970,889	£8,636,358	£9,730,853	148
2024-08-31	£6,833,374	£8,247,604	£10,396,322	125
2023-08-31	£6,920,132	£7,093,628	£11,810,552	119
2022-08-31	£6,786,280	£6,609,543	£11,984,048	123
2021-08-31	£5,941,425	£6,203,210	£11,807,311	120

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Trustees

Name	Role	Appointed
Chris Naunton Pugh		2020-09-25
Dr Amy Ludlow		2025-01-22
Dr Geraldine Ann Akerman		2024-05-28
Helen Elizabeth Sowden		2024-11-15
Keith Campbell Bird		2024-05-28
Lucy Cecilia Whitehouse		2024-05-28
MARK THOMAS		2015-09-01
MICHAEL SARRINGTON		2015-09-01
Prof Kristine Langhoff		2024-09-18
ROSEMARY LILLEY		2019-03-01
Timothy Paul McMahon		2024-05-28
Tobias Barrett		2024-09-18
Victoria Snow		2024-01-24
Zoe Barbara Maria Lattimer		2019-10-12

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THE MULBERRY BUSH ORGANISATION LTD

England & Wales - Charity number 309565

Accounts

The Mulberry Bush

Transforming troubled lives together

ANNUAL REPORT 2025



SCAN HERE TO VIEW OUR **IMPACT REPORT**

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CEO FORWARD



The past year has been one of extraordinary growth, collaboration, and purpose for The Mulberry Bush. Across all our services, we have deepened our impact for all those troubled and traumatised as children while supporting the professionals and systems that hold them.

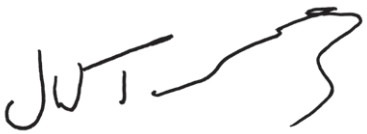
Our work continues to demonstrate the power of relational, therapeutic approaches to bring lasting change and help people live their best lives.

We have expanded our reach nationally and internationally, developed new partnerships in education, care, youth custody, prisons, and probation, and invested in our people and infrastructure to secure a sustainable future for the charity. Every achievement – from innovative training and research to the exceptional care provided in our residential school – reflects the dedication of our staff, trustees, and supporters who share our belief in a more compassionate and connected society.

As we look ahead, our ambition is clear: to build on our strong foundations, extend our influence in therapeutic practice, and ensure that more vulnerable people and those who care for them can benefit from the Mulberry Bush approach.

Together with you, we move forward with confidence and conviction, rooted in our heritage, culture and values and inspired by hope for the generations to come.

Thank you.



John Turberville
Chief Executive Officer







STRATEGIC REPORT



For over 75 years we have been providing specialist therapeutic support and education in our residential primary school in Standlake near Witney.

More recently, rapid growth has come from taking our expertise out into educational, care, health and justice settings, providing practical support and training, along with thought leadership and research to professionalise and influence those who are able to make a difference. By empowering others to use our approach, we can reach many more people nationally and internationally.

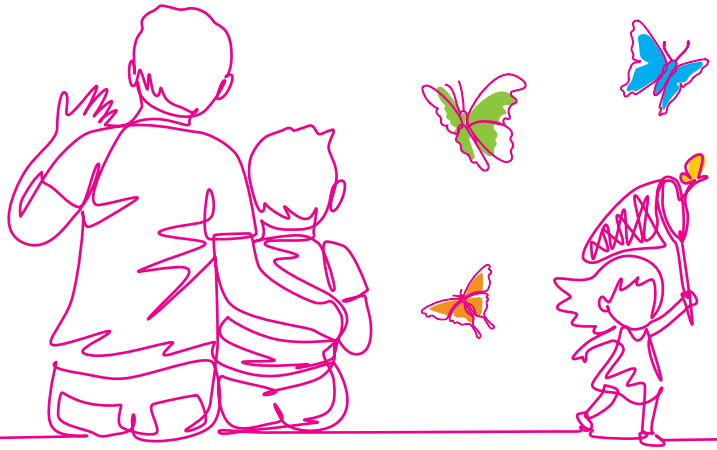
As a charity, The Mulberry Bush raises funds to enable everyone who needs our help to access our services and expertise.

We are transforming the landscape of support available to those who need us, their families and communities.

By driving change and extending our reach, we are raising awareness, increasing understanding and establishing higher standards.

Our ultimate aim is to enable every one of those we support – whether directly or indirectly – to make positive change and live their best life. Whilst each journey is unique, what matters most is that every person has the opportunity to live their own version of a 'best life'.

We do this by providing specialist therapeutic services, learning, training and research and by driving widespread adoption of the approaches that we know work best.



OUR VISION

To transform the lives of all those affected by childhood trauma, through education, training, research and specialist therapeutic services.



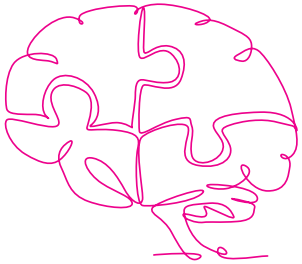


OUR MISSION

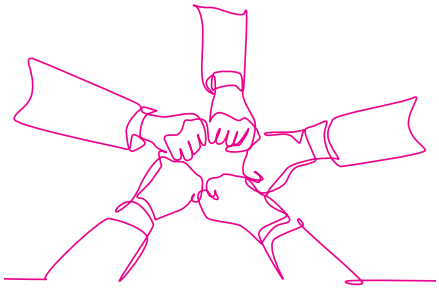
To be a leading charity for advancing education, training, research, and specialist therapeutic services for emotionally troubled and traumatised children, young people, adults, their families and communities.

OUR WORK

The core building blocks for our approach and the foundation for all our work are:







Psychodynamic Approach – the key value that underscores all our work is the use of Psychodynamic Theory. The work of psychotherapists and those who work in a psychodynamic way is to try and change the person from within, that is to see the behaviours as symptoms of the inner conflicts and to try and address the causes of the symptoms rather than to rectify the behaviours.

Reflective Culture – the emotional impact of the work we do is considerable, and it is only through a high level of mutual support, acknowledging and understanding these processes, that staff are able to continue working effectively. Reflective practice aims to improve practice and leads to a greater understanding of children's behaviour.

Collaborative Working – this takes the form of bringing together different teams (internal and external) to think about the impact of working together with difficult children. The Mulberry Bush always encourages open communications. Difficult subjects are encouraged to be talked about with parents and other professionals.

These foundations are all closely interlinked and directly look after the well-being of both our staff and our children.

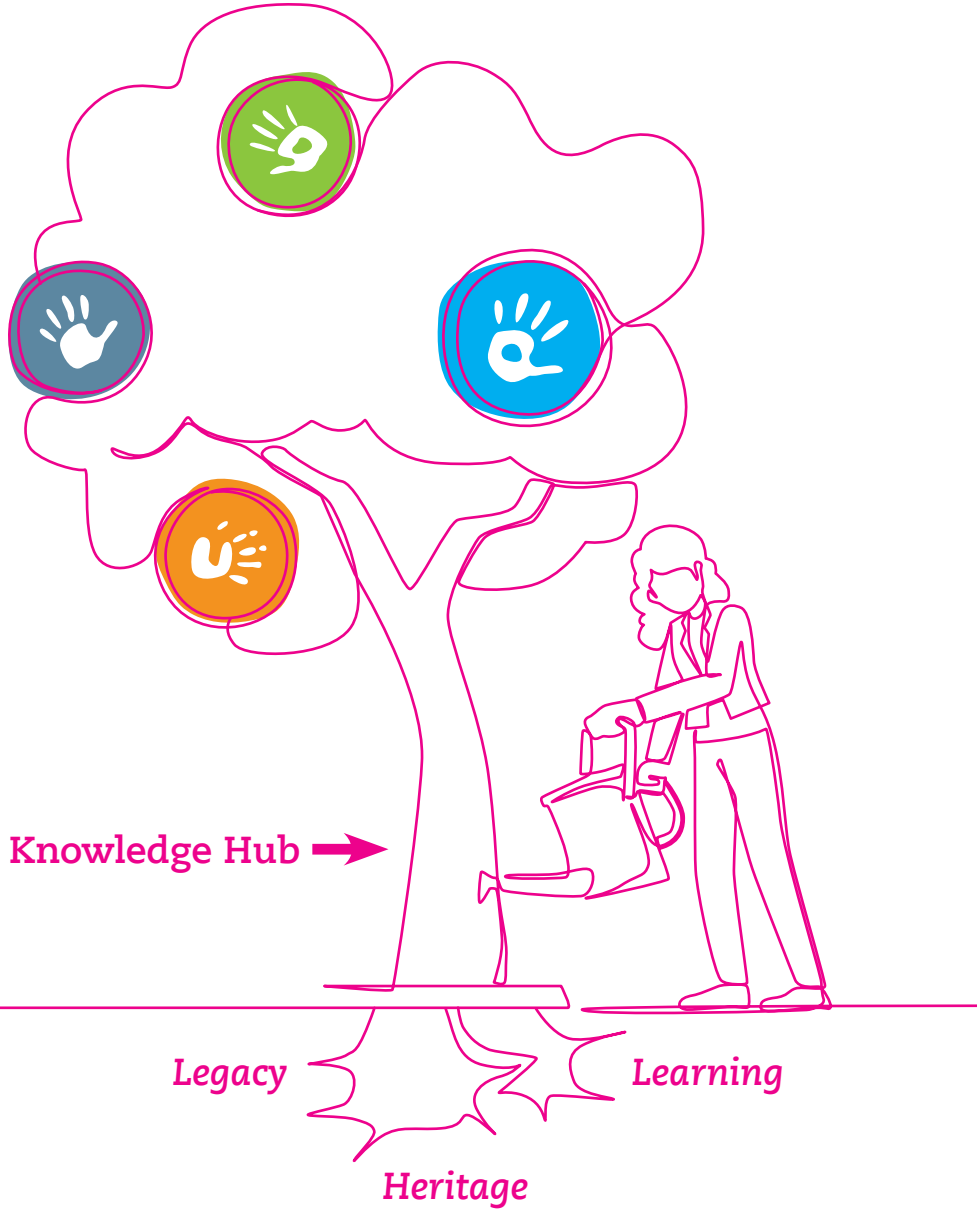
ACHIEVEMENTS & PERFORMANCE

During the year to 31 August 2025 The Mulberry Bush has progressed the growth of the charity, focusing on three key areas from our 10 year ambition plan:

Practice
– increasing access to specialist therapeutic services through our **School**

Support
– building a knowledgeable, skilled, resilient workforce through our **Outreach** and **Consultancy** services

Influence
– influencing for change through learning and research through The Mulberry Bush **Research**



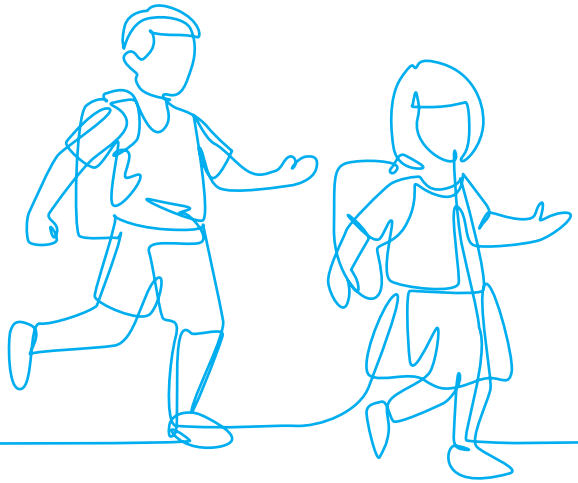
PRACTICE



The Mulberry Bush School

The Mulberry Bush School Standlake, an accredited therapeutic community, offers specialist therapeutic residential step-down school provision for up to 30 children, in its 38 week ‘term time’ households or its 52 week ‘year round’ households. The school also has a team of practitioners working with the families of children placed at the school and therapists who provide therapy to children and advise staff on the therapeutic approach through the treatment team process. The primary school aged children have complex social, emotional and mental health needs.

In the financial year to 31 August 2025 the school cared for **26** children across both 38 week and 52 week provisions, supporting **15** different local authorities and working alongside families and support staff across the country. Referrals were higher than the prior year with **11** new children placed with us up to 31 August 2025. This year was the first full year with two 52 week houses open, Bramble House was opened in the summer term 2024, both houses were at capacity by the end of the academic year.



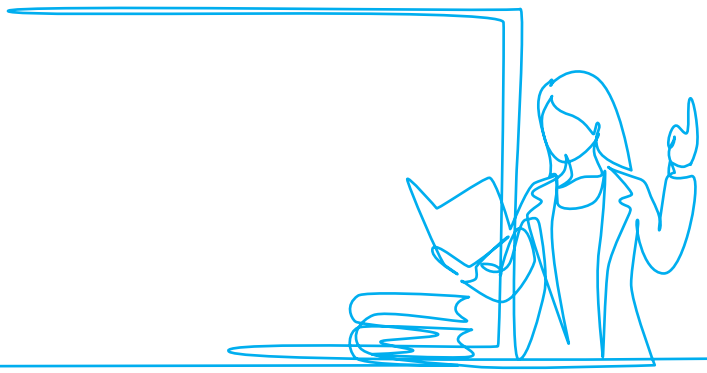
26

CHILDREN SUPPORTED IN 2024/25



Throughout the year, children spent time learning and growing in a highly integrated therapeutic environment where we provide education, care, and support. Enabling children to learn to manage their emotions and behaviours through the development of safe and trusting relationships within a group setting. Our children have spent time in and out of school on trips, residentials, and camping as well as precious time with family and practitioners supporting them every step of the way in their journey. Staff are highly trained, in a UWE (University of Western England) Level 5 Foundation Degree.

The multi-disciplinary **Therapies & Networks Team**, headed by the school's Clinical Lead, is fully integrated into the overall work of the school through children's treatment teams. Throughout this year we have increased the number of home visits, and this has been a really important piece of work to engage and increase our support to the families and carers of the children. The team has also hosted two students during the year from **Terapia**, a leading Child & Adolescent Psychotherapy and Counselling training organisation, engaging them in work across the school sharing knowledge and experience to help their understanding of early years trauma and therapeutic practice.



Our most recent Ofsted report for Education was in September 2024 and rated the school as **'outstanding'** in quality of education, behaviour & attitudes, personal development and leadership & management:

"A sense of calm and purpose pervades the school."

"Personal development is intricately woven through all areas of the school."

"The school's curriculum is highly ambitious and broad. This holistic curriculum has a profoundly positive impact on pupils' well-being and learning. As such, pupils achieve exceptionally well."

"Pupils thrive at this transformative school."

"Expert staff rapidly build trusting and positive relationships with pupils. Pupils receive constant nurture and guidance from staff. This helps pupils to understand the impact of their behaviour and find ways to change it."

"Pupils feel valued and listened to. This school is truly a community."

"Staff are immensely proud to work here."

We are incredibly proud of the hard work and dedication from our teams to support the children, their education and needs and those of their families. Demand for places remains high, and we continue to meet the needs of children with complex social, emotional and mental health challenges.

"Pupils thrive at this transformative school."

Ofsted report for Education 2024

SUPPORT



Outreach & Consultancy

Our Outreach and Consultancy teams have continued to grow this year. Income from our Outreach services was in line with prior year at **£500k** and income from our Consultancy services grew from £38k (2024) to **£137k** (2025).



£500k

INCOME RECEIVED FROM OUR OUTREACH SERVICES



Within Outreach the teams have supported twice as many students on our **Foundation Degree (FdA)** in 2025 to prior year. The FdA course provides a level 5 foundation degree in Therapeutic Work with Children and Young People and we train all our therapeutic care staff to this level when they join the charity. The course has won the Princess Anne National Training Award for a second time.

Our partnership with **Oxfordshire County Council** remains strong, and we're pleased to continue working alongside them this year as part of our ongoing two-year programme to train and support local schools. Through this contract, schools have the opportunity to self-refer to Oxfordshire County Council for additional support, which is available to all mainstream schools across the county. Since the programme began in January 2024, we've supported over **70** settings. The current contract runs until July 2026, and the local authority is now preparing a five-year business case to present to cabinet, aiming to extend the initiative through to 2031.



Our **Emotional & Social Curriculum** (ESC) is now being used in **100+** organisations. The ESC focuses learning on the five core competencies of successful emotional and social development. It is aimed at children who are functioning emotionally and socially significantly below their chronological age and can be used in mainstream and specialist provisions across a variety of age groups. We are working on releasing this to a wider audience in 2025 through an online version that will help extend our reach even further.

100+

ORGANISATIONS ARE USING OUR EMOTIONAL & SOCIAL CURRICULUM

This financial year also marked the conclusion of our four-year **Nurture Project**, delivered in partnership with nine Oxfordshire schools. The project has provided comprehensive whole-school training, leadership support, opportunities for staff to complete Nurture UK accredited courses, and access to reflective supervision. Over **100** children have received targeted support through traditional nurture rooms funded by the project. A research paper is currently in development, and findings will be shared at a dissemination event scheduled for June 2025.

Our support for international organisations has continued. We have, for example, launched a **Teach 4 Growth Programme** with Parikrma Humanity Foundation in India supporting teaching from across their **5** schools for children from slum communities. We have recently hosted their lead psychologist at The Mulberry Bush to observe the everyday practices of the work.

5

SCHOOLS SUPPORTED FOR CHILDREN FROM SLUM COMMUNITIES



We are very proud that the **Youth Justice Board** has promoted our Level 4 training in the Youth Justice Board publication this year and we have also joined the Alliance for Youth Justice helping us to work more closely with young people in this area.



Our Outreach teams have worked with **59** Oxfordshire schools over the course of this academic year, as part of working with over **200** organisations and have provided external reflective supervision to over **35** educators and care workers over the course of this year. This is a significant achievement, and we are very pleased to be working with local communities and schools to support them with understanding and managing early years trauma.



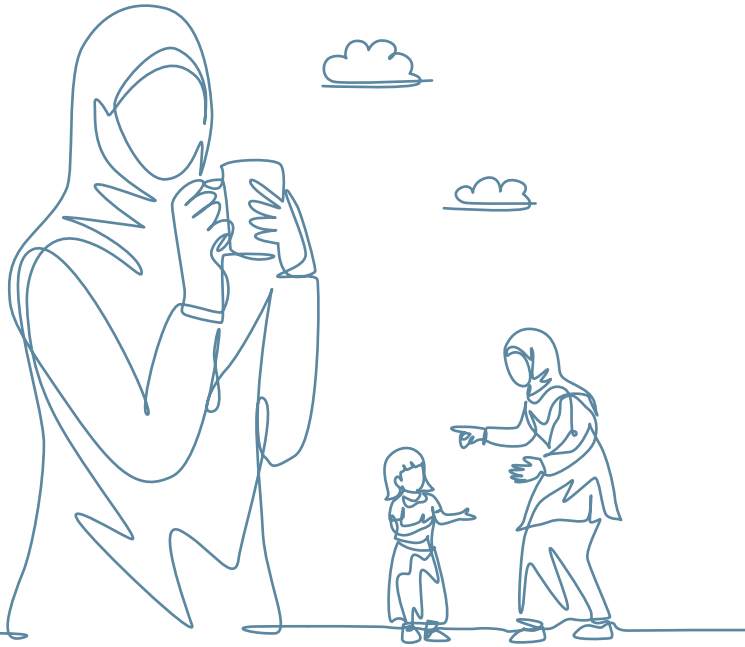
The **Mulberry Bush Consulting** team began a two-year contract working with **HMPPS** (HM Prison and Probation Service) demonstrating clear application of our services within the prison sector. Feedback to date has been incredibly positive and this work will continue into 2026.

In addition, the Consulting team has continued working alongside schools and health leadership teams and has completed its work with a provider in **Latvia** alongside Mulberry Bush Outreach, developing the first therapeutic care provision for children and young people in the country.



2

YEAR CONTRACT WORKING WITH HMPPS



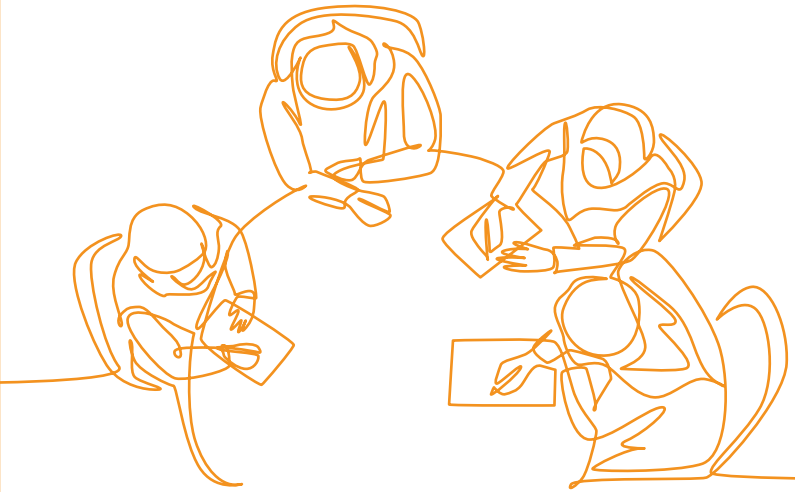
INFLUENCE



The Mulberry Bush Research

The Mulberry Bush Research team aims to develop and shape a research culture to influence practice in our own and other schools, agencies and other providers of care to vulnerable and traumatised children and their families.

We collaborate with researchers and practitioners in a wide variety of academic settings to build action research cultures and improve outcomes through evidence-based practice.



During this year we have continued our collaboration with the **University of Sussex** looking at and understanding how to assess children's social and emotional development, particularly for those who have experienced trauma, to enable practitioners to understand and help a child in practical ways.

Mulberry Bush Research continue to develop its service to departments and services internally but also works to provide research expertise to the project work that Mulberry Bush Outreach engages in. These projects lead to important dissemination events, and this year we held an event at **Oxford Brookes University** sharing the findings of a 2-year study on inclusion in Coventry schools, attended by **100** teachers and professionals.

In addition, this year we have been working on a pilot study funded through the **Open University** looking at pupil outcomes which should lead to a longitudinal study. This work has included employing **2** ex-pupils as part of the advisory group.

Our case study on ***'Enhancing the emotional security of pupils in the classroom: a case study of a therapeutic residential special school'*** was published online in January 2025 and the research team presented to over **200** attendees at an online dissemination event on ***'The culture of Belonging'***.

200+

PEOPLE ATTENDED OUR ONLINE EVENT

Our **SEA Scale** (Social and Emotional Adjustment Scale) PhD student is reaching completion of data collection for the SEA Scale, adding a large data set to further validate the scale. The Mulberry Bush in conjunction with the University of Sussex, developed the SEA Scale which is a 25 item strengths-based questionnaire.

It can be used by anyone working with children between the ages of 5 and 13, where the work includes supporting a child's social and emotional development.

The second book to be published in recent years has been completed and is with the publisher. Its title is: ***Supporting Children and Young People with Complex Needs***.



LOOKING FORWARD

The charity remains ambitious in the growth of its range and reach.

The Mulberry Bush will be taking over the running of a small independent therapeutic primary day school in London in February 2026. The school provides education and support to up to **20** children and their families from across the London Boroughs and nearby counties.

The charity will use the London school to develop its first **Outreach Hub**; providing training and support to teachers locally, helping them work more effectively with their most challenging children and so supporting inclusion.

The charity has also made the difficult decision to close its Toddington site. This **Archive** and **Study Centre** has not generated the revenue needed to sustain the service, despite delivering great charitable purpose.

The charity hopes that the success of the **innovation fund** will continue to assist in developing new ways of working with people troubled and traumatised as children to live their best lives.

The Mulberry Bush continues to provide ongoing input into legal proceedings related to a historic case raised against the charity. This case is currently going through the appeals process and will not conclude until Q2 2026. Depending on the final outcome of the case this may result in financial settlement which will be settled via the charity's insurance.



FUNDRAISING

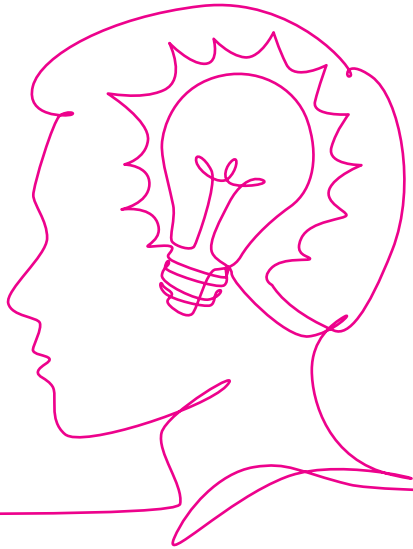
The fundraising and marketing functions have supported the charities aims throughout the year. Donations to the charity were higher than prior year at £576k (£325k: 2024).

The Mulberry Bush **Innovation Fund** was launched during the year and has raised over **£200k** in donations. The fund aims to:

- Further develop our specialist therapeutic services within the existing primary school, as well as looking into possible extensions including secondary provision and early intervention services.
- Step up the expansion of our reach outside the school, regionally, nationally and internationally. This could be through new services and products, training, consultancy, advocacy and research. Many of these kinds of service developments are not covered by school fees, central government grants or other external contracts.

£200K

HAS BEEN RAISED THROUGH OUR INNOVATION FUND



The team has also achieved success on a number of other events and campaigns throughout the year. **Our Great Outdoors Appeal** helped raise funds to provide outside play equipment at our newly refurbished 52-week house, new camping equipment for an annual camping trip for the children as well as other outdoor equipment and activities across the school.

Our amazing supporters have raised our profile and funds by taking part in events throughout the year including the **London Marathon**, the **Blenheim 7k** and the **Oxford Half Marathon**. Thank you to everyone involved.



THANK YOU

We would like to thank, among others, the following trusts and foundations for their generous support of our work in this financial year, which has enabled us to do much of our important work, and also given us confidence in developing and piloting new projects:

B & Q Foundation

Bartlett Taylor Charitable Trust

CHK Foundation

D C R Allen Charitable Trust

Doris Field Charitable Trust

Eloise and Katie Memorial Trust

Grace Trust

Help For Children (HFC UK)

L G Harris Trust

Leslie and Doris Seccombe Charitable Trust

P F Charitable Trust

Prandem Charitable Trust

Pye Trust

Reed Foundation

Rowse Family Trust



OUR PEOPLE & OUR CULTURE

Our people are our biggest asset, and our culture and values are at the heart of everything we do.

At the 31st August 2025 we employed **150** staff (141: 2024) across the charity. Staff within the residential school represented **78%** of our employed workforce (77%: 2024). We continue to face challenges around recruitment and retention of our care staff, taking on **34** new starters during the year and managing **24** exits. We are spending time reviewing the interview and induction process to ensure that new staff have a strong sense of the work we do at the school and how challenging this can be.





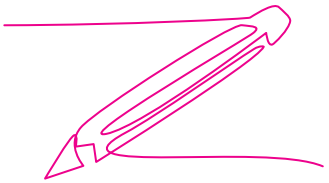






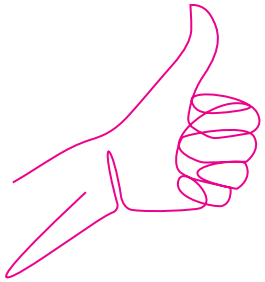


During the year we completed our annual staff survey asking our staff to help us gauge how are staff were feeling and where areas could be improved.



77%

of our staff responded overall (77% : 2024)



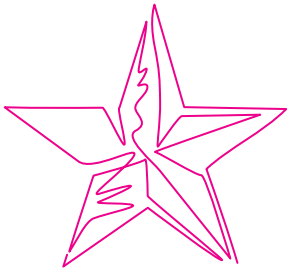
99%

of the staff that responded said they were proud to work for The Mulberry Bush (98% : 2024)



98%

would recommend The Mulberry Bush to a friend as a great place to work (85% : 2024)



97%

rated their overall job satisfaction as very satisfied or satisfied (94% : 2024)

In response to the survey in 2024 we reviewed our staff benefits policies, improved the healthcare options for our employees as well as establishing **Wellbeing** and **Social Committees** to support our staff more broadly.

The results from this year's survey will be reviewed in depth through the first quarter of the year.

We would like to thank all our staff for their hard work, dedication and commitment throughout the year.

FINANCIAL REVIEW

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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.

The charity has been focusing on investing in growth since 2022, to maximise the charitable impact on all those effected by childhood trauma. Total income for the year amounted to £7,970,889 (prior year £6,833,374) and total expenditure incurred amounted to £8,636,358 (prior year £8,247,604). The deficit of income over expenditure for the year was £665,469 (prior year deficit £1.4m). This was a planned deficit to support our growth through use of reserves and was favourable to our overall budgeted deficit.

Income overall for the year has increased by 17%. The principal income generating activity of the charity remains the School at Standlake and the critical financial measure of performance is the occupancy level. Occupancy was higher than the prior year and income generated was £6,281,392 (prior year £5,411,160).

Donated income from gifts and grants (including grants from central government) was £924,720, compared to £672,363 in 2024, a increase of £250k. Core central government funding, which comes to us via the Department of Education, is the primary source of grant income was lower than prior year due to lower child numbers meeting the age requirements for funding. The increase is primarily driven by a higher donated income. The launch of the Innovation Fund and our Big Give Christmas Challenge have, in particular, generated lots of interest.

Expenditure on charitable activities was higher at £8,404,071 compared to £8,073,118 in 2024, an increase of £330k. Staff costs which represent the largest expenditure increased by 7%. This represents an overall increase for the cost of living and also an increased headcount to ensure school vacancies were filled during the year. Overall running costs were lower than prior year driven by an effort to manage spending across the charity and the benefits arising from VAT registration.

The total of cash deposits and bank balances as at 31 August 2025 was £4,056,802 (2024: £4,432,158).

Total reserves are £9,730,853 of which £666,578 are in restricted funds.

Reserves policy

Reserves are defined as the portion of the charity's funds that are freely available to spend on any of the charity's purposes. This excludes:

- Restricted funds (tied to specific purposes or donors)
- Designated funds (earmarked for future use)
- Fixed assets (e.g. property, vehicles, equipment)

We hold reserves to:

- Ensure continuity of services, even during temporary income disruptions or funding changes
- Meet unexpected costs, such as urgent building repairs or increased staffing needs
- Support service improvements or expansion, aligned with our strategic goals
- Comply with legal obligations, including redundancy or notice periods for staff if services were to cease

Our reserves policy was updated this year and we have calculated our reserves requirement as £3.3m, this is calculated using a risk based approach and takes into consideration:

- The cost of safely winding down operations if required
- Funding risks (e.g. delays in local authority fees, changes to contract terms, reduction in school placements)
- The need for financial agility to manage emergencies or safeguarding risks

If reserves exceed this requirement, we will consider investing in service improvement, staff development, or planned projects.

If reserves fall below this required level, the leadership in conjunction with the Trustees will develop a plan to rebuild reserves within a 12–24 month timeframe, which may include:

- Adjusting expenditure
- Reviewing fundraising strategies
- Exploring new income sources

At 31 August 2025, the charity held £3.1m in unrestricted net current assets which falls below the criteria set out in the reserves policy. There are no plans to invest from these reserves in 2025/26 and the focus is on continuing to generate surplus income to build the reserves to a healthy balance in future years. The reserves policy is regarded as an indicator rather than as a mandatory requirement. It is reviewed annually, and the Trustees monitor the charity's position against the policy on an ongoing basis.

Investment policy

The Trustees have not felt it appropriate to invest in any other assets other than cash but seek to optimise interest income through conventional short-term deposits with reputable and secure banks.

Public benefit statement

In setting objectives and planning activities, the Trustees have given careful consideration to the Charity Commission's general guidance on the provision of public benefit.

Public Benefit

The public benefit and impact of our charitable work is achieved through providing education, training, research and specialist therapeutic services to enable the social inclusion and reintegration of children, young people, adults, their families and communities and all those who are made vulnerable by early years' trauma and mental health difficulties back into family, school, community and social life. Without a robust and meaningful early intervention, the children, young people, families and clients who use our charitable services are at serious risk of future social marginalisation, becoming victims of criminal and gang culture, sexual exploitation, or radicalisation by extremist ideologies, and they are more likely to be on a trajectory towards long term secure-estate or psychiatric facilities. By breaking cycles of abuse and working with those struggling with the impact of early life trauma, the work of the charity builds social capital, and provides significant cost saving to the taxpayer over each potential life cycle.

OUR PRINCIPAL RISKS

The Trustees review and consider all of the major risks to which the Mulberry Bush services are exposed throughout the year and they have identified the following principal risks as:

1. The operational safety of all those we work with and the 'safer recruitment' of staff appropriate to work with challenging and vulnerable groups.

   The Charity is committed to supporting the safety and welfare of all those who use our services through active engagement with the current safeguarding agenda. The Charity also has a Safeguarding Lead to help manage any matters that arise through the Archive or Outreach services. The charity also has a safeguarding trustee. The charity enacts its commitment to the safeguarding agenda by:

   - Rigorous staff recruitment and vetting procedures for all roles.
   - School recruitment is in accordance with the requirements of the Children's Homes Quality Standards under the Care Standards Act 2000 and protocols are also reviewed by Office for Standards in Education (Ofsted).
   - Ensuring the Safeguarding agenda is embedded in all our service policies and directly with all those we work with.
   - The close supervision and management of children 24 hours a day.
   - Encouraging independent advocacy for children, regular visits from 'Coram Voice' advocates, and equipping each household with a direct 'Voice' telephone.
   - Ensuring all staff have regular supervision and consultation and those working with children have access to our Level 5 training. Due to the vulnerability of many of our client groups, our safeguarding training is enhanced to a 2-year cycle and is to the Oxfordshire Safeguarding Children's Board standard. We also deliver safeguarding training on behalf of the Oxfordshire Safeguarding Board.
   - Maintaining an excellent working relationship with the Oxfordshire Schools Safeguarding Team, the Local Authority Designated Officer, and the Multi Agency Safeguarding Hub (MASH).

- Maintaining an excellent reputation for working closely with parents, carers and referring authorities over any safeguarding issues.
- In managing these risks, the school has developed a rigorous and well documented standard of operational policies which are reviewed as part of the annual visits from Ofsted.

2. Creating a sustainable model of service delivery, strategies to achieve this:
   - To further develop the heart of the charity as a Learning Organisation, that reflects the charity commitment to its staff team.
   - To establish a secondary school provision as part of our strategic plan.
   - The diversification of traded services, such as The Mulberry Bush Outreach and Consulting services, to create new revenue streams for the Charity and further our charitable impact.
   - The creation of Outreach Regional Hubs
   - To develop saleable products that create additional income streams and provide support to purchasers to better understand and work with their clients.

3. The financial dependence of the school on Local Authorities who are under extraordinary financial pressures, and for the schools, social care, health and criminal justice work of the Outreach and Consulting teams through Department for Education grants and contracted work from Local Authorities and our mainstream and special school client base. Strategies to manage or prevent a downturn in referrals:
   - Maintaining and growing a broad referral base of work for our schools from Local Authority referrals from across England and Wales, and for our Outreach and Consulting service from schools, social care, health and criminal justice organisations both regionally and nationally.
   - Business Development Manager able to review and challenge processes and implement changes to increase referrals and business more widely.

4. Recruitment challenges and the recruitment of a skilled staff team in a highly competitive market.

5. The maintenance of a healthy reserve to support the charity through any downturn in activity or income is of central importance to charity management.

6. The strength and stability of the CEO and leadership team remains vital to the stability of the whole charity.

OUR STRUCTURE & GOVERNANCE

Trustees of the charity

The directors of the charitable company are its trustees for the purposes of charity law. The trustees who have served during the year and since the year-end are listed on page 66.

Organisational Structure

The prime responsibility of the Board of Trustees is to provide sound governance. The management of the organisation is overseen by the trustees who meet regularly and are responsible for its strategic direction and policy, including the appointment of senior personnel, the review and approval of key operational and financial policies and procedures and the setting of a budget. The Board also operates Education, Care and Treatment, and Resources committees, and such other committees as may be decided from time to time.

In determining the appointment of trustees, the Board of Trustees identifies such skills as may assist in the furtherance of the objects and future development of the organisation and invites new trustees with due regard to their experience and qualifications for office. New trustees are supported in their appointment through the provision of an induction program which includes a range of information on the activities of the organisation and publications by the Charity Commission on the formal responsibilities of trustees, together with the opportunity, before their appointment, to attend trustee and other meetings and observe the activity of the organisation.

The Charity Leadership Group oversees the strategic development of the charity and works with their senior leadership teams to deliver the services of the charity.

The charity adjusted roles within the Charity Leadership Group (CLG) in December 2024, in order to make the roles more outward facing and in a position to deliver the strategic ambitions.

Three roles were created and filled by internal moves from the CLG. A Head of Learning and Research (Dr Dave Roberts), Head of Specialist Therapeutic Services (Lee Wright) and Head of Marketing and Development (Joanna Mitchell). This adjustment has led to an increase in networking, collaboration, and opportunities for growth.

In addition in the CLG is John Turberville Chief Executive Officer, Sarah Archer Director of Finance, and Sarah Paget Head of Mulberry Bush Consulting. Dr Caryn Onions Head of Research, retired from the Mulberry Bush on 25th September 2025.

Remuneration policy

The aggregated cost of employment of the Charity Leadership Group is £557,666 (2024 - £562,296). Remuneration for all staff is managed via an annual Salary Review and reported on to the Resources Trustee sub-committee.

Governing Document

The organisation is a charitable company limited by guarantee, incorporated in October 1954 and registered as a charity on 5 January 1966. The members of the company comprise the Board of Trustees, together with any other persons invited by the trustees as likely to assist in the furtherance of the objects of the company. The company has no share capital, and the liability of the members is limited to £1 each in the event of the company being wound up.

The organisation is governed by its Memorandum and Articles of Association dated 2 October 1954 as subsequently amended, most recently in December 2025. In October 2008, the company changed its name to "The Mulberry Bush Organisation Limited". In December 2019, the Memorandum and Articles were updated (and accepted by the Charity Commission) to extend the charitable mission:

'The Mulberry Bush (MB) Charity is a leading charity for advancing education, training, research and specialist therapeutic services for emotionally troubled and traumatised children, young people, adults their families and communities.'

In December 2025 the Memorandum and Articles were updated and accepted by the Charities Commission to add a new role of Honorary President and to reflect the new governance requirements for the London independent day school.

STATEMENT OF TRUSTEE RESPONSIBILITY

The trustees as directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the net movement in funds of the charitable company for that period. In preparing these financial statements, the directors are required to:

Select suitable accounting policies and then apply them consistently.

Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006.

Trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information. The trustees confirm that there is no relevant information that they know of and which they know the auditors are unaware of.

Disclosure of information to the auditors

We, the directors of the company who held office at the date of approval of these financial statements as set out above each confirm, so far as we are aware, that:

- there is no relevant audit information of which the company's auditors are unaware; and

- we have taken all the steps that we ought to have taken as directors in order to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as company directors.

On behalf of the Board



Chris Pugh, Chair
11th February 2026

AUDIT REPORT

Independent auditor's report to the members of The Mulberry Bush Organisation Limited

Opinion

We have audited the financial statements of The Mulberry Bush Organisation Limited (the "charitable company") for the year ended 31 August 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2025 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on The Mulberry Bush Organisation Limited's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, including the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and

the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement [set out on page 36], the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic

decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our knowledge and experience;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company.
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence where applicable; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;

considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims;
- reviewing relevant correspondence.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities.

This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Robert Kirtland (Senior Statutory Auditor)

For and on behalf of
Gravita Audit Oxford LLP (Statutory Auditor)
First Floor, Park Central
40-41 Park End Street
Oxford
OX1 1JD
Date: 13/02/2026

FINANCIAL STATEMENTS

Statement of financial activities including income and expenditure account

For the year ended 31 August 2025

	Notes	Unrestricted funds 2025 £	Designated funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Designated funds 2024 £	Restricted funds 2024 £	Total 2024 £
Income from:									
Donations and grants	3	450,868	-	473,852	924,720	467,998	-	204,365	672,363
Charitable activities	4	6,937,259	-	-	6,937,259	5,999,334	-	-	5,999,334
Investments	5	108,910	-	-	108,910	161,677	-	-	161,677
Total income		7,497,037	-	473,852	7,970,889	6,629,009	-	204,365	6,833,374
Expenditure on:									
Raising funds	6	232,287	-	-	232,287	174,486	-	-	174,486
Charitable activities	7	8,312,700	24,773	66,598	8,404,071	7,983,294	19,442	70,382	8,073,118
Total expenditure		8,544,987	24,773	66,598	8,636,358	8,157,780	19,442	70,382	8,247,604
Net income/(expenditure)		(1,047,950)	(24,773)	407,254	(665,469)	(1,528,771)	(19,442)	133,983	(1,414,230)
Transfers between funds		73,096	1,199	(74,295)	-	217,423	-	(217,423)	-
Net movement in funds	9	(974,854)	(23,574)	332,959	(665,469)	(1,311,348)	(19,442)	(83,440)	(1,414,230)
Reconciliation of funds:									
Fund balances at 1 September 2024		10,039,129	23,574	333,619	10,396,322	11,350,477	43,016	417,059	11,810,552
Fund balances at 31 August 2025		9,064,275	-	666,578	9,730,853	10,039,129	23,574	333,619	10,396,322

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

BALANCE SHEET

As at 31 August 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Intangible assets	**12**		27,381		46,103
Tangible assets	**13**		5,872,111		6,126,977
			5,899,492		6,173,080
Current assets					
Debtors	**14**	471,759		322,039	
Investments in cash deposits		-		3,000,000	
Cash at bank and in hand		4,056,802		1,432,158	
		4,528,561		4,754,197	
Creditors: amounts falling due within one year	**15**	(697,200)		(530,955)	
Net current assets			3,831,361		4,223,242
Total assets less current liabilities			9,730,853		10,396,322
The funds of the Charity					
Restricted funds	**18**		666,578		333,619
Designated funds	**19**		-		23,574
Unrestricted funds	**20**		9,064,275		10,039,129
			9,730,853		10,396,322

The financial statements were approved by the Trustees on 11th February 2026



Chris Pugh (Chair)

Company registration number 538828 (England and Wales)

STATEMENT OF CASH FLOWS

For the year ended 31 August 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Cash flows from operating activities					
Cash absorbed by operations	**26**		(296,451)		(975,336)
Investing activities					
Purchase of intangible assets		-		(55,867)	
Purchase of tangible fixed assets		(191,101)		(293,245)	
Proceeds from disposal of tangible fixed assets		3,286		255	
Proceeds from disposal of investments		3,000,000		(750,000)	
Investment income received		108,910		161,677	
Net cash generated from/ (used in) investing activities			2,921,095		(937,180)
Net cash generated from financing activities			-		-
Net increase/(decrease) in cash and cash equivalents			2,624,644		(1,912,516)
Cash and cash equivalents at beginning of year			1,432,158		3,344,674
Cash and cash equivalents at end of year			4,056,802		1,432,158

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 august 2025

1 Accounting policies

Charity information

The Mulberry Bush Organisation Limited is a charitable company limited by guarantee incorporated in England and Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office is Abingdon Road, Standlake, Witney, Oxfordshire, OX29 7RW. The nature of the charity's operations and principal activities is the provision of residential care, education, treatment and therapy and an outreach and training service.

1.1 Accounting convention

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with 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, the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice effective 1 January 2015.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors, or which have been raised by the charity for particular purposes. The cost of raising and administering such funds is charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

1.4 Income

All incoming resources are included in the Statement of Financial Activities (SoFA), net of VAT, when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

No amount is included in the financial statements for volunteer time, in line with the SORP (FRS 102).

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

The charity receives government grants in respect of both The Mulberry Bush School and Outreach. Income from government and other grants is recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement were not met, then the amounts would be deferred.

Interest income is recognised in the period in which it is earned.

1.5 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes the relevant proportion of salary costs, the cost of events and the cost of collecting income.
- Expenditure on charitable activities includes the direct costs of running and promoting the school and teaching school plus an allocation of support costs.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

Support costs allocation - support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

The analysis of these costs is included in note 8.

1.6 Intangible fixed assets other than goodwill

Intangible assets are stated at cost less accumulated amortisation, cost includes costs directly attributable to making the asset capable of operating as intended.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Software	3-year straight line

1.7 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land	Nil
Freehold buildings	40 years straight line
Fixtures and fittings	20% straight line
Motor vehicles	25% reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset and is recognised in the statement of financial activities.

1.8 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The Charity has elected to apply the provisions of Section 11 ‘Basic Financial Instruments’ and Section 12 ‘Other Financial Instruments Issues’ of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity’s balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, include 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.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

1.11 Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

1.12 Retirement benefits

The charity operates defined contribution plans for the benefit of its non-teaching staff and contributions are expensed as they become payable. Teaching staff are members of the Teachers' Pension Scheme (TPS) which is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charity in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. The TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

1.13 Current asset investments

Cash held on deposit with a maturity date more than 3 months at the date of acquisition are recognised as current asset investments. Cash held on deposit and available within 90 days are recognised as short term deposits within Cash at bank and in hand.

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Income from donations and grants

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts	144,858	434,237	579,095	146,695	177,869	324,564
Grants	306,010	39,615	345,625	321,303	26,496	347,799
	450,868	473,852	924,720	467,998	204,365	672,363

4 Income from charitable activities

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Mulberry Bush School - Practice	6,281,392	5,411,160
Mulberry Bush Learning & Research - Support	643,531	583,829
Mulberry Bush Third Space - Influence	12,336	4,345
	6,937,259	5,999,334

5 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	108,910	161,677

6 Expenditure on raising funds

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Salaries and expenses	232,287	174,486

7 Expenditure on charitable activities

	Mulberry Bush School 2025 £	Mulberry Bush School 2024 £
Direct costs		
Staff costs	5,760,868	5,359,012
Mulberry Bush School - Practice	767,000	713,697
Mulberry Bush Learning and Research Centre - Support	204,217	210,227
Mulberry Bush Third Space - Influence	121,747	85,466
	6,853,832	6,368,402
Share of support and governance costs (see note 8)		
Support	1,550,239	1,704,716
	8,404,071	8,073,118
Analysis by fund		
Unrestricted funds	8,312,700	7,983,294
Designated funds	24,773	19,442
Restricted funds	66,598	70,382
	8,404,071	8,073,118

8 Support costs allocated to activities

	2025 £	2024 £
Staff costs	577,303	536,068
Depreciation and amortisation	461,403	423,862
Premises	29,328	29,328
IT support	157,127	159,795
Insurance	85,350	89,080
Marketing	87,182	92,530
Professional fees	108,495	121,552
Other	27,265	238,328
Disposals	-	(256)
Governance costs	16,786	14,429
	1,550,239	1,704,716
Analysed between:		
Unrestricted funds	1,550,239	1,704,716

9 Net movement in funds

	2025 £	2024 £
The net movement in funds is stated after charging/(crediting):		
Fees payable to the charity's auditor:		
- for the audit of the charity's financial statements	12,420	9,960
- for other assurance services	1,130	1,260
- for other financial services	2,465	2,694
Depreciation of owned tangible fixed assets	442,681	414,098
Amortisation of intangible assets	18,722	9,764

10 Trustees

The trustees neither received nor waived any remuneration during the year (2024 - Nil).

The total amount of employee benefits received by key management personnel was £557,666 (2024 - £562,296). The Trust considers its key management personnel comprise its trustees and charity leadership team.

There were donations from trustees totalling £120 (2024 - £435).

Travelling expenses totalling £771 were paid to three trustees (2024 - £515 to three trustees).

11 Employees

The average monthly number of employees during the year was:

	2025 Number	2025 FTE	2024 Number	2024 FTE
Raising funds	5	4	3	2
Mulberry Bush School	115	107	102	97
Mulberry Bush Learning & Research	27	27	25	25
Mulberry Bush Third Space	1	1	1	1
Total	148	139	131	125

Employment costs	2025 £	2024 £
Wages and salaries	5,502,654	5,010,391
Social security costs	631,976	517,114
Apprenticeship levy	12,635	9,999
Other pension costs	389,214	357,576
	6,536,479	5,895,080

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2025 Number	2024 Number
£60,001 - £70,000	3	3
£70,001 - £80,000	5	5
£110,001 - £120,000	1	1

12 Intangible fixed assets

	Software £
Cost	
At 1 September 2024 and 31 August 2025	55,867
Amortisation and impairment	
At 1 September 2024	9,764
Amortisation charged for the year	18,722
At 31 August 2025	28,486
Carrying amount	
At 31 August 2025	27,381
At 31 August 2024	46,103

13 Tangible fixed assets

	Freehold land and buildings £	Fixtures and fittings £	Motor vehicles £	Total £
Cost				
At 1 September 2024	8,695,284	535,084	151,985	9,382,353
Additions	176,040	15,061	-	191,101
Disposals	-	(7,302)	(7,294)	(14,596)
At 31 August 2025	8,871,324	542,843	144,691	9,558,858
Depreciation and impairment				
At 1 September 2024	2,793,054	346,837	115,485	3,255,376
Depreciation charged in the year	367,578	58,255	16,848	442,681
Eliminated in respect of disposals	-	(4,016)	(7,294)	(11,310)
At 31 August 2025	3,160,632	401,076	125,039	3,686,747
Carrying amount				
At 31 August 2025	5,710,692	141,767	19,652	5,872,111
At 31 August 2024	5,902,230	188,247	36,500	6,126,977

14 Debtors

Amounts falling due within one year:	2025 £	2024 £
Trade debtors	236,215	123,937
Other debtors	100,850	106,394
Prepayments and accrued income	134,694	91,708
	471,759	322,039

15 Creditors: amounts falling due within one year

	Notes	2025 £	2024 £
Other taxation and social security		215,954	134,704
Deferred income	16	154,927	104,259
Trade creditors		224,929	168,376
Other creditors		52,730	52,119
Accruals		48,660	71,497
		697,200	530,955

16 Deferred income

	2025 £	2024 £
Other deferred income	154,927	104,259

Deferred income is included in the financial statements as follows:

	2025 £	2024 £
Deferred income is included within:		
Current liabilities	154,927	104,259
Movements in the year:		
Deferred income at 1 September 2024	104,259	18,122
Released from previous periods	(104,259)	(18,122)
Resources deferred in the year	154,927	104,259
Deferred income at 31 August 2025	154,927	104,259

17 Retirement benefit schemes

Defined contribution schemes	2025 £	2024 £
Charge to profit or loss in respect of defined contribution schemes	389,214	357,576

The Charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the Charity in an independently administered fund.

18 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 September 2024 £	Incoming resources £	Resources expended £	Transfers £	At 31 August 2025 £
Refurbishment	280,924	10,000	-	(23,086)	267,838
WOYL	12,310	-	(7,604)	(4,706)	-
Vehicles	(10,900)	-	-	10,900	-
Archive	750	500	(500)	-	750
Group work	5,000	-	(5,000)	-	-
Swings	107	-	-	-	107
Bikes	730	-	-	-	730
Bramble House	5,000	-	(5,000)	-	-
Library	531	-	(531)	-	-
Outreach work	37,384	-	(27,979)	-	9,405
iPads	1,783	-	-	-	1,783
Emotional Social Curriculum	-	5,000	(3,725)	-	1,275
The Great Outdoors	-	128,676	(14,384)	(57,403)	56,889
Learning for life	-	7,995	-	-	7,995
Innovation Fund	-	282,065	-	-	282,065
National Archives grant	-	39,616	(1,875)	-	37,741
	333,619	473,852	(66,598)	(74,295)	666,578

Previous year:	At 1 September 2023	Incoming resources	Resources expended	Transfers	At 31 August 2024
	£	£	£	£	£
Refurbishment	316,675	156,382	-	(192,133)	280,924
WOYL	15,000	12,310	(8,540)	(6,460)	12,310
Vehicles	2,870	10,190	-	(23,960)	(10,900)
Archive	-	750	-	-	750
Education	601	-	(5,731)	5,130	-
Group work	-	5,000	-	-	5,000
Swings	107	-	-	-	107
Bikes	-	730	-	-	730
Picnic Benches	-	1,000	(1,000)	-	-
Bramble House	-	5,000	-	-	5,000
Library	1,304	-	(773)	-	531
Outreach work	80,502	-	(43,118)	-	37,384
iPads	-	13,003	(11,220)	-	1,783
	417,059	204,365	(70,382)	(217,423)	333,619

Restricted funds have restrictions on their use imposed by the donor or through the terms of an appeal.

- The Refurbishment fund is being used for site improvements and refurbishment. Initially, this was set up with money raised by the 70th anniversary appeal.
- The WOYL (Women of the Year Lunch) fund in 22/23 was to pay for the September 2023 Women of the Year Lunch fundraising event. Unspent money from 22/23 has been transferred to the refurbishment fund. The WOYL fund in 24/25 was to pay for the September 2024 fundraising event, money raised from ticket sales was to contribute to the vehicle fund. Monies will continue to be received from ticket sales into 2024 ahead of the event and will contribute to the vehicle fund, any remaining funds will be transferred to unrestricted.
- The Vehicles fund was used for the purchase of vehicles for The Mulberry Bush Outreach, funding from the 2024 WOYL ticket sales was used to fund the vehicle purchases.

- The Archive fund comes from a grant for conservation work.
- The Education fund was set up from a gift to support the children's education at the head teacher's discretion.
- The Group work fund was set up to help kick start a Mulberry Bush Outreach project.
- The swings fund is from a donation for the purchase of new swings.
- The library fund has money which was given for books for the children at the School.
- The Mulberry Bush Outreach work fund funds some work with several primary schools who have a significant proportion of pupils with SEMH (Social, Emotional, Mental Health) difficulties.
- The Mulberry Bush Research work fund contributed to the cost of employing a research assistant.
- The bikes fund is from donations for the purchase of children's bikes at the school.
- Bramble House is a donation provided specifically for the training of Therapeutic Care Practitioners within the new 52-week house.
- The iPads relates to specific donations raised for the school to provide iPads for the children to use.
- Emotional & social curriculum - to enable us to provide free courses to schools who are committed to working with us helping to support pupils who are struggling with emotional and social development.
- The Great Outdoors - to provide vital outdoor play equipment and enriching experiences like camping trips and outward-bound activities for the children.
- Learning for life - to transform the education areas of the school providing flexible learning options for children with increasingly different needs.
- Innovation Fund - to help us transform more lives by developing and expanding our offering to benefit more children, young people and those who work with them. A fund designed to support transformation activity and growth within the charity such as digitalising training materials, expanding national reach and growth.
- National Archives grant - to catalogue the Cassel Collection - Uncovering Hidden Voices from the Cassel Hospital Archive.

19 Designated funds

	At 1 September 2024 £	Resources expended £	Transfers £	At 31 August 2025 £
Additional resources	23,574	(24,773)	1,199	-

Previous year:	At 1 September 2023 £	Resources expended £	Transfers £	At 31 August 2024 £
Additional resources	43,016	(19,442)	-	23,574

Designated funds are unrestricted funds earmarked by the trustees for projects and resources directed at the development of the charity.

20 Unrestricted funds

	At 1 September 2024 £	Incoming resources £	Resources expended £	Transfers £	At 31 August 2025 £
General funds	10,039,129	7,497,037	(8,544,987)	73,096	9,064,275

Previous year:	At 1 September 2023 £	Incoming resources £	Resources expended £	Transfers £	At 31 August 2024 £
General funds	11,350,477	6,629,009	(8,157,780)	217,423	10,039,129

Unrestricted funds are held to help fulfil The Mulberry Bush charitable objects and underpin its risk management and reserves policy.

21 Analysis of net assets between funds

	Unrestricted funds 2025 £	Designated funds 2025 £	Restricted funds 2025 £	Total 2025 £
At 31 August 2025:				
Intangible fixed assets	27,381	-	-	27,381
Tangible assets	5,872,111	-	-	5,872,111
Current assets/(liabilities)	3,164,783	-	666,578	3,831,361
	9,064,275	-	666,578	9,730,853

	Unrestricted funds 2024 £	Designated funds 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 August 2024:				
Intangible fixed assets	46,103	-	-	46,103
Tangible assets	6,126,977	-	-	6,126,977
Current assets/(liabilities)	3,866,049	23,574	333,619	4,223,242
	10,039,129	23,574	333,619	10,396,322

22 Contingent liabilities

There were no contingent liabilities at 31 August 2025 (2024 - Nil).

23 Operating lease commitments

Lessee

The charity had an operating lease related to an office and meeting room facility, used principally as the Learning & Research Centre, under which £29,328p.a. was payable by monthly instalments until the lease expired on 31 May 2025. £29,328 was paid during the year; There is no committed amount payable within one year, the charity has secured new offices and is currently using the existing premises on an informal basis at the same rental rate until the new office is available to move into.

The charity has a lease agreement with IBS Office Solutions for photocopier rental across all three sites: Standlake school, Linden House, and Toddington. Monthly costs are invoiced based on usage, £5,145 was paid during the year.

24 Events after the reporting date

On 1st February 2026, Mulberry Bush Organisation Limited took over ownership and operations of The Corner School on Douglas Ave, Wembley, HA0 EDT, from Unlocking Potential.

25 Related party transactions

There is one member of staff that is the wife of the CEO. No specific related party transactions are noted other than remuneration. Remuneration for all staff is managed via an annual Salary Review conducted by HR who review all salaries in conjunction with existing market rates. The review is independently overseen and approved by the Resources (previously Finance and General Purposes) Trustee sub-committee.

26 Cash absorbed by operations

	2025 £	2024 £
Deficit for the year	(665,469)	(1,414,230)
Adjustments for:		
Investment income recognised in statement of financial activities	(108,910)	(161,677)
Gain on disposal of tangible fixed assets	-	(256)
Amortisation and impairment of intangible assets	18,722	9,764
Depreciation and impairment of tangible fixed assets	442,681	414,098
Movements in working capital:		
(Increase)/decrease in debtors	(149,720)	59,535
Increase in creditors	115,577	31,293
Increase in deferred income	50,668	86,137
Cash absorbed by operations	(296,451)	(975,336)

27 Analysis of changes in net funds

The Charity had no material debt during the year.

REFERENCES & ADMINISTRATION

Trustees	Chris Pugh (Chair) Zoe Lattimer Rosemary Lilley Tim McMahon Lucy Whitehouse Michael Sarrington Satvinder Sondhi Mark Thomas Tobias Barrett Vicky Snow	Richard Rollinson *(resigned 17th December 2025)* Keith Bird Geraldine Akerman Simon Peacock *(resigned 19th March 2025)* Helen Sowden *(appointed 25th November 2024)* Martin Cleaver *(resigned 13th January 2025)* Kristine Langhoff Hannah Chapman *(resigned 5th January 2026)* Amy Ludlow *(appointed 22nd January 2025)*
Chief Executive Officer	John Turberville	
Registered Office	Abingdon Road Standlake Witney OX29 7RW	
Auditor	Gravita Audit Oxford LLP First Floor, Park Central 40-41 Park End Street Oxford OX1 1JD	
Solicitors	MW Solicitors 34 Bell Street Reigate Surrey RH27SL	
Bankers	National Westminster Plc 21 High Street Witney Oxon OX28 6HU	Scottish Widows Bank PO Box 883 Leeds LS1 9TY
Charity Registration Number	309565	
Company Registration Number	538828	
VAT Registration Number	480 204 225	







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Further Information

Please contact us on **01865 300202**
or email **info@mulberrybush.org.uk**

mulberrybush.org.uk

Registered Charity Number 309565

THE MULBERRY BUSH ORGANISATION LTD

England & Wales - Charity number 309565

Accounts

The Mulberry Bush Organisation Limited
Financial Statements
Year ended 31 August 2024

Charity registration number: 309565
Company registration number: 538828

The Mulberry Bush Organisation Limited

Report and Financial Statements

Year ended 31 August 2024

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Reference and Administrative Details

Trustees	Chris Pugh (Chair) Zoe Lattimer Rosemary Lilley Simon Peacock Richard Rollinson Michael Sarrington Satvinder Sondhi Mark Thomas Hugh Pidgeon (resigned Jul 24) Margaret Eynon (resigned Jul 24)	Hannah Chapman (appt Jan 24) Vicky Snow (appt Jan 24) Keith Bird (appt May 24) Geraldine Akerman (appt May 24) Lucy Whitehouse (appt May 24) Tim McMahon (appt May 24) Martin Cleaver (appt Jun 24) Kristine Langhoff (appt Sept 24) Tobias Barrett (appt Sept 24)
Chief executive officer	John Turberville	
Registered office	Abingdon Road Standlake Witney OX29 7RW	
Auditor	Critchleys Audit LLP Chartered Accountants Beaver House 23 - 38 Hythe Bridge Street Oxford OX1 2EP	
Solicitors	MW Solicitors 34 Bell Street Reigate Surrey RH27SL	
Bankers	National Westminster Plc 21 High Street Witney Oxon OX28 6HU Scottish Widows Bank PO Box 883 Leeds LS1 9TY	
Charity registration number	309565	
Company registration number	538828	

The trustees present their report and the audited financial statements of the charity for the year ended 31 August 2024. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

Our Core Purpose and Activities

Our Vision

To transform the lives of all those affected by childhood trauma, through education, training, research and specialist therapeutic services.

Our Mission

To be a leading charity for advancing the education, training, research and specialist therapeutic services for emotionally troubled and traumatised children, young people, adults, their families and communities.

Our Objectives and Public Benefit

The Mulberry Bush (MB) operates (1) The Mulberry Bush Learning and Research Centre, (2) The Mulberry Bush School and (3) the Mulberry Bush Third Space (MB3).

1. In 2018 The Mulberry Bush Learning and Research Centre was established, as a way to bring together our Outreach, Research and Consulting work under one organisational identity.

    - The Mulberry Bush Outreach: provides psychodynamic, reflective and attachment-based outreach training, support and consultancy to Schools, Children's Homes, Foster Care, Children's Social Care, Criminal Justice and those working with those troubled and traumatised as children. We have an increasing number of accredited courses including our Level 5 Foundation degree (FDA) accredited by the University of the West of England (UWE) in'therapeutic work with children and young people', and our Level 4 Certificate in Therapeutic Childcare which are delivered internally to our staff and to staff teams across the country.

    - The Mulberry Bush Research: aims to develop and shape a research culture to influence practice within the MB and other schools, agencies and providers for people troubled and traumatised as children.

    - Mulberry Bush Consulting provides a range of consultancy services including Executive Coaching, Organisational Development Consultancy and Organisation Change Consultancy to individuals and organisations in the UK and abroad. It works with individuals and organisations to support the development of therapeutic approaches and reflective practice. Mulberry Bush Consulting also oversees the development of The International Centre for Therapeutic Care, a free global alliance with networks across Africa, Europe, USA, and Australia, and its 'voice' The Therapeutic Care Journal (The TCJ). The mission of the International Centre via the TCJ is 'to share models of therapeutic care, and to extend the influence and insights gained from our member networks, to improve services and outcomes for traumatised children, young people, their families and communities'.

2. The Mulberry Bush School provides residential care, education, treatment and therapy for up to 30 children aged 5 to 13 who, due to early life trauma, emotional deprivation, abuse and neglect, have severe social, emotional and mental health difficulties. The aim of the school is to equip each child with personal, emotional, social and learning skills and the ability to cope within a family, local school or community environment. The school also works with the children's families to help stabilise home placements and support reintegration into the home setting. The school is one of the leading providers of such integrated and multi-disciplinary therapeutic services to this age group. Children are placed at the school following an assessment of needs carried out in close association with local authorities and the child's family.

3. The Mulberry Bush Third Space, in Toddington, Gloucestershire, is a centre for training and learning about therapeutic approaches and reflective practice. It has both residential and day facilities and its culture reflects therapeutic community principles. The Mulberry Bush Third Space is enriched for research and study by the Planned Environment Therapy Archive, which holds collections related to the therapeutic community and progressive schools' movements. It also holds the National Childcare Library. The archive links closely to our Research team.

Our Work

The core building blocks for our approach and the foundation for all our work are:

- Psychodynamic approach - the key value that underscores all our work is the use of Psychodynamic Theory. The work of psychotherapists and those who work in a psychodynamic way is to try and change the person from within, that is to see the behaviours as symptoms of the inner conflicts and to try and address the causes of the symptoms rather than to rectify the behaviours.
- Reflective Culture - the emotional impact of the work we do is considerable, and it is only through a high level of mutual support, acknowledging and understanding these processes, that staff are able to continue working effectively. Reflective practice aims to improve practice and leads to a greater understanding of children's behaviour.
- Collaborative Working - This takes the form of bringing together different teams (internal and external) to think about the impact of working together with difficult children. The Mulberry Bush always encourages open communications. Difficult subjects are encouraged to be talked about with parents and other professionals.

These foundations are all closely interlinked and directly look after the well-being of both our staff and our children.

Public benefit statement

In setting objectives and planning activities, the Trustees have given careful consideration to the Charity Commission's general guidance on the provision of public benefit.

The public benefit and impact of our charitable work is achieved through providing education, training, research and specialist therapeutic services to enable the social inclusion and reintegration of children, young people, adults, their families and communities and all those who are made vulnerable by early years' trauma and mental health difficulties back into family, school, community and social life. Without a robust and meaningful early intervention, the children, young people, families and clients who use our charitable services are at serious risk of future social marginalisation, becoming victims of criminal and gang culture, sexual exploitation, or radicalisation by extremist ideologies, and they are more likely to be on a trajectory towards long term secure-estate or psychiatric facilities. By breaking cycles of abuse and working with those struggling with the impact of early life trauma, the work of the charity builds social capital, and provides significant cost saving to the taxpayer over each potential life cycle.

Achievements and Performance

During the year to 31 August 2024 the focus of the MB has been on progressing the growth of the charity and continuing the charities strategic plan. The charity is in the process of developing and formalising a ten-year strategic plan which focuses on three pillars; Specialist Therapeutic Services, Learning and Research, and Business and Development. The delivery of its charitable impact continues to be across three key areas; Practice; Support and Influence.

Practice

The Mulberry Bush School offers specialist therapeutic residential step-down school provision for up to 30 children, in its 38 week 'term time' households or its 52 week 'year round' households. The school also has a team of practitioners working with families of children placed and therapists who provide therapy to children and advise staff on the therapeutic approach through the treatment team process. The primary aged children have complex social, emotional and mental health needs.

Referrals during the year were lower than expected for 38-week placements but there was increased demand for 52-week placements. To help ensure MB was able to support the increased need for 52-week placements, a decision was made during the year to open a new 52-week house, Bramble House, to run alongside the existing 52-week house, The Burrow. This took some time to complete and required changes to the existing staffing model to ensure the charity was resourced to meet the additional demand of a further six 52-week placements. Bramble House was opened later than forecast in the summer term. Since the start of the new academic and financial year the MB has seen 52-week referrals significantly increase and four of the six new places within Bramble House have been filled.

The school continues to be accredited by the Royal College of Psychiatrists as a Therapeutic Community.

In 23/24 MB has continued to grow the work of the Outreach team and Consulting Services, further increasing the reach of its services locally, regionally, nationally and internationally.

Mulberry Bush Outreach continues to provide training, support and mentoring to help us reach hundreds of people through our 'support' heading, to providers in the education, social care, criminal justice and health sectors.

Mulberry Bush Outreach were successful in winning the Oxfordshire County Council tender providing training and support to over 40 regional schools over three years. This is a significant achievement for the team and is testament to the expertise and importance of the work which the team delivers. Mulberry Bush Outreach also worked in collaboration with a Therapeutic Youth Secure setting to deliver The Crossfields Institute Level 4 Certificate in Therapeutic Childcare to over 30 new students as part of the work that the Secure setting does with children that are on remand or sentenced. This has broadened the scope of the work that Mulberry Bush Outreach do, providing impact to a completely new sector. Additionally, this year the Level 5 Foundation degree (FDA) in Therapeutic Work with Children and Young People won the Princess Anne National Training Award for a second year.

Mulberry Bush Consulting as well as working with school and health leadership teams has continued its support to Latvia alongside Mulberry Bush Outreach, developing a therapeutic care model for children and young people in the country, a programme of work that will continue into 2025.

Support and influence

The Mulberry Bush Research aims to develop and shape a research culture to influence practice within MB and other schools, agencies and providers of care to vulnerable and traumatised children and their families, and those who work with them. We collaborate with researchers and practitioners in wide variety of academic and other settings to build action research cultures and improve outcomes through valuing evidence-based practice.

Our aim is to reach out and influence thousands of lives, through the activity of The Mulberry Bush Third Space, and the International Centre for Therapeutic Care and The Therapeutic Care Journal.

Mulberry Bush Research continue to develop its service to departments and services internally but also works to provide research expertise to the project work that Mulberry Bush Outreach engages in. These projects lead to important disseminations events, such as the one at Oxford Brookes University this year sharing the findings of a 2-year study on inclusion in Coventry schools, attended by 100 teachers and professionals. In addition, this year they have been working on a pilot study funded through the Open University looking at pupil outcomes which should lead to a longitudinal study. This work has included employing 2 ex-pupils as part of the advisory group.

The Mulberry Bush Third Space provides a residential training, study and archive centre which holds the Planned Environment Therapy Archive and The National Childcare Library. This quiet rural site in Gloucestershire runs activities which include research, training, events and outdoor activities and education opportunities. The growth of the Archive team has strengthened the capacity and activity of the team to sort and catalogue the collections and make them available for learning. They:

- engage with academics who visit from all over the world,
- engage with new and existing stakeholders, and
- accelerate the work of sorting and cataloguing collections.

The Mulberry Bush Third Space is becoming an important learning centre for leaders across education, social care, mental health and justice settings. The partnership with NASS (National Association of Special Schools) has delivered training to over 80 School Improvement Partners. The space has received an increasing number of recurring bookings over the year and helped support the other services within MB as a venue and learning centre.

The fundraising and marketing functions have supported the charities aims throughout the year. Fundraising successfully reached the £1m milestone for donations to our house refurbishment programme which has been running since 2019. A significant achievement in a market where many are seeing falls in income due to cost-of-living increases.

MB continues to provide ongoing input into legal proceedings related to a historic case raised against the charity. Depending on the final outcome of the case this may result in financial settlement which will be settled via the charity's insurance.

Following the retirement of the Director of Finance in April 2024, a new Director of Finance has been appointed during the year to continue to manage the charities finances and support the CEO and Trustees.

Additionally, a Business Development Manager was appointed during the year. Their role will be working alongside the Leadership teams, integrating with all areas of MB to help identify and progress opportunities for growth and improvement.

Financial review

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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.

The charity has been focusing on investing in growth since 2022, to maximise the charitable impact on all those effected by childhood trauma. The main area of growth has been seen in Mulberry Bush Outreach activities. Income generated by Mulberry Bush Outreach activities over the last year was above budget.

The Mulberry Bush Third Space continues to bring in income and to support the work of the wider MB teams, providing training and event space throughout the year. The Mulberry Bush Third Space will be working alongside the Business Development Manager in the coming year to help identify and secure further income generating opportunities.

The principal income generating activity of the charity remains the School at Standlake and the critical financial measure of performance is the occupancy level. Occupancy was lower than we had planned for and so income was lower as a result.

The general fund income for the year in respect of the provision of education and childcare services was £5,999,334 compared to £6,013,770 in 2023, a marginal decrease of £14k.

Donated income from gifts and grants (including grants from central government) was £672,363, compared to £824,966 in 2023, a decrease of £153k. Core central government funding, which comes to us via the Department of Education, is the primary source of grant income was broadly in line with prior year. The decrease is primarily driven by a reduction in donated income which is the result of a challenging market with significantly more charities and greater pressure on household income.

Expenditure on charitable activities was higher at £8,073,118 compared to £6,990,115 in 2023, an increase of £1.1m. Staff costs which represent the largest expenditure increased by 18%, this follows investment in Head Office functions and recruitment into school vacancies during the year. In addition, some agency staff were utilised whilst recruitment campaigns were ongoing.

The total of cash deposits and bank balances as at 31 August 2024 was £4,432,158 (2023: £5,594,674) of which £530,955 was held to meet current liabilities. This reflects the increased costs to open Bramble House during the year, higher running costs for the charity overall and reduced income from school fees.

Total reserves are £10,396,322 of which £333,619 are in restricted funds and £23,574 are in designated funds – money which has been set aside for projects which are identified during the year after the budget has been set.

Reserves policy

The trustees have identified one of the principal risks as the financial dependence of the school on intermittent referrals of children by a number of Local Authorities. As part of the mitigation of this risk, the trustees aim to maintain unrestricted reserves equivalent to six months current running costs at full expenditure levels plus a further six months at half of full current running costs. This would allow a reasonable period of time in which to restore occupancy levels and, if that strategy were unsuccessful, to carry out an orderly restructuring which would allow the charity to operate at reduced levels of occupancy.

In addition to cash reserves, the trustees are aware that the charity occupies land at Standlake and Toddington which have the potential to generate significant value for the charity should circumstances require.

At 31 August 2024, the charity held £3.88m in unrestricted net current assets which falls below the criteria set out in the reserves policy. There are plans to invest from these reserves in 2024/25 and the focus is on continuing to generate surplus income to build the reserves to a healthy balance in future years. The reserves policy is regarded as an indicator rather than as a mandatory requirement. It is reviewed annually, and the Trustees monitor the charities position against the policy on an ongoing basis.

Fundraising

The charity is registered with the Fundraising Regulator and seeks to comply with their code in all respects, including having a complaints policy, and have received no complaints about our fundraising activities. We do not make use of professional fundraisers.

Investment policy

The trustees have not felt it appropriate to invest in any assets other than cash but seek to optimise interest income through conventional short-term deposits with reputable and secure banks. During the year, the trustees remained invested in fixed-term deposits of up to one year to optimise the interest rate return. This is reflected in the balance sheet.

Plans for future periods

Each year, the Board of Trustees reviews with the Charity Executive a rolling strategic plan that looks at the vision and objectives of the charity.

The strategic objectives of the charity focus on developing activities across our three areas of focus: Practice, Support and Influence.

Practice:

1. To develop the charity as a Learning Organisation with a Learning and Research Centre at its heart.
2. To establish a research culture across all services of the Mulberry Bush
3. To establish a specialist therapeutic residential secondary provision.
4. To provide an early years therapeutic provision.
5. To maximise occupancy of the school and to increase the flexibility offered to referring authorities with more 52-week placements and effective step down provision.
6. To extend and intensify our work with families.

Support and Influence:

7. To develop the offer of courses, support and training to reach more people to benefit from the Mulberry Bush Outreach services across education, health, criminal justice and social care.
8. To develop the offer of reflective practice and therapeutic community related courses at the Mulberry Bush Third Space.
9. For Mulberry Bush Consulting to extend its support to leaders and leadership teams in the UK and abroad. Mulberry Bush Consulting will also extend the reach and influence of the International Centre and the Therapeutic Care Journal
10. To further develop the reach and influence of the Mulberry Bush Research, alongside its connection with the Planed Environment Therapy Archive and National Childcare Library. This will involve preparing for a larger scale longitudinal research study with ex-pupils.

Structure, Governance and Management

Trustees of the charity

The directors of the charitable company are its trustees for the purposes of charity law. The trustees who have served during the year and since the year-end are listed on page 2.

Organisational Structure

The prime responsibility of the Board of Trustees is to provide sound governance. The management of the organisation is overseen by the trustees who meet regularly and are responsible for its strategic direction and policy, including the appointment of senior personnel, the review and approval of key operational and financial policies and procedures and the setting of a budget. The Board also operates Education, Care and Treatment, Resources (previously Finance and General Purposes) and such other committees as may be decided from time to time.

In determining the appointment of trustees, the Board of Trustees identifies such skills as may assist in the furtherance of the objects and future development of the organisation and invites new trustees with due regard to their experience and qualifications for office. New trustees are supported in their appointment through the provision of a range of information on the activities of the organisation and publications by the Charity Commission on the formal responsibilities of trustees, together with the opportunity, before their appointment, to attend trustee and other meetings and observe the activity of the organisation.

The Board appointed John Turberville, who succeeded John Diamond on 1 August 2022, as Chief Executive Officer responsible for the development and implementation of the organisation's strategic plan.

The Mulberry Bush Charity Leadership Group currently comprises John Turberville Chief Executive Officer, Sarah Archer Director of Finance, Caryn Onions Head of Research, Lee Wright School Director, Dave Roberts Head of Outreach, Sarah Paget Head of Mulberry Bush Consulting and Jo Mitchell Head of Fundraising and Marketing. The Charity Leadership Group oversees the strategic development of the charity and works with their senior leadership teams to deliver the services of the charity

Remuneration policy

The aggregated cost of employment of the Charity Leadership Group is £562,296 (2023 - £326,464). Remuneration for all staff is managed via an annual Salary Review and reported on to the Resources (previously Finance and General Purposes) Trustee sub-committee.

Governing Document

The organisation is a charitable company limited by guarantee, incorporated in October 1954 and registered as a charity on 5 January 1966. The members of the company comprise the Board of Trustees, together with any other persons invited by the trustees as likely to assist in the furtherance of the objects of the company. The company has no share capital, and the liability of the members is limited to £1 each in the event of the company being wound up.

The organisation is governed by its Memorandum and Articles of Association dated 2 October 1954 as subsequently amended, most recently in December 2019. In October 2008, the company changed its name to "The Mulberry Bush Organisation Limited". In December 2019, the Memorandum and Articles were again updated (and accepted by the Charity Commission) to extend the charitable mission:

'The Mulberry Bush (MB) Charity is a leading charity for advancing education, training, research and specialist therapeutic services for emotionally troubled and traumatised children, young people, adults their families and communities.'

Trustees' responsibilities

The trustees as directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the net movement in funds of the charitable company for that period. In preparing these financial statements, the directors are required to:

(i) Select suitable accounting policies and then apply them consistently.

(ii) Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006.

Trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information. The trustees confirm that there is no relevant information that they know of and which they know the auditors are unaware of.

Principal risks and uncertainties

The Trustees review and consider all of the major risks to which Mulberry Bush services are exposed throughout the year and they have identified the following principal risks as:

1. The operational safety of all those we work with and the 'safer recruitment' of staff appropriate to work with challenging and vulnerable groups.

   Strategies to manage the risk of a serious safeguarding incident or allegation:

   The Charity is committed to supporting the safety and welfare of all those who use our services through active engagement with the current safeguarding agenda. The school has appointed a new post of Designated Safeguarding Lead to oversee school safeguarding practice, policy and procedures.
   The Charity also has a safeguarding lead to help manage any matters that arise through the archive or Outreach services. The charity enacts its commitment to the safeguarding agenda by:

   - Rigorous staff recruitment and vetting procedures. School recruitment is in accordance with the requirements of the Children's Homes Quality Standards under the Care Standards Act 2000 and protocols are also reviewed by Office for Standards in Education (OFSTED).
   - Ensuring the Safeguarding agenda is embedded in all our service policies and in direct work with all those we work with.
   - The close supervision and management of children 24 hours a day.
   - Encouraging independent advocacy for children, regular visits from 'Coram Voice' advocates, and equipping each household with a direct 'Voice' telephone.

- Ensuring all staff have regular supervision and consultation and those working with children have access to our Level 5 training. Due to the vulnerability of many of our client groups, our safeguarding training is enhanced to a 2-year cycle and is to the Oxfordshire Safeguarding Children's Board standard. We also deliver safeguarding training on behalf of the Oxfordshire Safeguarding Board.
- Maintaining an excellent working relationship with the Oxfordshire Schools Safeguarding Team, and the Local Authority Designated Officer, and the Multi Agency Safeguarding Hub (MASH); and
- Maintaining an excellent reputation for working closely with parents, carers and referring authorities over any safeguarding issues.

In managing these risks, the school has developed a rigorous and well documented standard of operational policies which are reviewed as part of the annual visits from OFSTED.

2. Creating a sustainable model of service delivery:

   Strategies to achieve this:

   - To further develop at the heart of the charity as a Learning Organisation, The Mulberry Bush Learning and Research Centre' with office space that reflects the charity commitment to its staff team.
   - To establish a secondary school provision as part of our strategic plan.
   - For the Mulberry Bush Third Space to be fully trading offering research, training, events and outdoor education.
   - The diversification of traded services, such as The Mulberry Bush Outreach and Consulting services, to create new revenue streams for the Charity and further our charitable impact.
   - To develop saleable products that create additional income streams and provide support to purchasers to better understand and work with their clients.
   - To develop our research department to explore what works and share research-based practice.

3. The financial dependence of the school and other MB services on intermittent referrals of children by Local Authorities who are under extraordinary financial pressures, and for the schools, social care, health and criminal justice work of the Outreach and Consulting teams through Department for Education grants and contracted work from Local Authorities and our mainstream and special school client base. This could be further impacted by the ongoing spending squeeze on Local Authorities.

   Strategies to manage or prevent a downturn in referrals:

   - Maintaining and growing a broad referral base of work for both the School from Local Authority referrals from across England and Wales, and for our Outreach and Consulting service from schools, social care, health and criminal justice organisations both regionally and nationally.
   - Business Development Manager able to review and challenge processes and implement changes to increase referrals and business more widely.

4. Recruitment challenges and the recruitment of a skilled staff team in a highly competitive market.

5. The maintenance of a healthy reserve to support the charity through any downturn in activity and income is of central importance to charity management.

6. The strength and stability of the CEO and leadership team remains vital to the stability of the whole charity.

Disclosure of information to the auditors

We, the directors of the company who held office at the date of approval of these financial statements as set out above each confirm, so far as we are aware, that:

- there is no relevant audit information of which the company's auditors are unaware; and
- we have taken all the steps that we ought to have taken as directors to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as company directors.

On behalf of the Board

Chris Pugh, Chair
13 November 2024

Independent auditor's report to the members of The Mulberry Bush Organisation Limited

Opinion

We have audited the financial statements of The Mulberry Bush Organisation Limited (the "charitable company") for the year ended 31 August 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2024 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on The Mulberry Bush Organisation Limited's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.
Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, including the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement [set out on page 10], the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our knowledge and experience;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company.
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence where applicable; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims;
- reviewing relevant correspondence.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities.

This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Robert Kirtland (Senior Statutory Auditor)

For and on behalf of Critchleys Audit LLP (Statutory Auditor)
Beaver House
23-38 Hythe Bridge Street
Oxford
OX1 2EP
18/11/2024

The Mulberry Bush Organisation Limited

Statement of Financial Activities (Including Income and Expenditure Account)

Year ended 31 August 2024

	Note	2024 Unrestricted General £	2024 Unrestricted Designated £	2024 Restricted funds £	2024 Total £	2023 Unrestricted General £	2023 Unrestricted Designated £	2023 Restricted funds £	2023 Total £
Income from									
Donations and grants	2	467,998	-	204,365	672,363	498,776	-	326,190	824,966
Charitable activities	3	5,999,334	-	-	5,999,334	6,013,770	-	-	6,013,770
Investments	4	161,677	-	-	161,677	81,396	-	-	81,396
Total income		6,629,009	-	204,365	6,833,374	6,593,942	-	326,190	6,920,132
Expenditure on:									
Raising funds		174,486	-	-	174,486	103,513	-	-	103,513
Charitable activities	5	7,983,294	19,442	70,382	8,073,118	6,782,556	4,103	203,456	6,990,115
Total expenditure		8,157,780	19,442	70,382	8,247,604	6,886,069	4,103	203,456	7,093,628
Net income/(expenditure)		(1,528,771)	(19,442)	133,983	(1,414,230)	(292,127)	(4,103)	122,734	(173,496)
Transfers between funds		217,423	-	(217,423)	-	393,975	-	(393,975)	-
Net movement in funds		(1,311,348)	(19,442)	(83,440)	(1,414,230)	101,848	(4,103)	(271,241)	(173,496)
Reconciliation of funds:									
Total funds brought forward	17	11,350,477	43,016	417,059	11,810,552	11,248,629	47,119	688,300	11,984,048
Total funds carried forward	17	10,039,129	23,574	333,619	10,396,322	11,350,477	43,016	417,059	11,810,552

All income and expenditure derive from continuing activities.

The statement of financial activities includes all gains and losses recognised during the year.

The Mulberry Bush Organisation Limited

Balance Sheet

Year ended 31 August 2024

	Note	2024 £	2023 £
Fixed assets			
Intangible assets	12	46,103	-
Tangible assets	13	6,126,977	6,247,829
Current assets			
Debtors	14	322,039	381,574
Investment in cash deposits		3,000,000	2,250,000
Cash at bank and in hand		1,432,158	3,344,674
		4,754,197	5,975,248
Creditors: amounts falling due within one year	15	(530,955)	(413,525)
Net current assets		4,223,242	5,562,723
Net assets		10,396,322	11,810,552
Charity funds			
Restricted funds	17	333,619	417,059
Unrestricted funds	17	10,062,703	11,393,493
Total charity funds		10,396,322	11,810,552

The financial statements were approved and authorised for issue by the Board on 13 November 2024.

Signed on behalf of the Board of Trustees



Chris Pugh, Chair
13 November 2024

The notes on pages 20 to 31 form part of these financial statements.

Company registration number: 538828

The Mulberry Bush Organisation Limited

Statement of Cash Flow

Year ended 31 August 2024

	Note	2024 £	2023 £
Cash flow from operating activities	19	(945,799)	(290,122)
Interest paid		-	-
Net cash flow from operating activities		(945,799)	(290,122)
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(293,245)	(428,667)
Payments to acquire intangible fixed assets		(55,867)	-
Investments in cash deposits		(750,000)	(2,250,000)
Proceeds from sale of tangible fixed assets		256	600
Interest received		132,139	50,496
Net cash flow from investing activities		(966,717)	(2,627,571)
Net cash flow from financing activities		-	-
Net (decrease)/increase in cash and cash equivalents		(1,912,516)	(2,917,693)
Cash and cash equivalents at 1 September 2023		3,344,674	6,262,367
Cash and cash equivalents at 31 August 2024		1,432,158	3,344,674
Cash and cash equivalents consists of:			
Cash at bank and in hand		182,158	1,344,674
Short term deposits available with 90 days notice		1,250,000	2,000,000
Cash and cash equivalents at 31 August 2024		1,432,158	3,344,674

1 Summary of significant accounting policies

(a) General information and basis of preparation

The Mulberry Bush Organisation Limited is a charitable company registered in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 2 of these financial statements. The nature of the charity's operations and principal activities is the provision of residential care, education, treatment and therapy and an outreach and training service.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with 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, the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice effective 1 January 2015.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

(b) Funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds is charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

(c) Income recognition

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

No amount is included in the financial statements for volunteer time, in line with the SORP (FRS 102).

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

(c) Income recognition (continued)

The charity receives government grants in respect of both The Mulberry Bush School and Outreach. Income from government and other grants is recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement were not met, then the amounts would be deferred.

Interest income is recognised in the period in which it is earned.

(d) Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes the relevant proportion of salary costs, the cost of events and the cost of collecting income.
- Expenditure on charitable activities includes the direct costs of running and promoting the school and teaching school plus an allocation of support costs.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

(e) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

The analysis of these costs is included in note 6.

(f) Leased assets

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are recognised as resources expended as incurred.

(g) Intangible assets

Intangible assets are stated at cost less accumulated amortisation, cost includes costs directly attributable to making the asset capable of operating as intended.

Amortisation is provided on all intangible assets over a three-year useful life.

(h) Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation and any accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Freehold land	Nil
Freehold buildings	40 years
Furniture and equipment	20%
Vehicles	25% on the reducing balance method

(i) Current asset investments

Cash held on deposit with a maturity date more than 3 months at the date of acquisition are recognised as current asset investments. Cash held on deposit and available within 90 days are recognised as short term deposits within Cash at bank and in hand.

(j) Creditors payable within one year

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.

(k) Employee benefits

The charity operates defined contribution plans for the benefit of its non-teaching staff and contributions are expensed as they become payable. Teaching staff are members of the Teachers' Pension Scheme which is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charity in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. The TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

(l) Tax

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

(m) Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

2 Income from donations and grants

	2024	2023
	£	£
Gifts	324,564	471,835
Grants	347,799	353,131
	672,363	824,966

3 Income from charitable activities

	2024	2023
	£	£
Mulberry Bush School - Practice	5,411,160	5,615,030
Mulberry Bush Learning & Research – Support	583,829	398,740
Mulberry Bush Third Space – Influence	4,345	-
	5,999,334	6,013,770

4 Income from investments

	2024	2023
	£	£
Interest receivable	161,677	81,396

5 Analysis of expenditure on charitable activities

2024	Activities undertaken directly	Support costs	Total
	£	£	£
Mulberry Bush School - Practice	5,148,309	1,512,588	6,660,897
Mulberry Bush Learning and Research Centre - Support	1,078,143	166,511	1,244,654
Mulberry Bush Third Space - Influence	141,950	25,617	167,567
	6,368,402	1,704,716	8,073,118

2023	Activities undertaken directly	Support costs	Total
	£	£	£
Mulberry Bush School - Practice	5,234,280	1,316,216	6,550,496
Mulberry Bush Learning and Research Centre - Support	148,771	199,598	348,369
Mulberry Bush Third Space - Influence	18,503	72,747	91,250
	5,401,554	1,588,561	6,990,115

6 Allocation of support costs

2024

	Basis of allocation	Practice	Support	Influence	Total
		£	£	£	£
Staff	Actual	455,658	69,689	10,721	536,068
Premises	Actual	24,929	3,813	586	29,328
IT support	Per head	135,826	20,773	3,196	159,795
Insurance	Per head	75,718	11,580	1,782	89,080
Marketing	Per head	78,650	12,029	1,851	92,530
Professional fees	Per head	115,146	17,611	2,709	135,466
Other	Per head	203,055	31,016	4,772	238,843
Depreciation	Actual	423,862	-	-	423,862
Disposals	Actual	(256)	-	-	(256)
Total		1,512,588	166,511	25,617	1,704,716

6 Allocation of support costs (continued)

2023

	Basis of allocation	Practice	Support	Influence	Total
		£	£	£	£
Staff	Actual	216,908	-	-	216,908
Premises	Actual	148,362	118,251	55,316	321,929
IT support	Per head	137,126	19,391	4,155	160,672
Insurance	Per head	69,671	9,852	2,111	81,634
Office	Per head	118,901	16,814	3,603	139,318
Public relations	Per head	83,694	11,835	2,536	98,065
Professional fees	Per head	147,223	20,819	4,461	172,503
Other	Per head	17,774	2,634	564	20,972
Depreciation	Actual	375,560	-	-	375,560
Disposals	Actual	1,000	-	-	1,000
Total		1,316,220	199,596	72,746	1,588,561

7 Governance costs

	Note	2024	2023
		£	£
Trustee remuneration	10	-	-
Trustee expenses		515	1,199
Auditor's remuneration (including expenses)	9	9,960	9,060
Auditor's non-audit remuneration		3,954	1,824
		14,429	12,083

8 Net income/(expenditure) for the year

Net income/(expenditure) is stated after charging/(crediting):

	2024	2023
	£	£
Depreciation of tangible fixed assets	414,098	375,560
Amortisation of intangible assets	9,764	-
(Gain)/Loss on disposal of assets	(256)	1,000

9 Auditor's remuneration

	2024 £	2023 £
Fees payable to the charity's auditor to audit the annual accounts	9,960	9,060
Fees payable to the charity's auditor for other services:		
Audit-related assurance	1,260	1,440
Other services	2,694	384
	3,954	1,824

10 Trustees' and key management personnel remuneration and expenses

The trustees neither received nor waived any remuneration during the year (2023 - Nil).

The total amount of employee benefits received by key management personnel was £562,296 (2023 - £294,018). The Trust considers its key management personnel comprise its trustees and charity leadership team.

The reimbursement of trustees' expenses was as follows:

	2024 Number	2023 Number	2024	2023
Travel	3	3	515	1,199

11 Staff costs and employee benefits

The average monthly number of employees and full time equivalent (FTE) during the year was as follows:

	2024 Number	2024 FTE	2023 Number	2023 FTE
Raising funds	3	2.4	3	2
Charitable activities:				
Mulberry Bush School	102	97.1	99	91.5
Mulberry Bush Learning & Research	25	24.8	14	13.2
Mulberry Bush Third Space	1	1	3	2
	131	125.3	119	108.7

The total staff costs and employees' benefits was as follows:

	2024 £	2023 £
Wages and salaries	5,010,391	4,207,691
Social security	517,114	438,897
Apprenticeship levy	9,999	6,343
Defined contribution pension costs	357,576	323,988
	5,895,080	4,976,919

No termination payments were made during the year (2023 - £2,291).

11 Staff costs and employee benefits continued

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 is as follows:

	2024 Number	2023 Number
£60,001 - £70,000	3	4
£70,001 - £80,000	5	2
£80,001 - £90,000	-	-
£90,001 - £100,000	-	-
£100,001 - £110,000	-	1
£110,001 - £120,000	1	-

12 Intangible assets

	Intangibles Software £	Total £
Cost or valuation:		
At 1 September 2023	-	-
Additions	55,867	55,867
Disposals	-	-
At 31 August 2024	55,867	55,867
Amortisation:		
At 1 September 2023	-	-
Charge for the year	(9,764)	(9,764)
Disposals	-	-
At 31 August 2024	(9,764)	(9,764)
Net book value:		
At 31 August 2024	46,103	46,103
At 31 August 2023	-	-

13 Tangible fixed assets

	Freehold land and buildings £	Furniture and equipment £	Motor vehicles £	Total £
Cost or valuation:				
At 1 September 2023	8,501,499	476,776	128,315	9,106,590
Additions	198,848	70,728	23,670	293,246
Disposals	(5,063)	(12,420)	-	(17,483)
At 31 August 2024	8,695,284	523,084	151,985	9,382,353
Depreciation:				
At 1 September 2023	2,453,529	295,997	109,235	2,858,761
Charge for the year	344,588	63,260	6,250	414,098
Disposals	(5,063)	(12,420)		(17,483)
At 31 August 2024	2,793,054	346,837	115,485	3,255,376
Net book value:				
At 31 August 2024	5,902,230	188,247	36,500	6,126,977
At 31 August 2023	6,047,849	180,779	19,081	6,247,829

14 Debtors

	2024	2023
	£	£
Trade debtors	123,937	174,376
Prepayments	91,708	67,940
Other debtors	106,394	139,260
	322,039	381,576

15 Creditors: amounts falling due within one year

	2024	2023
	£	£
Operating creditors	168,376	88,576
Creditors in respect of fixed assets	-	85,757
Other tax and social security	134,704	113,299
Deferred income	104,259	18,122
Pensions liability	48,462	46,789
Other creditors and accruals	75,154	60,982
	530,955	413,525

	2024	2023
	£	£
Deferred income at 1 September 2023	18,122	127,296
Released from previous years	(18,122)	(127,296)
Resources deferred in the period	104,259	18,122
Deferred income at 31 August 2024	104,259	18,122

16 Contingent liabilities

There were no contingent liabilities at 31 August 2024 (2023 – Nil).

17 Fund reconciliation

Unrestricted funds

2024	Balance at 1 September 2023	Income	Expenditure	Transfers	Balance at 31 August 2024
	£	£	£	£	£
General	11,350,477	6,629,009	(8,157,780)	217,423	10,039,129
Designated:					
Additional resources	43,016	-	(19,442)		23,574
	11,393,493	6,629,009	(8,177,222)	217,423	10,062,703

2023	Balance at 1 September 2022	Income	Expenditure	Transfers	Balance at 31 August 2023
	£	£	£	£	£
General	11,248,629	6,593,942	(6,886,069)	393,975	11,350,477
Designated:					
Additional resources	47,119	-	(4,103)	-	43,016
	11,295,748	6,593,942	(6,890,172)	393,975	11,393,493

Restricted funds

2024	Balance at 1 September 2023	Income	Expenditure	Transfers	Balance at 31 August 2024
	£	£	£	£	£
Refurbishment	316,675	156,382	-	(192,133)	280,924
WOYL	15,000	12,310	(8,540)	(6,460)	12,310
Vehicles	2,870	10,190	-	(23,960)	(10,900)
Archive	-	750	-	-	750
Education	601	-	(5,731)	5,130	-
Group work	-	5,000	-	-	5,000
Swings	107	-	-	-	107
Bikes	-	730	-	-	730
Picnic Benches	-	1,000	(1,000)	-	-
Bramble House	-	5,000	-	-	5,000
Library	1,304	-	(773)	-	531
Outreach work	80,502	-	(43,118)	-	37,384
iPads	-	13,003	(11,220)		1,783
	417,059	204,365	(70,382)	(217,423)	333,619

Restricted funds (continued)

2023	Balance at 1 September 2022	Income	Expenditure	Transfers	Balance at 31 August 2023
	£	£	£	£	£
Playgrounds	12,120	-	12,120	-	-
Refurbishment	611,412	99,238	-	(393,975)	316,675
School	-	16,588	16,588	-	-
Jigsaw kitchen	-	35,168	35,168	-	-
WOYL	-	15,000	-	-	15,000
Vehicles	4,717	-	1,847	-	2,870
Archive	(252)	252	-	-	-
Education	3,004	-	2,403	-	601
Group work	5,000	-	5,000	-	-
Swings	-	1,944	1,837	-	107
Library	3,347	-	2,043	-	1,304
Outreach work	38,822	140,000	98,320	-	80,502
Research work	10,130	18,000	28,130	-	-
	688,300	326,190	203,456	(393,975)	417,059

Fund descriptions

a) Unrestricted funds are held to help fulfil The Mulberry Bush charitable objects and underpin its risk management and reserves policy.

b) Designated funds are unrestricted funds earmarked by the trustees for projects and resources directed at the development of the charity.

c) Restricted funds have restrictions on their use imposed by the donor or through the terms of an appeal.

- The Refurbishment fund is being used for site improvements and refurbishment. Initially, this was set up with money raised by the 70th anniversary appeal.
- The WOYL (Women of the Year Lunch) fund in 22/23 was to pay for the September 2023 Women of the Year Lunch fundraising event. Unspent money from 22/23 has been transferred to the refurbishment fund. The WOYL fund in 24/25 was to pay for the September 2024 fundraising event, money raised from ticket sales was to contribute to the vehicle fund. Monies will continue to be received from ticket sales into 2024 ahead of the event and will contribute to the vehicle fund, any remaining funds will be transferred to unrestricted.
- The Vehicles fund was used for the purchase of vehicles for The Mulberry Bush Outreach, funding from the 2024 WOYL ticket sales was used to fund the vehicle purchases.
- The Archive fund comes from a grant for conservation work.
- The Education fund was set up from a gift to support the children's education at the head teacher's discretion.
- The Group work fund was set up to help kick start a Mulberry Bush Outreach project.
- The swings fund is from a donation for the purchase of new swings.
- The library fund has money which was given for books for the children at the School.

- The Mulberry Bush Outreach work fund funds some work with several primary schools who have a significant proportion of pupils with SEMH difficulties.

Fund descriptions continued

- The Mulberry Bush Research work fund contributed to the cost of employing a research assistant.
- The bikes fund is from donations for the purchase of children's bikes at the school.
- Bramble House is a donation provided specifically for the training of Therapeutic Care Practitioners within the new 52-week house
- The iPads relates to specific donations raised for the school to provide iPads for the children to use.

18 Analysis of net assets between funds

2024	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Fixed assets	6,126,977	-	-	6,126,977
Intangible assets	46,103			46,103
Investment in cash deposits	3,000,000	-	-	3,000,000
Cash at bank and in hand	1,051,879	23,574	356,705	1,432,158
Other net current liabilities	(185,830)	-	(23,086)	(208,916)
Total	10,039,129	23,574	333,619	10,396,322

2023	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Fixed assets	6,244,959	-	2,870	6,247,829
Investment in cash deposits	2,250,000	-	-	2,250,000
Cash at bank and in hand	2,871,966	43,015	429,693	3,344,674
Other net current liabilities	(16,447)	-	(15,504)	(31,951)
Total	11,350,478	43,015	417,059	11,810,552

19 Reconciliation of net income to net cash flow from operating activities

	2024 £	2023 £
Net income for the year	(1,414,230)	(173,496)
Interest receivable	(161,677)	(81,396)
Depreciation of tangible & intangible assets	423,862	375,560
Loss/(Gain) on disposal of tangible fixed assets	(256)	1,000
Decrease/(increase) in debtors	89,072	(63,268)
Increase/(decrease) in creditors	117,430	(348,522)
Net cash flow from operating activities	(945,799)	(290,122)

20 Pensions and other post-retirement benefits

The charity operates defined contribution pension plans for its employees. The amount recognised as an expense in the period was £357,576 (2023 - £323,988).

21 Financial commitments

The charity has an operating lease related to an office and meeting room facility, used principally as the Learning & Research Centre, under which £29,328p.a. is payable by monthly instalments until the lease expires on 25 February 2025. £29,328 was paid during the year; £14,664 is payable within one year.

The charity has a lease agreement with IBS Office Solutions for photocopier rental across all three sites: Standlake school, Linden House, and Toddington. Monthly costs are invoiced based on usage, £7,061 was paid during the year.

22 Related party transactions

There were donations from trustees totalling £435 (2023 - £846).

Travelling expenses totalling £515 were paid to three trustees (2023 - £1,199 to three trustees).

There is one member of staff that is the wife of the CEO. No specific related party transactions are noted other than remuneration. Remuneration for all staff is managed via an annual Salary Review conducted by HR who review all salaries in conjunction with existing market rates. The review is independently overseen and approved by the Resources (previously Finance and General Purposes) Trustee sub-committee.

23 Post balance sheet events

There have been no events since the year end which need to be reported (2023 - None).

THE MULBERRY BUSH ORGANISATION LTD

England & Wales - Charity number 309565

Accounts

The Mulberry Bush Organisation Limited
Financial Statements
Year ended 31 August 2023

Charity registration number: 309565
Company registration number: 538828

The Mulberry Bush Organisation Limited

Financial Statements

Year ended 31 August 2023

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The Mulberry Bush Organisation Limited

Charity Reference and Administrative Details

Year ended 31 August 2023

Charity registration number	309565
Company registration number	538828
Trustees	Margaret Eynon Zoe Lattimer Rosemary Lilley Tina Malhotra (up to 6 October 2023) Simon Peacock Hugh Pidgeon Heather Price (up to 30 September 2023) Chris Pugh (Chair) Richard Rollinson Michael Sarrington Satvinder Sondhi Mark Thomas Gordana Turudija-Austin
Chief executive officer	John Turberville
Registered office	Abingdon Road Standlake Witney OX29 7RW
Auditor	Critchleys Audit LLP Chartered Accountants Beaver House 23 - 38 Hythe Bridge Street Oxford OX1 2EP
Solicitors	MW Solicitors 34 Bell Street Reigate Surrey RH27SL
Bankers	National Westminster Plc 21 High Street Witney Oxon OX28 6HU

The trustees present their report and the audited financial statements of the charity for the year ended 31 August 2023. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published on 16 July 2014.

Structure, governance and management

Governing Document

The organisation is a charitable company limited by guarantee, incorporated in October 1954 and registered as a charity on 5 January 1966. The members of the company comprise the Board of Trustees, together with any other persons invited by the trustees as likely to assist in the furtherance of the objects of the company. The company has no share capital and the liability of the members is limited to £1 each in the event of the company being wound up.

The organisation is governed by its Memorandum and Articles of Association dated 2 October 1954 as subsequently amended, most recently in December 2019. In October 2008, the company changed its name to "The Mulberry Bush Organisation Limited". In December 2019, the Memorandum and Articles were again updated (and accepted by the Charity Commission) to extend our charitable mission:

'The MB Charity will be a leading charity for advancing the education, training, research and specialist therapeutic services for emotionally troubled and traumatised children, young people, adults their families and communities.'

Objectives and activities

The Mulberry Bush Charity operates (1) The Mulberry Bush Learning and Research Centre, (2) The Mulberry Bush School and (3) the Mulberry Bush Third Space (MB3).

1. In 2018 we created The Mulberry Bush Learning and Research Centre, as a way to bring together and consolidate our Outreach, Research and Consulting work under one organisational identity.

    - The Mulberry Bush Outreach: provides psychodynamic, reflective and attachment based outreach training, support and consultancy to Schools, Children's Homes, Foster Care, Children's Social Care, Criminal Justice and those working with all those troubled and traumatised as children. We have an increasing number of accredited courses including our Level 5 Foundation degree accredited by the University of the West of England (UWE) in 'therapeutic work with children and young people', and our Level 4 Certificate in Therapeutic Childcare which are delivered internally to our staff and to staff teams across the country.

    - The Mulberry Bush Research: was established in September 2017 to ensure our practice is underpinned by a robust evidence base, and to extend our influence into academic networks involved in researching the needs of traumatised children, young people, their families and communities.

    - Mulberry Bush Consulting was started in April 2022 and provides Executive Coaching, Leadership Coaching, Mentoring, Organisational Development Consultancy and Organisation Change Consultancy to individuals and organisations in the UK and abroad. It works with individuals and organisations to support the development of therapeutic approaches and

Objectives and activities (continued)

- reflective practice. Mulberry Bush Consulting also oversees the development of The International Centre for Therapeutic Care, a free global alliance with networks across Africa, Europe, USA, and Australia, and its 'voice' The Therapeutic Care Journal (The TCJ). The mission of the International Centre via the TCJ is 'to share models of therapeutic care, and to extend the influence and insights gained from our member networks, in order to improve services and outcomes for traumatised children, young people their families and communities'.

2. The Mulberry Bush School provides residential care, education, treatment and therapy for up to 31 children aged 5 to 13 who, due to early emotional deprivation, abuse and neglect, have severe social, emotional and mental health difficulties. As a result of their experiences, they are left mistrustful, impulsive, aggressive, sexualised and unable to form appropriate relationships. The aim of the school is to equip each child with personal, emotional, social and learning skills and the ability to cope within a family, local school or community environment. The school also works with the children's families to help stabilise home placements and support reintegration to the home setting. The school is one of the leading providers of such integrated and multi-disciplinary therapeutic services to this age group. Children are placed at the school following an assessment of needs carried out in close association with referring local authorities and the child's family. All fees are paid by their local authority.

3. The Mulberry Bush Third Space: in Toddington, Gloucestershire, is being developed as a centre for training and learning about therapeutic approaches and reflective practice. It has both residential and day facilities and its culture reflects therapeutic community principles. The Mulberry Bush Third Space is enriched for research and study by the Planned Environment Therapy Archive, which holds collections related to the therapeutic community and progressive schools movements. It also holds the National Childcare Library. The archive links closely to our Research team.

Public benefit statement

In setting objectives and planning activities, the Trustees have given careful consideration to the Charity Commission's general guidance on the provision of public benefit. Our 2021/22 Impact Report evidences data from across our services.

The public benefit and impact of our charitable work is achieved through providing education, training, research and specialist therapeutic services to enable the social inclusion and reintegration of children, young people, adults, their families and communities and all those who are made vulnerable by early years' trauma and mental health difficulties back into family, school, community and social life. Without a robust and meaningful early intervention, the children, young people, families and clients who use our charitable services are at serious risk of future social marginalisation, becoming victims of criminal and gang culture, sexual exploitation, or radicalisation by extremist ideologies, and they are more likely to be on a trajectory towards long term secure-estate or psychiatric facilities. By breaking cycles of abuse and working with those struggling with the impact of early life trauma, the work of the charity builds social capital, and provides significant cost saving to the taxpayer over each potential life cycle.

Trustees of the charity

The directors of the charitable company are its trustees for the purposes of charity law. The trustees who have served during the year and since the year-end are listed on page 2.

Organisational Structure

The prime responsibility of the Board of Trustees is to provide sound governance. The management of the organisation is overseen by the trustees who meet regularly and are responsible for its strategic direction and policy, including the appointment of senior personnel, the review and approval of key operational and financial policies and procedures and the setting of a budget. The Board also operates Education, Care and Treatment, Finance and General Purposes and such other committees as may be decided from time to time.

In determining the appointment of trustees, the Board of Trustees identifies such skills as may assist in the furtherance of the objects and future development of the organisation and invites new trustees with due regard to their experience and qualifications for office. New trustees are supported in their appointment through the provision of a range of information on the activities of the organisation and publications by the Charity Commission on the formal responsibilities of trustees, together with the opportunity, before their appointment, to attend trustee and other meetings and observe the day to day activity of the organisation.

The Board has appointed John Turberville, who succeeded John Diamond on 1 August 2022, as Chief Executive Officer responsible for the development and implementation of the organisation's strategic plan.

The Mulberry Bush Organisation (MBO) Charity Leadership Group currently comprises John Turberville Chief Executive Officer, David Bowman Director of Finance, Caryn Onions Head of Research, Lee Wright School Director, Dave Roberts Head of Outreach, Sarah Paget Head of Mulberry Bush Consulting and Jo Mitchell Head of Fundraising and Marketing. The Charity Leadership Group oversees the strategic development of the charity and work with their senior leadership teams to deliver the services of the charity.

Remuneration policy

The aggregated cost of employment of the MBO Charity Leadership Group is £326,464 (2022 - £314,544). Remuneration for all staff is managed via an annual Salary Review and reported on to the Finance and General Purposes Trustee sub-committee.

Strategic Report

Achievements and performance (including principal risks and uncertainties, development and performance and key performance indicators).

Over 2022/23 with a new CEO in post, the focus has been on establishing and developing the Charity Leadership Group (CLG). This group has responsibility for the strategic leadership of the charity and includes the School Director, Head of Outreach, Head of Research, Head of Consulting, the Director of Finance, Head of Fundraising / Marketing and the CEO.

The charity's Strategic Plan, which has been integrated with the charity's Theory of Change, sets out our priorities for growth and development over the next 5 years.

The charity continues to develop its commitment to linking research training and practice, as a Learning Organisation, and has agreed to further develop the Learning and Research Centre at the heart of the charity, enhancing its use of the heritage and legacy of the charity's work. This will ensure that teaching and research come together to enable the highest quality practice, to improve the lives of people troubled and traumatised as children.

Strategic Report (continued)

The charity continues to extend the range and reach of its services offered locally, regionally, nationally and internationally. This growth is focussed on the work of the Outreach team and Consulting service, although bookings at The Mulberry Bush Third Space, our site in Toddington have increased.

Outreach has continued the funded projects supporting Nurturing Practices in schools in the Thames Valley and inclusion in schools in Coventry. They have been training social care staff in private and Local Authority settings in the Thames Valley, Dorset and London; in Therapeutic Work with Children and Young people.

Outreach have also secured a substantial new contract to train staff for the UK's first Therapeutic Youth Secure setting. The team have written a Emotional and Social Curriculum for schools and this has been sold with accompanying training in this country and abroad.

Mulberry Bush Consulting led work with children's homes in Malta and is supporting Latvia to develop therapeutic models of care for children and young people. In this country, the Consulting service has worked in schools and with mental health providers, supporting leadership teams.

The school over this past year has at the same time as continuing to re-introduce its therapeutic community practice model following the pandemic, has taken the opportunity to review the structure of its model. This has coincided with recruitment challenges, especially in group living. This has meant the temporary closure of one house and one class, which has limited child numbers to a maximum of 24. Interest in placements remains high.

With the appointment of a new venue lead for The Mulberry Bush Third Space, bookings for training and events have improved. We have also appointed another archivist to sort and catalogue the Mulberry Bush collection of files and papers. The archive has welcomed more visiting groups and academics.

Mulberry Bush Research have secured funding with a team from the Open University for a pilot research project, looking at the viability of a bigger longitudinal study into the schools outcomes for ex-pupils.

The charity continues to have a focus on sharing leadership responsibility for the shared income across all services and also sharing the equal importance of charitable impact. The charity continues to organise delivery of the charitable impact across three headings: practice, support and influence.

The fundraising and marketing functions of the charity have continued to grow in importance as the charity grows, supporting the resourcing of existing activities and sourcing funds for the development of new activities. Marketing has been enhanced over this year to support the development of the charity's work.

An HR manager has been recruited in October 2023 to strengthen recruitment and retention and the management of the staff team, the charity's most valuable resource.

With all this growth, the charity is securing larger office premises.

Practice

The Mulberry Bush School offers specialist residential step down school provision for up to 31 children, in its 38 week 'term time' households or its 52 week 'year round' households. The school also has a team of practitioners working with families of children placed and therapists who provide therapy to children and advise staff on the therapeutic approach through the treatment team process. The primary aged children have complex social, emotional and mental health needs.

The Mulberry Bush School enables us to reach up to 31 children and their families, either in 38 week 'term time' placements, or our 52 week, year round service. The school aims to increase the number of 52 week spaces over the coming year in the new model. The school continues to receive strong referrals from a broad range of Local Authorities.

It is an indication of the dedication and commitment of staff across this time with the impact of the pandemic on the service, that the children continued to make outstanding social and emotional progress. The staff team continue to adapt the provision to recapture the therapeutic community model and practices of working in larger groups and as a community.

The School continues to be accredited by the Royal College of Psychiatrists as a therapeutic community.

Mulberry Bush Outreach continues to provide training, support and mentoring to help us reach hundreds of people through our 'support' heading, to providers in the education, social care, criminal justice and health sectors.

In education the main focus is on mainstream and special schools, and largely now focusing on cultural change informed by therapeutic principles. The Emotional and Social curriculum supports schools to work with their most challenging children to make social and emotional progress.

For social care, our Foundation degree continues to be the main vehicle of training for our school staff and this with our accredited level 4 qualification in Therapeutic Work with Children is being delivered to external students locally and in Dorset. This Level 4 qualification is currently being adapted to train approximately 200 staff in Kent for a new Therapeutic Youth Secure setting.

The Therapeutic Communities and Environments Practitioner Training (TCEPT), is still being prepared for delivery. However, the experiential Living Learning Environment (LLE) course, designed to further the training of people interested in therapeutic community work, has been successfully delivered a number of times at The Mulberry Bush Third Space.

Development of the Fundraising and Marketing Team

In 2022/23 we further developed the capacity of the Fundraising and Marketing team with the appointment of a Senior Marketing and Communications Manager and a Digital Marketing Executive. This alongside our enhanced Fundraising team was a strategic decision to professionalise our marketing and grow fundraised income in support of the development of services that would advance our charitable mission and objectives.

Support and influence

The Mulberry Bush Research, aims to develop and shape a research culture to influence practice within The Mulberry Bush (MB) and other schools, agencies and providers of care to vulnerable and traumatised children and their families, and those who work with them. We collaborate with researchers in academic and other settings. In 2023, we added a Data Analyst and Research Assistant to build the capacity of our research team.

Our aim is to reach out and influence thousands of lives, through the activity of The Mulberry Bush Third Space, and the International Centre for Therapeutic Care and The Therapeutic Care Journal.

The Mulberry Bush Third Space provides a study and archive centre which holds the Planned Environment Therapy Archive and The National Childcare Library. This quiet rural site in Gloucestershire runs activities which include research, training, events and outdoor activities and education opportunities. The growth of the Archive team has strengthened the capacity and activity of the team to :

- engage with academics who visit from all over the world,
- engage with new and existing stakeholders, and
- accelerate the work of sorting and cataloguing collections.

Support and influence (continued)

The membership of the International Centre reached 458 people across our networks in the UK, Europe, Africa, Australia and the USA. Our online 'Therapeutic Care Journal' continues to be the main vehicle for communicating with these networks, with currently 1100 subscribers but thousands more across the world accessing the journal. Across 2022/23 we continued successful working partnerships with international organisations; International Federation of Educative Communities (FICE), Family for Every Child FFEC), and the UK based Institute for Recovery from Childhood Trauma (IRCT), with a conference planned for 2024.

Principal risks and uncertainties

The Trustees review and consider all of the major risks to which Mulberry Bush services are exposed throughout the year and they have identified the following principal risks as:

1. The operational safety of all those we work with and the 'safer recruitment' of staff appropriate to work with challenging and vulnerable groups.

   Strategies to manage the risk of a serious safeguarding incident or allegation:

   The Charity is committed to supporting the safety and welfare of all those who use our services through active engagement with the current safeguarding agenda. The school has appointed a new post of Designated Safeguarding Lead to oversee school safeguarding practice, policy and procedures.
   The Charity also has a safeguarding lead to help manage any matters that arise through the archive or Outreach services. The charity enacts its commitment to the safeguarding agenda by:

   - Rigorous staff recruitment and vetting procedures. School recruitment is in accordance with the requirements of the Children's Homes Quality Standards under the Care Standards Act 2000 and protocols are also reviewed by OFSTED. The appointment of a full time HR manager will strengthen practice.
   - Ensuring the Safeguarding agenda is embedded in all our service policies and in direct work with all those we work with.
   - The close supervision and management of children 24 hours a day;
   - Encouraging independent advocacy for children, regular visits from 'Coram Voice' advocates, and equipping each household with a direct 'Voice' telephone;
   - Ensuring all staff have regular supervision, consultation and those working with children have access to our Level 5 training. Due to the vulnerability of many of our client groups, our safeguarding training is enhanced to a 2 year cycle and is to the Oxfordshire Safeguarding Children's Board standard. We also deliver safeguarding training on behalf of the Oxfordshire Safeguarding Board.
   - Maintaining an excellent working relationship with the Oxfordshire Schools Safeguarding Team, and the Local Authority Designated Officer, and the Multi Agency Safeguarding Hub (MASH); and
   - Maintaining an excellent reputation for working closely with parents, carers and referring authorities over any safeguarding issues.

   In managing these risks, the school has developed a rigorous and well documented standard of operational policies which are required and checked procedures by the annual visits of the Office for Standards in Education (OFSTED).

Principal risks and uncertainties (continued)

2. Creating a sustainable model of service delivery:

   Strategies to achieve this:

   - To further develop at the heart of the charity as a Learning Organisation, 'The Mulberry Bush Learning and Research Centre' with office space that reflects the charity commitment to its staff team.
   - To establish a secondary school as part of our current strategic plan.
   - For the Mulberry Bush Third Space to be fully trading offering research, training, events and outdoor education.
   - The diversification of traded services, such as The Mulberry Bush Outreach and Consulting services, to create new revenue streams for the Charity and further our charitable impact.
   - To develop saleable products that create additional income streams and provide support to purchasers to better understand and work with their clients.
   - To develop our research department to explore what works and share research-based practice.

3. The financial dependence of the school and other MB services on intermittent referrals of children by Local Authorities who are under extraordinary financial pressures, and for the schools and social care work of the Outreach Team through Department for Education grants and contracted work from Local Authorities and our mainstream and special school client base. This could be further impacted by the ongoing spending squeeze on Local Authorities.

   Strategies to manage or prevent a downturn in referrals:

   - Maintaining and growing a broad referral base of work for both the School from Local Authority referrals from across England and Wales, and for our Outreach service from schools and social care organisations both regionally and nationally. School leaders have been meeting with commissioners across the country to promote the work of the school, hear about their needs and ensure widespread knowledge of the outcomes achieved.
   - We have committed ourselves to a new financial model which regards all income as a shared charity resource, and with a new emphasis on maximising our charitable impact.

4. Recruitment challenges and the recruitment of a skilled staff team in a highly competitive market.

5. The maintenance of a healthy reserve to support the charity through any downturn in activity and income is of central importance to charity management.

6. The replacement of the retiring CEO and transition over the past year to new leadership has been crucial. The new CEO, a known leader, and the strength and stability of the leadership team with the development of the Charity Leadership Group remains vital to the stability of the whole enterprise.

7. The risk of covid impacting the running of the charity has further diminished over 2022/23.

Financial review

The charity has been diversifying its service to help transform the lives of all those affected by childhood trauma. Having safely managed the charity through the period of lockdowns with some caution, the focus has since been on growth and development.

The main areas of growth are likely to be from Outreach activities. Income generated by these activities over the last year were above budget.

The Mulberry Bush Third Space did not make progress because there was a long period when there was no one in post with responsibility for revenue generation. Consequently, income was behind budget.

The principal income generating activity of the charity remains the School at Standlake and the critical financial measure of performance is the occupancy level. Occupancy of our 38 week service was lower than we had planned for and so income was less than we had budgeted for. However, occupancy of our 52 week service was higher and so overall, income was higher than budget. Income for the two parts of that service were, however, less than we had planned and budgeted for.

The general fund income for the year in respect of the provision of education and childcare services was £6,013,770 compared to £6,115,534 in 2022, a decrease of 16%.

Donated income from gifts and grants (including grants from central government) was £824,966, compared to £667,177 in 2022, an increase of 24% with an increase in the core central government funding which comes to us via the Department of Education and improved fundraising results from our developing fundraising team.

Expenditure on charitable activities was higher at £6,990,115 compared to £6,504,395 in 2022, an increase of 7% which we believe has translated into increased charitable impact, albeit impact which did not always generate income for us. Our major cost is our staff costs which increased by 2%, less than we had budgeted for because of the difficulties of recruitment into certain positions in the school service. We made extensive use of agency staff and consultants to help us move things forward in the absence of employed staff.

The total of cash deposits and bank balances as at 31 August 2023 was £5,594,674 (2022: £6,262,367) of which £413,525 was held to meet current liabilities. The decrease in cash and bank balances was mainly due to expenditure on the refurbishment of houses.

Total reserves are £11,810,552 of which £417,049 are in restricted funds and £43,015 are in designated funds – money which has been set aside for projects which are identified during the year after the budget has been set.

Reserves policy

As noted above in the principal risks and uncertainties section, the trustees have identified one of the principal risks as the financial dependence of the school on intermittent referrals of children by a number of Local Authorities. As part of the mitigation of this risk, the trustees aim to maintain unrestricted reserves equivalent to six months current running costs at full expenditure levels plus a further six months at half of full current running costs. This would allow a reasonable period of time in which to restore occupancy levels and, if that strategy were unsuccessful, to carry out an orderly restructuring which would allow the charity to operate at reduced levels of occupancy.

Reserves policy (continued)

In addition to cash reserves, the trustees are aware that the charity occupies land at Standlake and Toddington which have the potential to generate significant value for the charity should circumstances require.

Using the current running costs as a basis, our reserves policy indicates that £5.04m should be retained in unrestricted net current assets. At 31 August 2023, the charity held £5.11m in unrestricted net current assets which means there are funds available for investment in further development. There are plans to invest significantly from these reserves in 2023-24 with an expectation that income will not increase from these investments until 2024-25. The reserves policy is regarded as an indicator rather than as a mandatory requirement and is reviewed annually.

Fundraising

The charity is registered with the Fundraising Regulator and seeks to comply with their code in all respects, including having a complaints policy, and have received no complaints about our fundraising activities. We do not make use of professional fundraisers or commercial participators.

Investment policy

The trustees have not felt it appropriate to invest in any assets other than cash but seek to optimise interest income through conventional short-term deposits with reputable and secure banks. During the year, the trustees used some cash to invest in fixed-term deposits of up to one year in order to optimise the interest rate return. This is reflected in the balance sheet.

Plans for future periods

Each year, the Board of Trustees reviews with the Charity Executive a rolling strategic plan that looks at the vision and objectives of the charity.

The strategic objectives of the 2023-2028 plan focus on developing activities across our three areas of focus; Practice, Support and Influence. To enable this to happen, the charity plans to strengthen central functions of the charity to support growth:

Head Office Functions:

1. To provide HR management supporting recruitment and retention of staff.
2. Further building the Fundraising and Marketing Team to support services.
3. Appointing a Project Manager to help guide and manage projects to fruition.

Practice:

1. To develop the charity as a Learning Organisation with a Learning and Research Centre at its heart.
2. To establish a research culture across all services of the Mulberry Bush
3. To seek a site for, and to establish a specialist therapeutic residential secondary school.
4. To maximise occupancy of the school and to increase the flexibility offered to referring authorities with more 52 week placements and effective step down provision.
5. To extend and intensify our work with families and increase the provision of occupational therapy for the children.

Support and Influence:

6. To develop the offer of courses, support and training to reach more people to benefit from The Mulberry Bush Outreach services across education, health, criminal justice and social care.

7. To develop the offer of reflective practice and therapeutic community related courses at the Mulberry Bush Third Space, having appointed a new venue manager who also delivers training at the site as part of the Mulberry Bush Outreach team. This person will develop the thirds space's therapeutic community culture and maximise opportunities for individuals and groups to benefit from it as a resource. They will also develop our work with ex-pupils and the ex-pupils advisory group in support of extending charitable impact.

8. For Mulberry Bush Consulting to extend its support to leaders and leadership teams in the UK and abroad. Mulberry Bush Consulting will also extend the reach and influence of the International Centre through partnerships with active global networks and organisations and relaunch the Therapeutic Care Journal.

9. To further develop the reach and influence of The Mulberry Bush Research, alongside its connection with the Planed Environment Therapy Archive and National Childcare Library. This will involve preparing for a larger scale longitudinal research study with ex-pupils.

Trustees' responsibilities

The trustees as directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the net movement in funds of the charitable company for that period. In preparing these financial statements, the directors are required to:

(i) Select suitable accounting policies and then apply them consistently;

(ii) Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006.

Trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information. The trustees confirm that there is no relevant information that they know of and which they know the auditors are unaware of.

Disclosure of information to the auditors

We, the directors of the company who held office at the date of approval of these financial statements as set out above each confirm, so far as we are aware, that:

- there is no relevant audit information of which the company's auditors are unaware; and
- we have taken all the steps that we ought to have taken as directors in order to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as company directors.

On behalf of the Board



Chris Pugh, Chair
15 November 2023

Independent auditor's report to the members of The Mulberry Bush Organisation Limited

Opinion

We have audited the financial statements of The Mulberry Bush Organisation Limited (the "charitable company") for the year ended 31 August 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2023 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on The Mulberry Bush Organisation Limited's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.
Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, including the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.
We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement [set out on page 11], the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;

- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our knowledge and experience;

- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company.

- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence where applicable; and

- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;

- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;

- tested journal entries to identify unusual transactions;

- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and

- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;

- reading the minutes of meetings of those charged with governance;

- enquiring of management as to actual and potential litigation and claims;

- reviewing relevant correspondence.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities.

This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Robert Kirtland (Senior Statutory Auditor)

For and on behalf of Critchleys Audit LLP (Statutory Auditor)
Beaver House
23-38 Hythe Bridge Street
Oxford
OX1 2EP

The Mulberry Bush Organisation Limited

Statement of Financial Activities (Including Income and Expenditure Account)

Year ended 31 August 2023

	Note	2023 Unrestricted General £	2023 Unrestricted Designated £	2023 Restricted funds £	2023 Total £	2022 Unrestricted General £	2022 Unrestricted Designated £	2022 Restricted funds £	2022 Total £
Income from									
Donations and grants	2	498,776	-	326,190	824,966	370,363	-	296,814	667,177
Charitable activities	3	6,013,770	-	-	6,013,770	6,115,534	-	-	6,115,534
Investments	4	81,396	-	-	81,396	3,569	-	-	3,569
Total income		6,593,942	-	326,190	6,920,132	6,489,466	-	296,814	6,786,280
Expenditure on:									
Raising funds		103,513	-	-	103,513	105,148	-	-	105,148
Charitable activities	5	6,782,556	4,103	203,456	6,990,115	6,169,978	10,502	323,915	6,504,395
Total expenditure		6,886,069	4,103	203,456	7,093,628	6,275,126	10,502	323,915	6,609,543
Net income/(expenditure)		(292,127)	(4,103)	122,734	(173,496)	214,340	(10,502)	(27,101)	176,737
Transfers between funds		393,975	-	(393,975)	-	3,140,382	-	(3,140,382)	-
Net movement in funds		101,848	(4,103)	(271,241)	(173,496)	3,354,722	(10,502)	(3,167,483)	176,737
Reconciliation of funds:									
Total funds brought forward	16	11,248,629	47,119	688,300	11,984,048	7,893,907	57,621	3,855,783	11,807,311
Total funds carried forward	16	11,350,477	43,016	417,059	11,810,552	11,248,629	47,119	688,300	11,984,048

All income and expenditure derive from continuing activities.

The statement of financial activities includes all gains and losses recognised during the year.

The Mulberry Bush Organisation Limited

Balance Sheet

Year ended 31 August 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	12	6,247,829	6,159,693
Current assets			
Debtors	13	381,574	287,408
Investment in cash deposits		2,250,000	-
Cash at bank and in hand		3,344,674	6,262,367
		5,975,248	6,549,775
Creditors: amounts falling due within one year	14	(413,525)	(725,420)
Net current assets		5,562,723	5,824,355
Net assets		11,810,552	11,984,048
Charity funds			
Restricted funds	16	417,059	688,300
Unrestricted funds	16	11,393,493	11,295,748
Total charity funds	16	11,810,552	11,984,048

The financial statements were approved and authorised for issue by the Board on 15 November 2023.

Signed on behalf of the Board of Trustees



Chris Pugh, Chair
15 November 2023

The notes on pages 20 to 30 form part of these financial statements.

Company registration number: 538828

The Mulberry Bush Organisation Limited

Statement of Cash Flow

Year ended 31 August 2023

	Note	2023 £	2022 £
Cash flow from operating activities	18	(290,122)	1,182,787
Interest paid		-	-
Net cash flow from operating activities		(290,122)	1,182,787
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(428,667)	(198,455)
Investments in cash deposits		(2,250,000)	-
Proceeds from sale of tangible fixed assets		600	-
Interest received		50,496	3,569
Net cash flow from investing activities		(2,627,571)	(194,886)
Net cash flow from financing activities		-	-
Net (decrease)/increase in cash and cash equivalents		(2,917,693)	987,901
Cash and cash equivalents at 1 September 2022		6,262,367	5,274,466
Cash and cash equivalents at 31 August 2023		3,344,674	6,262,367
Cash and cash equivalents consists of:			
Cash at bank and in hand		1,344,674	4,262,367
Short term deposits available with 90 days notice		2,000,000	2,000,000
Cash and cash equivalents at 31 August 2023		3,344,674	6,262,367

1 Summary of significant accounting policies

(a) General information and basis of preparation

The Mulberry Bush Organisation Limited is a charitable company registered in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 2 of these financial statements. The nature of the charity's operations and principal activities is the provision of residential care, education, treatment and therapy and an outreach and training service.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with 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), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice effective 1 January 2015.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

(b) Funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds is charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

(c) Income recognition

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

No amount is included in the financial statements for volunteer time, in line with the SORP (FRS 102).

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

The charity receives government grants in respect of both The Mulberry Bush School and Outreach. Income from government and other grants is recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and

(c) Income recognition (continued)

the amount can be measured reliably. If entitlement were not met, then the amounts would be deferred.

Interest income is recognised in the period in which it is earned.

(d) Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes the relevant proportion of salary costs, the cost of events and the cost of collecting income.
- Expenditure on charitable activities includes the direct costs of running and promoting the school and teaching school plus an allocation of support costs.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

(e) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

The analysis of these costs is included in note 6.

(f) Leased assets

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are recognised as resources expended as incurred.

(g) Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation and any accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Freehold land	Nil
Freehold buildings	40 years
Furniture and equipment	20% or 33% on cost
Motor vehicles	25% on the reducing balance method

(h) Current asset investments

Cash held on deposit with a maturity date more than 3 months at the date of acquisition are recognised as current asset investments. Cash held on deposit and available within 90 days are recognised as short term deposits within Cash at bank and in hand.

(i) Creditors payable within one year

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.

(j) Employee benefits

The charity operates defined contribution plans for the benefit of its non-teaching staff and contributions are expensed as they become payable. Teaching staff are members of the Teachers' Pension Scheme which is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charity in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. The TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

(k) Tax

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

(l) Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

2 Income from donations and grants

	2023 £	2022 £
Gifts	471,835	367,235
Grants	353,131	299,942
	824,966	667,177

3 Income from charitable activities

	2023 £	2022 £
Mulberry Bush School - Practice	5,615,030	5,834,281
Mulberry Bush Learning & Research - Support	398,740	281,253
	6,013,770	6,115,534

4 Income from investments

	2023	2022
	£	£
Interest receivable	81,396	3,569

5 Analysis of expenditure on charitable activities

2023	Activities undertaken directly	Support costs	Total
	£	£	£
Mulberry Bush School - Practice	5,234,280	1,316,216	6,550,496
Mulberry Bush Learning and Research Centre - Support	148,771	199,598	348,369
Mulberry Bush Third Space - Influence	18,503	72,747	91,250
	5,401,554	1,588,561	6,990,115

2022	Activities undertaken directly	Support costs	Total
	£	£	£
Mulberry Bush School - Practice	4,693,775	1,143,188	5,836,963
Mulberry Bush Learning and Research Centre - Support	395,780	72,176	467,956
Mulberry Bush Third Space - Influence	134,266	65,210	199,476
	5,223,821	1,280,574	6,504,395

6 Allocation of support costs

2023	Basis of allocation	Raising funds	Practice	Support	Influence	Total
		£	£	£	£	£
Staff	Actual	-	216,908	-	-	216,908
Premises	Actual	-	148,362	118,251	55,316	321,929
IT support	Per head	-	137,126	19,391	4,155	160,672
Insurance	Per head	-	69,671	9,852	2,111	81,634
Office	Per head	-	118,901	16,814	3,603	139,318
Marketing	Per head	-	83,694	11,835	2,536	98,065
Professional fees	Per head	-	147,223	20,819	4,461	172,503
Other	Per head	-	17,774	2,634	564	20,972
Depreciation	Actual	-	375,560	-	-	375,560
Disposals	Actual	-	1,000	-	-	1,000
Total		-	1,316,219	199,596	72,746	1,588,561

6 Allocation of support costs (continued)

2022

	Basis of allocation	Raising funds	Practice	Support	Influence	Total
		£	£	£	£	£
Staff	Actual	-	167,688	-	-	167,688
Premises	Actual	-	220,077	30,140	36,066	286,283
IT support	Per head	-	152,512	15,636	4,679	172,827
Insurance	Per head	-	48,062	4,928	1,475	54,465
Office	Per head	-	92,146	7,335	3,870	103,351
Public relations	Per head	-	38,435	3,941	1,179	43,555
Professional fees	Per head	-	84,952	8,710	2,606	96,268
Other	Per head	-	14,496	1,486	445	16,427
Depreciation	Actual	-	324,820	-	14,890	339,710
Disposals	Actual	-	-	-	-	-
Total		-	1,143,188	72,176	65,210	1,280,574

7 Governance costs

	Note	2023	2022
		£	£
Trustee remuneration	10	-	-
Trustee expenses		1,199	1,072
Auditor's remuneration (including expenses)	9	9,060	8,508
Auditor's non-audit remuneration		1,824	2,856
		12,083	12,436

8 Net income/(expenditure) for the year

Net income/(expenditure) is stated after charging/(crediting):

	2023	2022
	£	£
Depreciation of tangible fixed assets	375,560	339,710
Loss on disposal of assets	1,000	-

9 Auditor's remuneration

	2023	2022
	£	£
Fees payable to the charity's auditor to audit the annual accounts	9,060	8,508
Fees payable to the charity's auditor for other services:		
Audit-related assurance	1,440	2,502
Other services	384	354
	1,824	2,856

10 Trustees' and key management personnel remuneration and expenses

The trustees neither received nor waived any remuneration during the year (2022 - Nil).

The total amount of employee benefits received by key management personnel was £294,018 (2022 - £290,944). The Trust considers its key management personnel comprise its trustees and charity leadership team.

The reimbursement of trustees' expenses was as follows:

	2023 Number	2022 Number	2023	2022
Travel	3	3	1,199	1,072

11 Staff costs and employee benefits

The average monthly number of employees and full time equivalent (FTE) during the year was as follows:

	2023 Number	2023 FTE	2022 Number	2022 FTE
Raising funds	3	2.0	3	2.2
Charitable activities:				
Mulberry Bush School	99	91.5	105	97.8
Mulberry Bush Learning & Research	14	13.2	11	10.0
Mulberry Bush Third Space	3	2.0	4	3.0
	119	108.7	123	113.0

The total staff costs and employees' benefits was as follows:

	2023 £	2022 £
Wages and salaries	4,207,691	4,154,042
Social security	438,897	421,236
Apprenticeship levy	6,343	5,494
Defined contribution pension costs	323,988	291,797
	4,976,919	4,872,569

In addition termination payments of £2,291 were made during the year (2022 - £24,663). None of this was unpaid at the end of the year.

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 is as follows:

	2023 Number	2022 Number
£60,001 - £70,000	4	4
£70,001 - £80,000	2	-
£80,001 - £90,000	-	1
£90,001 - £100,000	-	-
£100,001 - £110,000	1	1

12 Tangible fixed assets

	Freehold land and buildings	Furniture and equipment	Motor vehicles	Total
	£	£	£	£
Cost or valuation:				
At 1 September 2022	8,161,322	360,704	125,370	8,647,396
Additions	340,177	116,924	8,195	465,296
Disposals	-	(852)	(5,250)	(6,102)
At 31 August 2023	8,501,499	476,776	128,315	9,106,590
Depreciation:				
At 1 September 2022	2,151,456	227,663	108,584	2,487,703
Charge for the year	302,073	68,334	5,153	375,560
Disposals	-	-	(4,502)	(4,502)
At 31 August 2023	2,453,529	295,997	109,235	2,858,761
Net book value:				
At 31 August 2023	6,047,849	180,779	19,081	6,247,829
At 31 August 2022	6,009,866	133,041	16,786	6,159,693

13 Debtors

	2023	2022
	£	£
Trade debtors	174,376	226,494
Prepayments	67,940	47,605
Other debtors	139,260	13,309
	381,576	287,408

14 Creditors: amounts falling due within one year

	2023	2022
	£	£
Operating creditors	88,576	116,433
Creditors in respect of fixed assets	85,757	49,128
Other tax and social security	113,299	222,807
Deferred income	18,122	127,296
Pensions liability	46,789	65,443
Other creditors and accruals	60,982	144,313
	413,525	725,420

	2023	2022
	£	£
Deferred income at 1 September 2022	127,296	28,687
Released from previous years	(127,296)	(28,687)
Resources deferred in the period	18,122	127,296
Deferred income at 31 August 2023	18,122	127,296

15 Contingent liabilities

There were no contingent liabilities at 31 August 2023 (2022 – Nil).

16 Fund reconciliation

Unrestricted funds

2023	Balance at 1 September 2022	Income	Expenditure	Transfers	Balance at 31 August 2023
	£	£	£	£	£
General	11,248,629	6,593,942	6,886,069	393,975	11,350,077
Designated:					
Additional resources	47,119	-	4,103	-	43,016
	11,295,748	6,593,942	6,890,172	393,975	11,393,493

2022	Balance at 1 September 2021	Income	Expenditure	Transfers	Balance at 31 August 2022
	£	£	£	£	£
General	7,893,907	6,489,466	6,275,126	3,140,382	11,248,629
Designated:					
Additional resources	57,621	-	10,502	-	47,119
	7,951,528	6,489,466	6,285,628	3,140,382	11,295,748

Restricted funds

2023	Balance at 1 September 2022	Income	Expenditure	Transfers	Balance at 31 August 2023
	£	£	£	£	£
Playgrounds	12,120	-	12,120	-	-
Refurbishment	611,412	99,238	-	(393,975)	316,675
School	-	16,588	16,588	-	-
Jigsaw kitchen	-	35,168	35,168	-	-
WOYL	-	15,000	-	-	15,000
Vehicles	4,717	-	1,847	-	2,870
Archive	(252)	252	-	-	-
Education	3,004	-	2,403	-	601
Group work	5,000	-	5,000	-	-
Swings	-	1,944	1,837	-	107
Library	3,347	-	2,043	-	1,304
Outreach work	38,822	140,000	98,320	-	80,502
Research work	10,130	18,000	28,130	-	-
	688,300	326,190	203,456	(393,975)	417,059

Restricted funds (continued)

2022	Balance at 1 September 2021	Income	Expenditure	Transfers	Balance at 31 August 2022
	£	£	£	£	£
Original buildings	2,428,416	-	93,446	(2,334,970)	-
The Burrow	889,148	-	83,736	(805,412)	-
Capital	3,317,564	-	177,182	(3,140,382)	-
Playgrounds	34,362	600	12,976	(9,866)	12,120
Refurbishment	461,720	160,315	20,489	9,866	611,412
Vehicles	7,180	-	2,463	-	4,717
Archive	-	648	900	-	(252)
Archive work (Wellcome)	-	25,993	25,993	-	-
Ball pool	-	1250	1,246	(4)	-
Education	-	3,000	-	4	3,004
Group work	-	10,000	5,000	-	5,000
Library	3,500	-	153	-	3,347
Outreach work	22,457	60,000	43,635	-	38,822
Research work	9,000	35,008	33,878	-	10,130
	3,855,783	296,814	323,915	-	688,300

Fund descriptions

a) Unrestricted funds are held to help fulfil The Mulberry Bush charitable objects and underpin its risk management and reserves policy.

b) Designated funds are unrestricted funds earmarked by the trustees for particular projects and resources directed at the development of the charity.

c) Restricted funds have restrictions on their use imposed by the donor or through the terms of an appeal.

- The Playgrounds fund contributed to the cost of playgrounds improvement.
- The Refurbishment fund is being used for site improvements and refurbishment. Initially, this was set up with money raised by the 70th anniversary appeal. The School and Jigsaw funds were set up for specific parts of the Refurbishment project.
- The WOYL (Women of the Year Lunch) fund is to pay for the September 2023 Women of the Year Lunch fundraising event. The unspent money is to be transferred to the refurbishment fund.
- The Vehicles fund was used for the purchase vehicles and the related depreciation is charged to the fund each year.
- The Archive fund comes from a grant for conservation work.
- The Archive work fund (Wellcome) came from a grant to enable work on the Harold Bridger archive.
- The Ball pool fund came from money raised and donated specifically for that purpose.
- The Education fund was set up from a gift to support the children's education at the head teacher's discretion.
- The Group work fund was set up to help kick start an Outreach project.

Fund descriptions (continued)

- The swings fund is from a donation for the purchase of new swings.
- The Library fund has money which was given for books for the children at the School.
- The Outreach work fund funds some work with several primary schools who have a significant proportion of pupils with SEMH difficulties.
- The Research work fund contributed to the cost of employing a research assistant.

17 Analysis of net assets between funds

2023	Unrestricted funds	Designated funds	Restricted funds	Total
	£	£	£	£
Fixed assets	6,244,959	-	2,870	6,247,829
Investment in cash deposits	2,250,000	-	-	2,250,000
Cash at bank and in hand	2,871,966	43,015	429,693	3,344,674
Other net current liabilities	(16,447)	-	(15,504)	(31,951)
Total	11,350,478	43,015	417,059	11,810,552

2022	Unrestricted funds	Designated funds	Restricted funds	Total
	£	£	£	£
Fixed assets	5,990,775	-	168,918	6,159,693
Cash at bank and in hand	5,646,738	47,119	568,510	6,262,367
Other net current assets	(388,884)	-	(49,128)	(438,012)
Total	11,248,629	47,119	688,300	11,984,048

18 Reconciliation of net income to net cash flow from operating activities

	2023	2022
	£	£
Net income for the year	(173,496)	176,737
Interest receivable	(81,396)	(3,569)
Depreciation of tangible fixed assets	375,560	339,710
Loss on disposal of tangible fixed assets	1,000	-
Decrease/(increase) in debtors	(63,268)	304,457
Increase/(decrease) in creditors	(348,522)	365,452
Net cash flow from operating activities	(290,122)	1,182,787

19 Pensions and other post-retirement benefits

The charity operates defined contribution pension plans for its employees. The amount recognised as an expense in the period was £323,988(2022 - £291,797).

20 Financial commitments

The charity has an operating lease related to an office and meeting room facility, used principally as the Learning & Research Centre, under which £29,328p.a. is payable by monthly instalments until the lease expires on 25 February 2025. £29,328 was paid during the year; £29,328 is payable within one year; and £14,664 is payable in 1-5 years.

21 Related party transactions

There were donations from trustees totalling £846 (2022 - £11,804).

Travelling expenses totalling £1,199 were paid to three trustees (2022 - £1,072 to three trustees).

Remuneration for all staff is managed via an annual Salary Review and overseen by the Finance and General Purposes Trustee sub-committee. This includes one member of staff who is the wife of the Chief Executive Officer.

22 Post balance sheet events

There have been no events since the year end which need to be reported (2022 - None).

THE MULBERRY BUSH ORGANISATION LTD

England & Wales - Charity number 309565

Accounts

The Mulberry Bush Organisation Limited
Financial Statements
Year ended 31 August 2022

Charity registration number: 309565
Company registration number: 538828

The Mulberry Bush Organisation Limited

Financial Statements

Year ended 31 August 2022

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The Mulberry Bush Organisation Limited

Charity Reference and Administrative Details

Year ended 31 August 2022

Charity registration number	309565
Company registration number	538828
Trustees	Margaret Eynon Zoe Lattimer (Chair) Rosemary Lilley Tina Malhotra (Appointed 13 July 2022) Simon Peacock Hugh Pidgeon Heather Price Chris Pugh Richard Rollinson Michael Sarrington Satvinder Sondhi Mark Thomas Gordana Turudija-Austin (Appointed 13 July 2022)
Chief executive officer	John Turberville
Registered office	Abingdon Road Standlake Witney OX29 7RW
Auditor	Critchleys Audit LLP Chartered Accountants Beaver House 23 - 38 Hythe Bridge Street Oxford OX1 2EP
Solicitors	MW Solicitors 34 Bell Street Reigate Surrey RH27SL
Bankers	National Westminster Plc 21 High Street Witney Oxon OX28 6HU

The trustees present their report and the audited financial statements of the charity for the year ended 31 August 2022. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published on 16 July 2014.

Structure, governance and management

Governing Document

The organisation is a charitable company limited by guarantee, incorporated in October 1954 and registered as a charity on 5 January 1966. The members of the company comprise the Board of Trustees, together with any other persons invited by the trustees as likely to assist in the furtherance of the objects of the company. The company has no share capital and the liability of the members is limited to £1 each in the event of the company being wound up.

The organisation is governed by its Memorandum and Articles of Association dated 2 October 1954 as subsequently amended, most recently in December 2019. In October 2008, the company changed its name to "The Mulberry Bush Organisation Limited". In December 2019, the Memorandum and Articles were again updated (and accepted by the Charity Commission) to extend our charitable mission:

'The MB Charity will be a leading charity for advancing the education, training, research and specialist therapeutic services for emotionally troubled and traumatised children, young people, adults their families and communities.'

Objectives and activities

The Mulberry Bush Charity operates (1) The Mulberry Bush School and (2) The Mulberry Bush Learning and Research Centre, (3) the Mulberry Bush Third Space (MB3) and (4) The International Centre for Therapeutic Care with the Therapeutic Care Journal.

1. The Mulberry Bush School provides residential care, education, treatment and therapy for up to 31 children aged 5 to 13 who, due to early emotional deprivation, abuse and neglect, have severe social, emotional and mental health difficulties. As a result of their experiences, they are left mistrustful, impulsive, aggressive, sexualised and unable to form appropriate relationships. The aim of the school is to equip each child with personal, emotional, social and learning skills and the ability to cope within a family, local school or community environment. The school also works with the children's families to help stabilise home placements and support reintegration to the home setting. The school is one of the leading providers of such integrated and multi-disciplinary therapeutic services to this age group. Children are placed at the school following an assessment of needs carried out in close association with referring local authorities and the child's family. All fees are paid by their local authority.

2. In 2018 we created The Mulberry Bush Learning and Research Centre, as a way to bring together and consolidate our Outreach, Research and Consulting work under one organisational identity.

    - The Mulberry Bush Outreach: provides psychodynamic and attachment based outreach training, support and consultancy to Schools, Children's Homes, Foster Care, Children's

Objectives and activities (continued)

Social Care, Criminal Justice and those working with all those affected by childhood trauma. We have an increasing number of accredited courses including our Level 5 Foundation degree accredited by UWE in 'therapeutic work with children and young people', and our Level 4 Certificate in Therapeutic Childcare which are delivered internally to our staff and to staff teams across the country.

- The Mulberry Bush Research: was established in September 2017 to ensure our practice is underpinned by a robust evidence base, and to extend our influence into academic networks involved in researching the needs of traumatised children, young people, their families and communities.

- Mulberry Bush Consulting was started this year and provides Executive Coaching, Leadership Coaching, Mentoring, Organisational Development Consultancy and Organisation Change Consultancy to individuals and organisations in the UK and abroad. It works with individuals and organisations to support the development of therapeutic approaches and reflective practice.

3. The Mulberry Bush Third Space (MB3): in Toddington, Gloucestershire, is being developed as a centre for training and learning about therapeutic approaches and reflective practice. It has both residential and day facilities and its culture reflects therapeutic community principles. MB3 is enriched for research and study by the Planned Environment Therapy Archive, which holds collections related to the therapeutic community and progressive schools movements. It also holds the National Childcare Library. The archive links closely to our Research team.

4. MB3 is also the institutional base for The International Centre for Therapeutic Care, a free global alliance with networks across Africa, Europe, USA, and Australia, and its 'voice' The Therapeutic Care Journal (The TCJ). The mission of the International Centre via the TCJ is 'to share models of therapeutic care, and to extend the influence and insights gained from our member networks, in order to improve services and outcomes for traumatised children, young people their families and communities'.

Public benefit statement

In setting objectives and planning activities, the Trustees have given careful consideration to the Charity Commission's general guidance on the provision of public benefit. Our 2020/21 Impact Report evidences data from across our services.

The public benefit and impact of our charitable work is achieved through providing education, training, research and specialist therapeutic services to enable the social inclusion and reintegration of children, young people, adults, their families and communities and all those who are made vulnerable by early years' trauma and mental health difficulties back into family, school, community and social life. Without a robust and meaningful early intervention, the children, young people, families and clients who use our charitable services are at serious risk of future social marginalisation, becoming victims of criminal and gang culture, sexual exploitation, or radicalisation by extremist ideologies, and they are more likely to be on a trajectory towards long term secure-estate or psychiatric facilities. By breaking cycles of abuse and working with those struggling with the impact of early life trauma, the work of the charity builds social capital, and provides significant cost saving to the taxpayer over each potential life cycle.

Trustees of the charity

The directors of the charitable company are its trustees for the purposes of charity law. The trustees who have served during the year and since the year-end are listed on page 2.

Organisational Structure

The prime responsibility of the Board of Trustees is to provide sound governance. The management of the organisation is overseen by the trustees who meet regularly and are responsible for its strategic direction and policy, including the appointment of senior personnel, the review and approval of key operational and financial policies and procedures, the overall management of fundraising and publicity and the setting of annual fees and budget. The Board also operates Education, Care and Treatment, Finance and General Purposes and such other committees as may be decided from time to time.

In determining the appointment of trustees, the Board of Trustees identifies such skills as may assist in the furtherance of the objects and future development of the organisation and invites new trustees with due regard to their experience and qualifications for office. New trustees are supported in their appointment through the provision of a range of information on the activities of the organisation and publications by the Charity Commission on the formal responsibilities of trustees, together with the opportunity, before their appointment, to attend trustee and other meetings and observe the day to day activity of the organisation.

The Board has appointed John Turberville, who succeeded John Diamond on 1 August 2022, as Chief Executive Officer responsible for the development and implementation of the organisation's strategic plan.

The Mulberry Bush Organisation (MBO) Charity Leadership Group currently comprises John Turberville Chief Executive Officer, David Bowman Director of Finance, Caryn Onions Head of Research, Lee Wright School Director, Dave Roberts Head of Outreach, Sarah Paget Head of Mulberry Bush Consulting, Jo Mitchell Head of Fundraising and Marketing and Marya Hemmings Head of MB3. The Charity Leadership Group oversees the strategic development of the charity and work with their senior leadership teams to deliver the services of the charity.

Remuneration policy

The aggregated cost of employment of the MBO Charity Leadership Group is £314,544 (2021 - £301,829). Remuneration for all staff is managed via an annual Salary Review, and overseen by the Finance and General Purposes Trustee sub-committee.

Strategic Report

Achievements and performance (including principal risks and uncertainties, development and performance and key performance indicators).

Over 2021, we adapted and developed our transitional strategic plan that helped us navigate through and out of the pandemic. We focused on what we had learned through adapting our services and have emerged in a strong position.

The charity has written a Theory of Change document that helps describe the work of the charity and how it helps those we work with. The revised Strategic Plan 2022 – 2027 sets out our priorities and areas for development over the next 5 years.

The charity continues to extend the range of services offered locally, regionally, nationally and internationally.

The Outreach service engaged in funded project work to support Nurturing Practices in Schools and promote inclusion with a focus on research based practice. It also extended its work into training local authority social care practitioners.

Strategic Report (continued)

Mulberry Bush Consulting is working with social care leaders in Europe and school leaders in the UK.

The school remained open and accepting children throughout covid and the systems and structures that are at the heart of the therapeutic process are slowly being re-introduced. Referrals and enquiries for the services of the school have remained high. There have been recruitment challenges, especially for the residential side of the school that have prevented the school returning to full occupancy.

MB3 has been able to open its doors to face to face training and events, - both to day groups and residential experiences.

All services have continued to have a commitment to developing research based practice and have continued to work at integrating the mission of the services.

There has been a greater focus on sharing responsibility for the shared income across all services and also sharing the equal importance of charitable impact. The charity continues to organise delivery of the charitable impact across three headings: practice, support and influence.

The fundraising and marketing functions of the charity have continued to grow in importance as the charity grows, supporting the resourcing of existing activities and sourcing funds for the development of new activities.

Practice

The Mulberry Bush School enables us to reach up to 31 children and their families, either in 38 week 'term time' placements, and since its opening in 2018 our children's home 'The Burrow', has continued to extend our services to include 52 week care. The school continues to receive strong referrals from a broad range of Local Authorities.

In February 2018 the overall effectiveness of The Mulberry Bush School was again rated as 'outstanding' by a full Education Ofsted inspection, the first since 2012.

Our most recent Ofsted Social Care Inspection as a Children's Home was in April 2021, and despite the considerable impact of Covid on the life of the School, we again received a judgement of 'Outstanding.'

It is an indication of the dedication and commitment of staff across this time that the children continued to make outstanding social and emotional progress. The staff team continually adapted the provision to minimise the impact of the pandemic on the service and during 2022 have been re-establishing the therapeutic community practices of working in larger groups and as a community.

The School also continues to be accredited by the Royal College of Psychiatrists as a therapeutic community.

Mulberry Bush Outreach continues to provide training, support and mentoring to help us reach hundreds of people through our 'support' heading, to providers in the education, social care and health sectors.

In education the main focus is on mainstream and special schools, and largely now focusing on cultural change informed by therapeutic principles in order to reduce school exclusions and create a more nurturing school ethos for emotionally troubled pupils. Two funded projects are delivering this work, one in Coventry schools and one in Thames Valley schools. Both have a research element to them.

For social care, our Foundation degree continues to be the main vehicle of training for MB staff and external students. Two cohorts run in Oxfordshire and a new cohort is starting in 2022 in London.

Support (continued)

In 2021 the team successfully brought into our portfolio of courses two interrelated trainings; The Therapeutic Communities and Environments Practitioner Training (TCEPT), and the experiential Living Learning Environment (LLE) course, which are designed to further the training of people interested in therapeutic community work. The LLE is being successfully delivered at MB3 and TCEPT is being prepared for a new cohort in 2023.

In 2022 Outreach accredited a Level 4 qualification in Therapeutic Work with Children. This is being delivered to social care teams in Dorset.

Development of the Fundraising and Marketing Team

In 2022 our Head of Fundraising and Marketing further developed the capacity of the team with the appointment of a full time Community, Events and Corporate Fundraiser and a Fundraising, Administrator and Support Officer. This was a strategic decision to professionalise our marketing and grow fundraised income in support of the development of services that would advance our charitable mission and objectives. We also appointed an Events Marketing and Engagement Officer.

Support and influence

The Mulberry Bush Research, aims to develop and shape a research culture to influence practice within The Mulberry Bush (MB) and other schools, agencies and providers of care to vulnerable and traumatised children and their families. We collaborate with researchers in academic and other childcare settings. In 2021, we added a Research Assistant to build the capacity of our research team. This post is funded by a trust grant.

Our aim is to reach out and influence thousands of lives, through the activity of MB3, and the International Centre for Therapeutic Care and The Therapeutic Care Journal.

The Mulberry Bush Third Space (MB3) is becoming a national centre for reflective practice. A study and archive centre which holds the Planned Environment Therapy Archive and The National Childcare Library. This quiet rural site in Gloucestershire runs activities which include research, training, events and outdoor activities and education opportunities. The growth of the Archive team has strengthened the capacity and activity of the team to engage with new and existing stakeholders, as well as accelerating the work of sorting and cataloguing collections.

The membership of the International Centre reached 458 people across our networks in the UK, Europe, Africa, Australia and the USA. Our online 'Therapeutic Care Journal' continues to be the main vehicle for communicating with these networks, with currently 1380 subscribers but thousands more across the world accessing the bi -monthly journal. Across 2021/22 we continued successful working partnerships with international organisations; International Federation of Educative Communities (FICE), Family for Every Child FFEC), and the UK based Institute for Recovery from Childhood Trauma (IRCT), with whom we now run an annual conference.

Principal risks and uncertainties

The Trustees review and consider all of the major risks to which MB services are exposed throughout the year and they have identified the following principal risks as:

1. The replacement of the retiring CEO with a known leader and the strength and stability of the leadership team is vital to the stability of the whole enterprise.

2. The maintenance of a healthy reserve to support the charity through any downturn in activity and income is of central importance to charity management.

3. The risk of covid impacting the running of the charity has diminished over 2021/22.

4. The recruitment of a skilled staff team in a highly competitive market.

5. The financial dependence of the school and other MB services on intermittent referrals of children by Local Authorities, and for the Outreach Team through Department for Education grants and contracted work from our mainstream and special school client base. This could be impacted by spending squeeze on Local Authorities.

   Strategies to manage or prevent a downturn in referrals:

   - Maintaining and growing a broad referral base of work for both the School from Local Authority referrals from across England and Wales, and for our Outreach service from schools and social care organisations both regionally and nationally. School leaders have been meeting with commissioners across the country to promote the work of the school, hear about their needs and ensure widespread knowledge of the outcomes achieved.

   - We have committed ourselves to a new financial model which regards all income as a shared charity resource, and with a new emphasis on maximising our charitable impact.

6. The operational safety of all those we work with and the 'safer recruitment' of staff appropriate to work with challenging and vulnerable groups.

   Strategies to manage the risk of a serious safeguarding incident or allegation:

   The Charity is committed to supporting the safety and welfare of all those who use our services through active engagement with the current safeguarding agenda. Our School safeguarding leads oversee school safeguarding practice, policy and procedures. These have been rated as 'outstanding' by OFSTED. The Charity also has a safeguarding lead to help manage any matters that arise through the archive or Outreach services. The charity enacts its commitment to the safeguarding agenda by:

   - Rigorous staff recruitment and vetting procedures. School recruitment is in accordance with the requirements of the Children's Homes Quality Standards under the Care Standards Act 2000 and protocols are also reviewed by OFSTED.

   - Ensuring the Safeguarding agenda is embedded in all our service policies and in direct work with all those we work with.

   - The close supervision and management of children 24 hours a day;

   - Encouraging independent advocacy for children, regular visits from 'Coram Voice' advocates, and equipping each household with a direct 'childline' telephone;

   - Ensuring all staff have regular supervision, consultation and those working with children have access to our Level 5 training. Due to the vulnerability of many of our client groups, our safeguarding training is enhanced to a 2 year cycle and is to the Oxfordshire Safeguarding Children's Board standard. We also deliver safeguarding training on behalf of the Oxon Safeguarding Board.

   - Maintaining an excellent working relationship with the Oxfordshire Schools Safeguarding Team, and the Local Authority Designated Officer, and the Multi Agency Safeguarding Hub (MASH); and

   - Maintaining an excellent reputation for working closely with parents, carers and referring authorities over any safeguarding issues.

In managing these risks, the school has developed a rigorous and well documented standard of operational policies which are required and checked procedures by the annual visits of the Office for Standards in Education (OFSTED).

7. Creating a sustainable model of service delivery:

Strategies to achieve this:

- To establish a secondary school as part of our current strategic plan.
- For MB3 to be fully trading offering research, training, events and outdoor education.
- The diversification of traded services, such as The Mulberry Bush Outreach services, to create new revenue streams for the Charity and further our charitable impact.
- To develop saleable products that create additional income streams and provide support to purchasers to better understand and work with their clients.
- To develop our research department to explore what works and share research based practice.

Financial review

The charity has diversified its service to help transform the lives of all those affected by childhood trauma. Having safely managed the charity through the pandemic with some caution, the focus is now on growth and development.

The main areas of growth are likely to be from Support and Influence activities. Income generated by these activities over the last year were above budget.

The Mulberry Bush Third Space was able to start accepting visiting groups for training and events with the easing of covid restrictions. Revenue generating activity was therefore better than expected.

The principal income generating activity of the charity at present is the School at Standlake and the critical financial measure of performance is the occupancy level. Occupancy of our 38 week service was lower than we had planned for and so was less than we had budgeted for. However, occupancy of our 52 week service was higher and so overall, income was higher than budget.

The general fund income for the year in respect of the provision of education and child care services was £6,115,534 compared to £5,283,178 in 2021, an increase of 16%.

Donated income from gifts and grants (including grants from central government) was £667,177, compared to £656,445 in 2021, an increase of 2% despite a reduction in the core central government funding which comes to us via the Department of Education.

Expenditure on charitable activities was higher at £6,504,395 compared to £6,103,133 in 2021, an increase of 7% which we believe has translated into increased charitable impact. Our major cost is our staff costs which increased by 5%, less than we had budgeted for because of the difficulties of recruitment into certain positions in the school service.

The total cash and bank balances as at 31 August 2022 were £6,262,367 (2021: £5,274,466) of which £725,420 was held to meet current liabilities. The increase in cash and bank balances was partly related to the increased level of activity and also to a decrease in the amounts due from local authorities.

Total reserves are £11,984,048 of which £688,300 are in restricted funds. Now that the restriction on money donated to the capital fund has been satisfied by the completion of the buildings the balance has been transferred to unrestricted. This could have been done earlier but Trustees are bringing the position into line.

Reserves policy

As noted above in the principal risks and uncertainties section, the trustees have identified one of the principal risks as the financial dependence of the school on intermittent referrals of children by a number of Local Authorities. As part of the mitigation of this risk, the trustees aim to maintain unrestricted reserves equivalent to six months current running costs at full expenditure levels plus a further six months at half of full current running costs. This would allow a reasonable period of time in which to restore occupancy levels and, if that strategy were unsuccessful, to carry out an orderly restructuring which would allow the charity to operate at reduced levels of occupancy.

In addition to cash reserves, the trustees are aware that the charity occupies land at Standlake and Toddington which have the potential to generate significant value for the charity should circumstances require.

Using the current running costs as a basis, our reserves policy indicates that £4.71m should be retained in unrestricted net current assets. At 31 August 2022, the charity held £5.26m in unrestricted net current assets which means there are funds available for investment in further development. The reserves policy is regarded as an indicator rather than as a mandatory requirement and is reviewed annually.

Fundraising

The charity is registered with the Fundraising Regulator and seeks to comply with their code in all respects, including having a complaints policy, and have received no complaints about our fundraising activities. We do not make use of professional fundraisers or commercial participators.

Investment policy

The trustees have not felt it appropriate to invest in any assets other than cash but seek to optimise interest income through conventional short-term deposits with reputable and secure banks.

Plans for future periods

Each year, the Board of Trustees reviews with the Charity Executive a rolling strategic plan that looks at the vision and objectives of the charity.

The strategic objectives of the 2022-2027 plan focus on developing activities across our three areas of focus; Practice, Support and Influence. To enable this to happen, the charity plans to strengthen central functions of the charity to support growth:

Head Office Functions:

1. To provide HR management supporting recruitment and retention of staff.

2. Further building the Fundraising and Marketing Team to support services.

3. Introducing a Diversity Equity and Inclusion lead to support the charity to improve its practices.

4. Appointing a Project Manager to help guide and manage projects to fruition.

Practice:

1. To establish a research culture across all services of the Mulberry Bush

2. To seek a site for, and to establish a specialist therapeutic residential secondary school.

3. To maximise occupancy of the school and to increase the flexibility offered to referring authorities with more 52 week placements and effective step down provision.

4. To extend and intensify our work with families and increase the provision of occupational therapy for the children.

Support and Influence:

5. To develop the offer of courses, support and training to reach more people to benefit from The Mulberry Bush Outreach services across education, health and social care.

6. To develop the offer of therapeutic community related courses at MB3, appointing a new training TC lead who is a part of the Mulberry Bush Outreach team. This person will develop MB3's therapeutic community culture and maximise opportunities for groups to benefit from it as a resource.

7. For Mulberry Bush Consulting to extend its support to leaders and leadership teams in the UK and abroad. Mulberry Bush Consulting will also extend the reach and influence of the International Centre through partnerships with active global networks and organisations and promote the circulation of the Therapeutic Care Journal.

8. To further develop the reach and influence of The Mulberry Bush Research, connecting it with the Planed Environment Therapy Archive and National Childcare Library.

Trustees' responsibilities

The trustees as directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the net movement in funds of the charitable company for that period. In preparing these financial statements, the directors are required to:

(i) Select suitable accounting policies and then apply them consistently;

(ii) Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006.

Trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information. The trustees confirm that there is no relevant information that they know of and which they know the auditors are unaware of.

Disclosure of information to the auditors

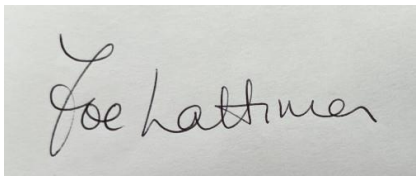
We, the directors of the company who held office at the date of approval of these financial statements as set out above each confirm, so far as we are aware, that:

- there is no relevant audit information of which the company's auditors are unaware; and

- we have taken all the steps that we ought to have taken as directors in order to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as company directors.

On behalf of the Board



Zoe Lattimer, Chair
16 November 2022

The Mulberry Bush Organisation Limited

Independent Auditor's Report

Year ended 31 August 2022

Independent auditor's report to the members of The Mulberry Bush Organisation Limited

Opinion
We have audited the financial statements of The Mulberry Bush Organisation Limited (the "charitable company") for the year ended 31 August 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2022 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern
In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.
Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on The Mulberry Bush Organisation Limited's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.
Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information
The other information comprises the information included in the annual report, including the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.
Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.
We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement [set out on page 11], the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our knowledge and experience;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company.
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence where applicable; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims;
- reviewing relevant correspondence.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities.

This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Robert Kirtland (Senior Statutory Auditor)

For and on behalf of Critchleys Audit LLP (Statutory Auditor)
Beaver House
23-38 Hythe Bridge Street
Oxford
OX1 2EP
17/11/2022

The Mulberry Bush Organisation Limited

Statement of Financial Activities (Including Income and Expenditure Account)

Year ended 31 August 2022

		2022				2021			
		Unrestricted		Restricted	**Total**	Unrestricted		Restricted	**Total**
		General	Designated	funds		General	Designated	funds	
	Note	**£**	£	£	**£**	**£**	£	£	**£**
Income from									
Donations and grants	2	370,363	-	296,814	667,177	521,427	-	135,018	656,445
Charitable activities	3	6,115,534	-	-	6,115,534	5,283,178	-	-	5,283,178
Investments	4	3,569	-	-	3,569	1,802	-	-	1,802
Total income		6,489,466	-	296,814	6,786,280	5,806,407	-	135,018	5,941,425
Expenditure on:									
Raising funds		105,148	-	-	105,148	100,077	-	-	100,077
Charitable activities	5	6,169,978	10,502	323,915	6,504,395	5,819,932	6,223	276,978	6,103,133
Total expenditure		6,275,126	10,502	323,915	6,609,543	5,920,009	6,223	276,978	6,203,210
Net income/(expenditure)		214,340	(10,502)	(27,101)	176,737	(113,602)	(6,223)	(141,960)	(261,785)
Transfers between funds		3,140,382	-	(3,140,382)	-	-	-	-	-
Net movement in funds		3,354,722	(10,502)	(3,167,483)	176,737	(113,602)	(6,223)	(141,960)	(261,785)
Reconciliation of funds:									
Total funds brought forward	16	7,893,907	57,621	3,855,783	11,807,311	8,007,509	63,844	3,997,743	12,069,096
Total funds carried forward	16	11,248,629	47,119	688,300	11,984,048	7,893,907	57,621	3,855,783	11,807,311

All income and expenditure derive from continuing activities.

The statement of financial activities includes all gains and losses recognised during the year.

The Mulberry Bush Organisation Limited

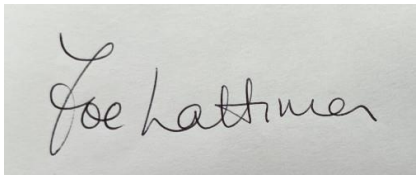
Balance Sheet

Year ended 31 August 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	12	6,159,693	6,327,789
Current assets			
Debtors	13	287,408	591,865
Cash at bank and in hand		6,262,367	5,274,466
		6,549,775	5,866,331
Creditors: amounts falling due within one year	14	(725,420)	(386,809)
Net current assets		5,824,355	5,479,522
Net assets		11,984,048	11,807,311
Charity funds			
Restricted funds	16	688,300	3,855,783
Unrestricted funds	16	11,295,748	7,951,528
Total charity funds	16	11,984,048	11,807,311

The financial statements were approved and authorised for issue by the Board on 16 November 2022.

Signed on behalf of the Board of Trustees



Zoe Lattimer, Chair
16 November 2022

The notes on pages 19 to 28 form part of these financial statements.

Company registration number: 538828

The Mulberry Bush Organisation Limited

Statement of Cash Flow

Year ended 31 August 2022

	Note	2022 £	2021 £
Cash flow from operating activities	18	1,182,787	(154, 406)
Interest paid		-	-
Net cash flow from operating activities		1,182,787	(154,406)
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(198,455)	(192,677)
Interest received		3,569	2,803
Net cash flow from investing activities		(194,886)	(189,874)
Net cash flow from financing activities		-	-
Net (decrease)/increase in cash and cash equivalents		987,901	(344,280)
Cash and cash equivalents at 1 September 2021		5,274,466	5,618,746
Cash and cash equivalents at 31 August 2022		6,262,367	5,274,466
Cash and cash equivalents consists of:			
Cash at bank and in hand		4,262,367	3,274,466
Short term deposits		2,000,000	2,000,000
Cash and cash equivalents at 31 August 2022		6,262,367	5,274,466

1 Summary of significant accounting policies

(a) General information and basis of preparation

The Mulberry Bush Organisation Limited is a charitable company registered in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 2 of these financial statements. The nature of the charity's operations and principal activities is the provision of residential care, education, treatment and therapy and an outreach and training service.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with 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), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice effective 1 January 2015.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

(b) Funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds is charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

(c) Income recognition

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

No amount is included in the financial statements for volunteer time, in line with the SORP (FRS 102).

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

The charity receives government grants in respect of both The Mulberry Bush School and Outreach. Income from government and other grants is recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and

(c) Income recognition (continued)

the amount can be measured reliably. If entitlement were not met, then the amounts would be deferred.

Interest income is recognised in the period in which it is earned.

(d) Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes the relevant proportion of salary costs, the cost of events and the cost of collecting income.
- Expenditure on charitable activities includes the direct costs of running and promoting the school and teaching school plus an allocation of support costs.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

(e) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

The analysis of these costs is included in note 6.

(f) Leased assets

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are recognised as resources expended as incurred.

(g) Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation and any accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Freehold land	Nil
Freehold buildings	40 years
Furniture and equipment	20% or 33% on cost
Motor vehicles	25% on the reducing balance method

(h) Creditors payable within one year

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.

(i) Employee benefits

The charity operates defined contribution plans for the benefit of its non-teaching staff and contributions are expensed as they become payable. Teaching staff are members of the Teachers' Pension Scheme which is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charity in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. The TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

(j) Tax

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

(k) Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

2 Income from donations and grants

	2022 £	2021 £
Gifts	367,235	239,699
Grants	299,942	416,746
	667,177	656,445

3 Income from charitable activities

	2022 £	2021 £
Mulberry Bush School - Practice	5,834,281	5,170,255
Mulberry Bush Learning & Research - Support	281,253	112,922
	6,115,534	5,283,177

4 Income from investments

	2022 £	2021 £
Interest receivable	3,569	1,802

5 Analysis of expenditure on charitable activities

2022	Activities undertaken directly £	Support costs £	Total £
Mulberry Bush School - Practice	4,693,775	1,143,188	5,836,963
Mulberry Bush Learning and Research Centre - Support	395,780	72,176	467,956
Mulberry Bush Third Space - Influence	134,266	65,210	199,476
	5,223,821	1,280,574	6,504,395

2021	Activities undertaken directly £	Support costs £	Total £
Mulberry Bush School - Practice	4,573,317	1,098,735	5,672,052
Mulberry Bush Learning and Research Centre - Support	362,059	52,179	414,238
Mulberry Bush Third Space - Influence	129,331	44,981	174,312
	5,064,707	1,195,895	6,103,133

6 Allocation of support costs

2022

	Basis of allocation	Raising funds £	Practice £	Support £	Influence £	Total £
Staff	Actual	-	167,688	-	-	167,688
Premises	Actual	-	220,077	30,140	36,066	286,283
IT support	Per head	-	152,512	15,636	4,679	172,827
Insurance	Per head	-	48,062	4,928	1,475	54,465
Office	Per head	-	92,146	7,335	3,870	103,351
Marketing	Per head	-	38,435	3,941	1,179	43,555
Professional fees	Per head	-	84,952	8,710	2,606	96,268
Other	Per head	-	14,496	1,486	445	16,427
Depreciation	Actual	-	324,820	-	14,890	339,710
Disposals	Actual	-	-	-	-	-
Total		-	1,143,188	72,176	65,210	1,280,574

6 Allocation of support costs (continued)

2021

	Basis of allocation	Raising funds	Practice	Support	Influence	Total
		£	£	£	£	£
Staff	Actual	-	204,547	-	-	204,547
Premises	Actual	-	209,490	29,035	28,894	267,419
IT support	Per head	-	113,598	7,519	6,140	127,257
Insurance	Per head	-	49,218	3,175	1,347	53,741
Office	Per head	-	65,031	4,196	1,780	71,007
Public relations	Per head	-	65,542	4,228	1,794	71,564
Professional fees	Per head	-	83,070	5,359	2,274	90,703
Other	Per head	-	6,038	390	165	6,593
Depreciation	Actual	-	287,574	-	15,490	303,064
Disposals	Actual	-	-	-	-	-
Total		-	1,084,108	53,903	57,884	1,195,895

7 Governance costs

	Note	2022	2021
		£	£
Trustee remuneration	10	-	-
Trustee expenses		1,072	391
Auditor's remuneration (including expenses)	9	8,508	8,100
Auditor's non-audit remuneration		2,856	2,232
		12,436	10,723

8 Net income/(expenditure) for the year

Net income/(expenditure) is stated after charging/(crediting):

	2022	2021
	£	£
Depreciation of tangible fixed assets	339,710	303,234

9 Auditor's remuneration

	2022	2021
	£	£
Fees payable to the charity's auditor to audit the annual accounts	8,508	8,100
Fees payable to the charity's auditor for other services:		
Audit-related assurance	2,502	984
Other services	354	1,248
	2,856	2,232

10 Trustees' and key management personnel remuneration and expenses

The trustees neither received nor waived any remuneration during the year (2021 - Nil).

The total amount of employee benefits received by key management personnel was £290,944 (2021 - £278,608). The Trust considers its key management personnel comprise its trustees and charity leadership team.

The reimbursement of trustees' expenses was as follows:

	2022 Number	2021 Number	2022	2021
Travel	3	1	1,072	391

11 Staff costs and employee benefits

The average monthly number of employees and full time equivalent (FTE) during the year was as follows:

	2022 Number	2022 FTE	2021 Number	2021 FTE
Raising funds	3	2.2	3	2.3
Charitable activities:				
Mulberry Bush School	105	97.8	105	102.3
Mulberry Bush Learning & Research	11	10.0	8	7.2
Mulberry Bush Third Space	4	3.0	4	3.8
	123	113.0	120	115.6

The total staff costs and employees' benefits was as follows:

	2022 £	2021 £
Wages and salaries	4,154,042	3,955,322
Social security	421,236	395,846
Apprenticeship levy	5,494	4,805
Defined contribution pension costs	291,797	268,027
	4,872,569	4,624,000

In addition termination payments of £24,663 were made during the year. None of this was unpaid at the end of the year.

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 is as follows:

	2022 Number	2021 Number
£60,001 - £70,000	4	3
£70,001 - £80,000	-	-
£80,001 - £90,000	1	1
£90,001 - £100,000	-	-
£100,001 - £110,000	1	1

12 Tangible fixed assets

	Freehold land and buildings	Furniture and equipment	Motor vehicles	Total
	£	£	£	£
Cost or valuation:				
At 1 September 2021	8,051,195	299,217	125,370	8,475,782
Additions	110,127	61,487	-	171,614
Disposals	-	-	-	-
At 31 August 2022	8,161,322	360,704	125,370	8,647,396
Depreciation:				
At 1 September 2021	1,880,846	164,159	102,988	2,147,993
Charge for the year	270,610	63,504	5,596	339,710
Disposals	-	-	-	-
At 31 August 2022	2,151,456	227,663	108,584	2,487,703
Net book value:				
At 31 August 2022	6,009,866	133,041	16,786	6,159,693
At 31 August 2021	6,170,348	135,059	22,382	6,327,789

13 Debtors

	2022	2021
	£	£
Trade debtors	226,494	501,950
Prepayments	47,605	56,020
Other debtors	13,309	33,895
	287,408	591,865

14 Creditors: amounts falling due within one year

	2022	2021
	£	£
Operating creditors	116,433	84,799
Creditors in respect of fixed assets	49,128	75,969
Other tax and social security	222,807	107,899
Deferred income	127,296	28,687
Pensions liability	65,443	37,103
Other creditors and accruals	144,313	52,352
	725,420	386,809

	2022	2021
	£	£
Deferred income at 1 September 2021	28,687	725
Released from previous years	(28,687)	(725)
Resources deferred in the period	127,296	28,687
Deferred income at 31 August 2022	127,296	28,687

15 Contingent liabilities

There were no contingent liabilities at 31 August 2022 (2021 – Nil).

16 Fund reconciliation

Unrestricted funds

	Balance at 1 September 2021	Income	Expenditure	Transfers	Balance at 31 August 2022
	£	£	£	£	£
General	7,893,907	6,489,466	6,275,126	3,140,382	11,248,629
Designated:					
Additional resources	57,621	-	10,502	-	47,119
	7,951,528	6,489,466	6,285,628	3,140,382	11,295,748

Restricted funds

	Balance at 1 September 2021	Income	Expenditure	Transfers	Balance at 31 August 2022
	£	£	£	£	£
Original buildings	2,428,416	-	93,446	(2,334,970)	-
The Burrow	889,148	-	83,736	(805,412)	-
Capital	3,317,564	-	177,182	(3,140,382)	-
Playgrounds	34,362	600	12,976	(9,866)	12,120
Refurbishment	461,720	160,315	20,489	9,866	611,412
Vehicles	7,180	-	2,463	-	4,717
Archive	-	648	900	-	(252)
Archive work (Wellcome)	-	25,993	25,993	-	-
Ball pool	-	1250	1,246	(4)	-
Education	-	3,000	-	4	3,004
Group work	-	10,000	5,000	-	5,000
Library	3,500	-	153	-	3,347
Outreach work	22,457	60,000	43,635	-	38,822
Research work	9,000	35,008	33,878	-	10,130
	3,855,783	296,814	323,915	-	688,300

Fund descriptions

a) Unrestricted funds are held to help fulfil The Mulberry Bush charitable objects and underpin its risk management and reserves policy.

b) Designated funds are unrestricted funds earmarked by the trustees for particular projects and resources not funded by local authority fees.

c) Restricted funds have restrictions on their use imposed by the donor or through the terms of an appeal.

- The Capital fund has been credited with income to be used for major development and improvement to the organisation's infrastructure and charged with the depreciation of the buildings paid for from the fund. Now that the restriction has been satisfied by the completion of the buildings the balance has been transferred to unrestricted.

- The Playgrounds fund is available to contribute to the cost of playgrounds improvement. There was a balance left which will be used on the refurbishment of the residential houses.

Fund descriptions (continued)

- The Refurbishment fund will be used for site improvements and refurbishment. Initially, this was set up with money raised by the 70th anniversary appeal.
- The Vehicles fund is used for the purchase vehicles and the related depreciation is charged to the fund each year.
- The Archive fund comes from a grant for conservation work which is payable in two stages and we have spent in advance of receiving the second stage.
- The Archive work fund (Wellcome) comes from a grant to enable work on the Harold Bridger archive.
- The Library fund has money which was given for a library for the children at the School.
- The Outreach work fund funds some work with several primary schools who have a significant proportion of pupils with SEMH difficulties.
- The Research work fund contributes to the cost of employing a research assistant.

17 Analysis of net assets between funds

	Unrestricted funds	Designated funds	Restricted funds	Total
	£	£	£	£
Fixed assets	5,990,775	-	168,918	6,159,693
Cash at bank and in hand	5,646,738	47,119	568,510	6,262,367
Other net current assets	(388,884)	-	(49,128)	(438,012)
Total	11,248,629	47,119	688,300	11,984,048

18 Reconciliation of net income to net cash flow from operating activities

	2022	2021
	£	£
Net income for the year	176,737	(261,785)
Interest receivable	(3,569)	(1,802)
Depreciation of tangible fixed assets	339,710	303,234
Decrease/(increase) in debtors	304,457	(267,879)
Increase/(decrease) in creditors	365,452	73,830
Net cash flow from operating activities	1,182,787	(154,406)

19 Pensions and other post-retirement benefits

The charity operates defined contribution pension plans for its employees. The amount recognised as an expense in the period was £291,797 (2021 - £268,027).

20 Financial commitments

The charity has an operating lease related to an office and meeting room facility, used principally as the Learning & Research Centre, under which £23,040p.a. is payable by monthly instalments until the lease expires on 25 February 2025, subject to rent review and break clauses effective in 2023. £23,040 was paid during the year; £23,040 is payable within one year; and £34,610 is payable in 1-5 years.

21 Related party transactions

There were donations from trustees totalling £11,804 (2021 £730).

Travelling expenses totalling £1,072 were paid to three trustees (2021 - £391 to one trustee).

Remuneration for all staff is managed via an annual Salary Review, and overseen by the Finance and General Purposes Trustee sub-committee. This includes one member of staff who is the wife of the Chief Executive Officer.

THE MULBERRY BUSH ORGANISATION LTD

England & Wales - Charity number 309565

Accounts

The Mulberry Bush Organisation Limited
Financial Statements
Year ended 31 August 2021

Charity registration number: 309565
Company registration number: 538828

The Mulberry Bush Organisation Limited

Financial Statements

Year ended 31 August 2021

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The Mulberry Bush Organisation Limited

Charity Reference and Administrative Details

Year ended 31 August 2021

Charity registration number	309565
Company registration number	538828
Trustees	Margaret Eynon Zoe Lattimer (Chair) Rosemary Lilley Simon Peacock Hugh Pidgeon Heather Price (Appointed 8 May 2021) Chris Pugh Richard Rollinson Michael Sarrington Satvinder Sondhi Mark Thomas
Chief executive officer	John Diamond
Registered office	Abingdon Road Standlake Witney OX29 7RW
Auditor	Critchleys Audit LLP Chartered Accountants Beaver House 23 - 38 Hythe Bridge Street Oxford OX1 2EP
Solicitors	MW Solicitors 34 Bell Street Reigate Surrey RH27SL
Bankers	National Westminster Plc 21 High Street Witney Oxon OX28 6HU

The trustees present their report and the audited financial statements of the charity for the year ended 31 August 2021. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published on 16 July 2014.

Structure, governance and management

Governing Document

The organisation is a charitable company limited by guarantee, incorporated in October 1954 and registered as a charity on 5 January 1966. The members of the company comprise the Board of Trustees, together with any other persons invited by the trustees as likely to assist in the furtherance of the objects of the company. The company has no share capital and the liability of the members is limited to £1 each in the event of the company being wound up.

The organisation is governed by its Memorandum and Articles of Association dated 2 October 1954 as subsequently amended, most recently in December 2019. In October 2008, the company changed its name to "The Mulberry Bush Organisation Limited". In December 2019, the Memorandum and Articles were again updated (and accepted by the Charity Commission) to extend our charitable mission:

'The MB Charity will be a leading charity for advancing the education, training, research and specialist therapeutic services for emotionally troubled and traumatised children, young people, adults their families and communities.'

Objectives and activities

The Mulberry Bush Charity operates (1) The Mulberry Bush School and (2) The Mulberry Bush Learning and Research Centre, and (3) the Mulberry Bush Third Space (MB3).

1. The Mulberry Bush School provides residential care, education, treatment and therapy for up to 31 children aged 5 to 13 who, due to early emotional deprivation, abuse and neglect, have severe social, emotional and mental health difficulties. As a result of their experiences, they are left mistrustful, impulsive, aggressive, sexualised and unable to form appropriate relationships. The aim of the school is to equip each child with personal, emotional, social and learning skills and the ability to cope within a family, local school or community environment. The school is one of the leading providers of such integrated and multi-disciplinary therapeutic services to this age group. Children are placed at the school following an assessment of needs carried out in close association with referring local authorities and the child's family. All fees are paid by their local authority.

2. In 2018 we created The Mulberry Bush Learning and Research Centre, as a way to bring together and consolidate our Outreach and Research work under one organisational identity.

    - The Mulberry Bush Outreach: provides psychodynamic and attachment based outreach training, support and consultancy to Schools, Children's Homes and professionals working across the child care sector. Our Foundation degree accredited by UWE in 'therapeutic work with children and young people' is increasingly accessed by external students.

Objectives and activities (continued)

- The Mulberry Bush Research: was established in September 2017 to ensure our practice is underpinned by a robust evidence base, and to extend our influence into academic networks involved in researching the needs of traumatised children, young people, their families and communities.

3. The Mulberry Bush Third Space (MB3): in Toddington, Gloucestershire, is being developed as a 'National Centre for Reflective Practice'. MB3 is enriched for research and study by the Planned Environment Therapy Archive, which holds collections related to the therapeutic community and progressive schools movements. It also holds the National Childcare Library. As a National Centre for Reflective Practice we are developing it as a centre for research, training, events and outdoor education.

   MB3 is also the institutional base for The International Centre for Therapeutic Care, a free global alliance with networks across Africa, Europe, USA, and Australia, and its 'voice' The Therapeutic Care Journal (The TCJ). The mission of the International Centre via the TCJ is 'to share models of therapeutic care, and to extend the influence and insights gained from our member networks, in order to improve services and outcomes for traumatised children, young people their families and communities'.

Public benefit statement

In setting objectives and planning activities, the Trustees have given careful consideration to the Charity Commission's general guidance on the provision of public benefit. Our 2019 Impact Report evidences data from across our services.

The public benefit and impact of our charitable work is achieved through providing education, training, research and specialist therapeutic services to enable the social inclusion and reintegration of children, young people, adults, their families and communities and all those who are made vulnerable by early years' trauma and mental health difficulties back into family, school, community and social life. Without a robust and meaningful early intervention, the children, young people, families and clients who use our charitable services are at serious risk of future social marginalisation, becoming victims of criminal and gang culture, sexual exploitation, or radicalisation by extremist ideologies, and they are more likely to be on a trajectory towards long term secure-estate or psychiatric facilities. By breaking cycles of abuse, the work of the charity builds social capital, and provides significant cost saving to the taxpayer over each potential life cycle.

Trustees of the charity

The directors of the charitable company are its trustees for the purposes of charity law. The trustees who have served during the year and since the year-end are listed on page 2. We would like to thank our Chair of Trustees Richard Rollinson who stood down in 2020 enabling a smooth transition to our new Chair, Zoe Lattimer, who took over the role in December 2020.

Organisational Structure

The prime responsibility of the Board of Trustees is to provide sound governance. The management of the organisation is overseen by the trustees who meet regularly and are responsible for its strategic direction and policy, including the appointment of senior personnel, the review and approval of key operational and financial policies and procedures, the overall management of fundraising and publicity and the setting of annual fees and budget. The Board also operates Education, Care and Treatment, Finance and General Purposes and such other committees as may be decided from time to time.

Organisational Structure (continued)

In determining the appointment of trustees, the Board of Trustees identifies such skills as may assist in the furtherance of the objects and future development of the organisation and invites new trustees with due regard to their experience and qualifications for office. New trustees are supported in their appointment through the provision of a range of information on the activities of the organisation and publications by the Charity Commission on the formal responsibilities of trustees, together with the opportunity, before their appointment, to attend trustee and other meetings and observe the day to day activity of the organisation.

The Board has appointed John Diamond as Chief Executive Officer responsible for the development and implementation of the organisation's strategic plan.

The Mulberry Bush Organisation (MBO) Charity Executive comprises John Diamond Chief Executive Officer and John Turberville Chief Operating Officer. The Charity Resource Team comprises David Bowman Director of Finance and Jo Mitchell Head of Marketing and Fundraising. The team works to promote and extend the charity's national and international influence, oversees the effective running of all service operations and holds responsibility for the safety and welfare of all children and young people, adults, families who use our services and our invaluable staffing groups.

Remuneration policy

The aggregated cost of employment of the MBO Charity Leadership team is £ 309,954 (2020 - £358,006). Remuneration for all staff is managed via an annual Salary Review, and overseen by the Finance and General Purposes Trustee sub-committee.

Strategic Report

Achievements and performance (including principal risks and uncertainties, development and performance and key performance indicators).

As previously mentioned across 2020 we developed a transitional Strategic Plan to help us navigate and adapt to the pandemic. This was organised in three phases, the first two across 2020; 1. 'Survival and maintaining impact' (March to August 2020) 2. 'How we might emerge stronger' (Sept – Dec 2020), and 3. How we would aim to 'future proof' our work (the new 2021 – 2026 strategic plan).

January to March 2021 was again a very difficult time with Covid creating sickness absences which significantly impacted on the School's education and therapeutic residential care staff teams. This again required our 38 week children to return home, whilst we focused on maintaining appropriate cover for those children in our 52 week service 'The Burrow'. Despite staff shortages the School successfully brought in 11 referrals of new children across the year, and our move to put all Outreach and MB3 training online in the Summer/Autumn of 2020, enabled us to continue to extend our reach and influence to new audiences across the year.

By Easter 2021 we had successfully organised vaccinations for all our front line staff, and despite the ongoing impact of Covid we moved to a more regular and forward looking version of the Strategic plan.

This work across the ongoing pandemic accelerated many aspects of our organisational development. In particular, we realised the need to promote an integrated mission across all our services, and worked to extend our reach nationally and internationally.

This included a shift from a financial model based on all services having to cover their costs to a model based on shared collective income and with a new focus of increasing our charitable impact. We also increased the fundraising capacity of the charity by extending the team to include two new posts, and by merging the Fundraising and Marketing/Communications functions under one team. (See 'Support' below.)

We continue to organise delivery of our charitable impact across three headings: practice, support and influence.

Practice

The Mulberry Bush School enables us to reach up to 31 children and their families, either in 38 week 'term time' placements, and since its opening in 2018 our children's home 'The Burrow', has continued to extend our services to include 52 week care. The school continues to receive strong referrals from a broad range of Local Authorities. We now have a waiting list and our aim has been to bring in one child each month.

In February 2018 the overall effectiveness of The Mulberry Bush School was again rated as 'outstanding' by a full Education Ofsted inspection, the first since 2012. In October 2019, we received a further judgement of "outstanding" by Ofsted, this time – and for the first time – under the Children's Homes Regulations.

Our most recent Ofsted Social Care Inspection as a Children's Home was in April 2021, and despite the considerable impact of Covid on the life of the School, we again received a judgement of 'Outstanding.'

It is an indication of the dedication and commitment of staff across this time that the children continued to make outstanding social and emotional progress. To reduce the risk of Covid transmission the Education department has continued to teach children in their household 'bubbles' rather than class groups, and they have continued to make sound educational progress.

The School also continues to be accredited by the Royal College of Psychiatrists as a therapeutic community.

Support

The Mulberry Bush Outreach continues to provide training and consultancy to help us reach hundreds of people through our 'support' heading, mainly to mainstream and special schools, and largely now focusing on cultural change informed by therapeutic principles in order to reduce school exclusions and create a more nurturing school ethos for emotionally troubled pupils. Examples of this work have included our initiatives 'Project Nurture' and 'Project 8'. Our Foundation degree continues to be the main vehicle of training for MB staff and places are also sold to external students. In 2021 the team successfully negotiated the ownership of two interrelated trainings; The Therapeutic Communities and Environments Practitioner Training (TCEPT), and the experiential Living Learning Environment (LLE) course, which are designed to further the training of people interested in therapeutic community work. In 2021 the Outreach team were also beneficiaries of a Constable Education Trust grant that has enabled expansion of their work into 'The nurturing schools project', and we are working with a request from Dorset C.C. to deliver a range of County wide training for their care and education staff.

Development of the Fundraising and Marketing Team

Across 2021 our Head of FR and Marketing further developed the capacity of the team with the appointment of a full time Community, Corporate and Events Fundraiser and a Fundraising support administrator. This was a strategic decision to professionalise our marketing, and grow FR income in support of the development of services that would advance our charitable mission and objectives. We are currently seeking an events and engagements officer to support the growing work, which is currently managed by our Marcomms executive.

Support and influence

The Mulberry Bush Research, aims to develop and shape a research culture to influence practice within The Mulberry Bush (MB) and other schools, agencies and providers of care to vulnerable, traumatised children and their families. We collaborate with researchers in academic and other childcare settings.

Our aim is to reach out and influence thousands of lives, through the activity of MB3, and the International Centre for Therapeutic Care and The Therapeutic Care Journal.

The Mulberry Bush Third Space (MB3) is becoming The National Centre for Reflective Practice (NCRP). A study and archive centre which holds the Planned Environment Therapy Archive and The National Childcare Library. As the NCRP this quiet rural site in Gloucestershire will run activities which will include research, training, events and outdoor activities and education opportunities. The growth of the Archive team and the arrival of a new administrative coordinator have strengthened the capacity and activity of the team to engage with new and existing stakeholders.

Across 2020/21 membership of the International Centre reached 458 people across our networks in the UK, Europe, Africa, Australia and the USA. Our online 'Therapeutic Care Journal' continues to be the main vehicle for communicating with these networks, with currently 1380 subscribers but thousands more across the world accessing the bi -monthly journal. Across 2020/21 we continued successful working partnerships with international organisations; International Federation of Educative Communities (FICE), Family for Every Child FFEC), and the UK based Institute for Recovery from Childhood Trauma (IRCT), with whom we now run an annual conference.

Principal risks and uncertainties

The Trustees review and consider all of the major risks to which MB services are exposed throughout the year and they have identified the four principal risks as:

1. The financial dependence of the school and other MB services on intermittent referrals of children by Local Authorities, and for the Outreach Team through DfE grants and contracted work from our mainstream and special school client base.

   Strategies to manage or prevent a downturn in referrals:

   - In the event of a period when there are no children placed or referred to the school, the school holds reserves that will cover 6 months' full and 6 months' half running costs. See reserves policy – page 9.

   - Maintaining and growing a broad referral base of work for both the School from Local Authority referrals from across England and Wales, and for our Outreach service from schools and social care organisations both regionally and nationally. We have committed ourselves to a new financial model which regards all income as a shared charity resource, and with a new emphasis on maximising our charitable impact.

2. The operational safety and welfare of children placed at the school and for those who use our Outreach services, and the 'safer recruitment' of staff appropriate to the care of such vulnerable children and young people.

   Strategies to manage the risk of a serious safeguarding incident or allegation:

   The Charity is committed to supporting the safety and welfare of all children, young people and families who use our services through active engagement with the current safeguarding agenda. Our School

   safeguarding policies and procedures have been rated as 'outstanding' by OFSTED. The Charity enacts its commitment to the safeguarding agenda by:

- Rigorous staff recruitment and vetting procedures. Recruitment is in accordance with the requirements of the Children's Homes Quality Standards under the Care Standards Act 2000 and protocols are also reviewed by OFSTED.

- All interview panels having at least one senior staff member or trustee who has undertaken safer recruitment training.

- Ensuring the Safeguarding agenda is embedded in all our service policies and in direct work with children and young people.

- The close supervision and management of children 24 hours a day;

- Encouraging independent advocacy for children, regular visits from 'Coram Voice' advocates, and equipping each household with a direct 'childline' telephone;

- Ensuring staff have regular supervision, consultation and access to our Level 5 training. Due to the vulnerability of many of our client groups, our safeguarding training is enhanced to a 2 year cycle, and is to the Oxfordshire Safeguarding Children's Board standard. We also deliver safeguarding training on behalf of the Oxon Safeguarding Board.

- Maintaining an excellent working relationship with the Oxfordshire Schools Safeguarding Team, and the Local Authority Designated Officer, and the Multi Agency Safeguarding Hub (MASH); and

- Maintaining an excellent reputation for working closely with parents, carers and referring authorities over any safeguarding issues.

In managing these risks, the school has developed a rigorous and well documented standard of operational policies which are required and checked procedures by the annual visits of the Office for Standards in Education (OFSTED).

3. Creating a sustainable model of service delivery:

Strategies to achieve this:

- The opening of 'The Burrow', our children's home, in 2018, has successfully extended the service offer to Local Authorities who are seeking specialist provision for very hard–to–place children. We now provide a broader range of flexible 38 and 52 week specialist residential 'step down' provision.

- To establish a secondary school as part of our current strategic plan.

- For MB3 to be fully trading as a national 'Centre for Reflective Practice' offering research, training, events and outdoor education.

- The diversification of traded services, such as The Mulberry Bush Outreach service, to create new revenue streams for the Charity.

4. Impact of the Covid pandemic:

Strategies to underpin our response:

- As noted at the beginning of the Strategic Report, we have moved on from the Covid transitional strategic plan that helped us navigate through the pandemic, the ongoing Strategic Plan is kept under regular review by the Executive and Trustees.

- Operationally, the Executive, Charity Resource Group, Service Leads Group and the Schools Senior Leadership Team continue to work closely together to assess the changing guidance, circumstances and requirements in relation to the pandemic.

Financial review

The principal activity of the charity at present is the School at Standlake and the critical financial measure of performance is the occupancy level. Average occupancy during the year was less than we had budgeted for and less than the number we had capacity for. Consequently, income from this activity was also less than budgeted. However, occupancy at the beginning of the year was at a low point because of a high proportion of summer leavers and, despite the difficult circumstances of the pandemic a high number of children joined us during the year.

Income generated by the Mulberry Bush Learning and Research Centre was short of budget but a lot of work was done to create opportunities for income and impact in subsequent years.

The Mulberry Bush Third Space was less available to visitors than we had hoped, and had capacity for, because of the pandemic and, again work was done to create opportunities for income and impact in subsequent years.

The general fund income for the year in respect of the provision of education and child care services was £5,283,178 compared to £5,340,333 in 2020.

Donated income from gifts and grants (including grants from central government) was £656,445, compared to £1,022,121 in 2020 when land at a value of £500,000 was transferred to the Mulberry Bush on the closure of the Planned Environment Therapy Trust (PETT).

Expenditure on charitable activities was higher at £6,101,133 compared to £5,948,473 in 2020, mostly driven by increased staff costs.

The total cash and bank balances as at 31 August 2021 were £5,274,466 (2020: £5,618,746) of which £386,809 was held to meet current liabilities. The reduction in cash and bank balances was partly related to the reduced level of activity but also to an increase in the amounts due from local authorities.

Total reserves are £11,807,311 of which £3,855,783 are in restricted funds. Of the restricted funds, there is a total of £3,424,953 held in the capital, playgrounds and vehicle funds which is an amount which can only be realised by disposing of tangible fixed assets.

Reserves policy

As noted above in the principal risks and uncertainties section, the trustees have identified one of the principal risks as the financial dependence of the school on intermittent referrals of children by a number of Local Authorities. As part of the mitigation of this risk, the trustees aim to maintain unrestricted reserves equivalent to six months current running costs at full expenditure levels plus a further six months at half of full current running costs. This would allow a reasonable period of time in which to restore occupancy levels and, if that strategy were unsuccessful, to carry out an orderly restructuring which would allow the charity to operate at reduced levels of occupancy.

In addition to cash reserves, the trustees are aware that the charity occupies land at Standlake and Toddington which have the potential to generate significant value for the charity should circumstances require.

Based on the budgeted running costs for the year ending 31 August 2022, our reserves policy requires the trustees to aim for £4.96m to be retained in unrestricted net current assets. At 31 August 2021, the charity held £5.0m in unrestricted net current assets. The reserves policy is regarded as an indicator rather than as a mandatory requirement and is reviewed annually.

Fundraising

The charity is registered with the Fundraising Regulator and seeks to comply with their code in all respects, including having a complaints policy, and have received no complaints about our fundraising activities. We do not make use of professional fundraisers or commercial participators.

Investment policy

The trustees have not felt it appropriate to invest in any assets other than cash but seek to optimise interest income through conventional short-term deposits with reputable and secure banks.

Plans for future periods

Each year, the Board of Trustees reviews with the Charity Executive a rolling strategic plan that looks at the vision and objectives of the school. The strategic objectives of the 2021-2026 plan include:

Practice:

1. To continue to maximise and manage well a referral stream of children referred to the School for specialist 38 and 52 week care, treatment and education.

2. To continue to market and promote our 38 week and 52 week offer, with The Burrow as an on-site service for up to 6 children in need of 52 week provision

3. To seek a site for, and to establish a specialist therapeutic residential secondary school.

4. To extend our offer of services to help families, by further developing the Therapies and Networks Team's family support and intervention work.

Support and Influence:

5. To increase the numbers of children and staff who benefit from The Mulberry Bush Outreach services across schools and social care.

6. To extend the reach and influence of the International Centre through partnerships with active global networks and organisations such as FICE and Family for Every Child.

7. To further develop the reach and influence of The Mulberry Bush Research.

8. To develop The Mulberry Bush Third Space as a National Centre for Reflective Practice.

Trustees' responsibilities

The trustees as directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the net movement in funds of the charitable company for that period. In preparing these financial statements, the directors are required to:

(i) Select suitable accounting policies and then apply them consistently;

(ii) Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006.

Trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information. The trustees confirm that there is no relevant information that they know of and which they know the auditors are unaware of.

Disclosure of information to the auditors

We, the directors of the company who held office at the date of approval of these financial statements as set out above each confirm, so far as we are aware, that:

- there is no relevant audit information of which the company's auditors are unaware; and

- we have taken all the steps that we ought to have taken as directors in order to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as company directors.

On behalf of the Board

Zoe Lattimer

Zoe Lattimer, Chair
13 November 2021

The Mulberry Bush Organisation Limited

Independent Auditor's Report

Year ended 31 August 2021

Independent auditor's report to the members of Mulberry Bush Organisation Limited
Opinion

We have audited the financial statements of The Mulberry Bush Organisation Limited (the "Charity") for the year ended 31 August 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 August 2021 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on The Mulberry Bush Organisation Limited's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.
Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, including the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.
We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement [set out on page 11], the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;

- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our knowledge and experience;

- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company.

- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence where applicable; and

- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;

- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;

- tested journal entries to identify unusual transactions;

- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and

- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;

- reading the minutes of meetings of those charged with governance;

- enquiring of management as to actual and potential litigation and claims;

- reviewing relevant correspondence.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities.

This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Robert Kirtland (Senior Statutory Auditor)

For and on behalf of Critchleys Audit LLP
Beaver House
23-38 Hythe Bridge Street
Oxford
OX1 2EP

Date : 16 November 2021

The Mulberry Bush Organisation Limited

Statement of Financial Activities (Including Income and Expenditure Account)

Year ended 31 August 2021

		2021				2020			
		Unrestricted		Restricted	**Total**	Unrestricted		Restricted	**Total**
		General	Designated	funds		General	Designated	funds	
	Note	**£**	£	£	**£**	**£**	£	£	**£**
Income from									
Donations and grants	2	521,427	-	135,018	**656,445**	846,329	46,723	129,069	**1,022,121**
Charitable activities	3	5,283,178	-	-	**5,283,178**	5,340,323	-	-	**5,340,323**
Investments	4	1,802	-	-	**1,802**	11,806	-	-	**11,806**
Total income		5,806,407	-	135,018	**5,941,425**	6,198,458	46,723	129,069	**6,374,250**
Expenditure on:									
Raising funds		100,077	-	-	**100,077**	53,176	-	-	**53,176**
Charitable activities	5	5,819,932	6,223	276,978	**6,103,133**	5,529,362	27,235	391,876	**5,948,473**
Total expenditure		5,920,009	6,223	276,978	**6,203,210**	5,582,538	27,235	391,876	**6,001,649**
Net income/(expenditure)		(113,602)	(6,223)	(141,960)	**(261,785)**	615,920	19,488	(262,807)	**372,601**
Transfers between funds		-	-	-	**-**	-	(196,135)	196,135	**-**
Net movement in funds		(113,602)	(6,223)	(141,960)	**(261,785)**	615,920	(176,647)	(66,672)	**372,601**
Reconciliation of funds:									
Total funds brought forward	16	8,007,509	63,844	3,997,743	**12,069,096**	7,391,589	240,491	4,064,415	**11,696,495**
Total funds carried forward	16	7,893,907	57,621	3,855,783	**11,807,311**	8,007,509	63,844	3,997,743	**12,069,096**

All income and expenditure derive from continuing activities.

The statement of financial activities includes all gains and losses recognised during the year.

The Mulberry Bush Organisation Limited

Balance Sheet

Year ended 31 August 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	12	6,327,789	6,448,033
Current assets			
Debtors	13	591,865	324,986
Cash at bank and in hand		5,274,466	5,618,746
		5,866,331	5,943,732
Creditors: amounts falling due within one year	14	(386,809)	(322,669)
Net current assets		5,479,522	5,621,063
Net assets		11,807,311	12,069,096
Charity funds			
Restricted funds	16	3,855,783	3,997,743
Unrestricted funds	16	7,951,528	8,071,353
Total charity funds	16	11,807,311	12,069,096

The financial statements were approved and authorised for issue by the Board on 13 November 2021.

Signed on behalf of the Board of Trustees

Zoe Lattimer, Chair
13 November 2021

The notes on pages 19 to 27 form part of these financial statements.

Company registration number: 538828

The Mulberry Bush Organisation Limited

Statement of Cash Flow

Year ended 31 August 2021

	Note	2021 £	2020 £
Cash flow from operating activities	18	(154, 406)	51,344
Interest paid		-	-
Net cash flow from operating activities		(154,406)	51,344
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(192,677)	(284,401)
Interest received		2,803	11,806
Net cash flow from investing activities	18	(189,874)	(272,595)
Net cash flow from financing activities		-	-
Net (decrease)/increase in cash and cash equivalents		(344,280)	(221,251)
Cash and cash equivalents at 1 September 2020		5,618,746	5,839,997
Cash and cash equivalents at 31 August 2021		5,274,466	5,618,746
Cash and cash equivalents consists of:			
Cash at bank and in hand		3,274,466	3,618,746
Short term deposits		2,000,000	2,000,000
Cash and cash equivalents at 31 August 2021		5,274,466	5,618,746

1 Summary of significant accounting policies

(a) General information and basis of preparation

The Mulberry Bush Organisation Limited is a charitable company registered in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 2 of these financial statements. The nature of the charity's operations and principal activities is the provision of residential care, education, treatment and therapy and an outreach and training service.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with 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), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice effective 1 January 2015.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

(b) Funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds is charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

(c) Income recognition

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

No amount is included in the financial statements for volunteer time, in line with the SORP (FRS 102).

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

The charity receives government grants in respect of both The Mulberry Bush School and Outreach. Income from government and other grants is recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and

(c) Income recognition (continued)

the amount can be measured reliably. If entitlement were not met, then the amounts would be deferred.

Interest income is recognised in the period in which it is earned.

(d) Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes the relevant proportion of salary costs, the cost of events and the cost of collecting income.
- Expenditure on charitable activities includes the direct costs of running and promoting the school and teaching school plus an allocation of support costs.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

(e) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

The analysis of these costs is included in note 6.

(f) Leased assets

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are recognised as resources expended as incurred.

(g) Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation and any accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Freehold land	Nil
Freehold buildings	40 years
Furniture and equipment	20% on cost
Motor vehicles	25% on the reducing balance method

(h) Creditors payable within one year

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.

(i) Employee benefits

The charity operates defined contribution plans for the benefit of its non-teaching staff and contributions are expensed as they become payable. Teaching staff are members of the Teachers' Pension Scheme which is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charity in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. The TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

(j) Tax

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

(k) Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

2 Income from donations and grants

	2021 £	2020 £
Gifts	239,699	675,793
Grants	416,746	346,328
	656,445	1,022,121

In 2020, the value of gifts was enhanced by the transfer of £575,548 in land and liquid funds from the Planned Environment Therapy Trust (PETT).

3 Income from charitable activities

	2021 £	2020 £
Mulberry Bush School	5,170,255	5,179,893
Mulberry Bush Learning & Research Centre	84,708	136,525
Mulberry Bush Third Space	28,214	23,915
	5,283,177	5,340,333

4 Income from investments

	2021 £	2020 £
Interest receivable	1,802	11,806

5 Analysis of expenditure on charitable activities

2021	Activities undertaken directly £	Support costs £	Total £
Mulberry Bush School - Practice	4,573,317	1,098,735	5,672,052
Mulberry Bush Learning and Research Centre - Support	362,059	52,179	414,238
Mulberry Bush Third Space - Influence	129,331	44,981	174,312
	5,064,707	1,195,895	6,103,133

2020	Activities undertaken directly £	Support costs £	Total £
Mulberry Bush School - Practice	4,396,345	947,585	5,343,930
Mulberry Bush Learning and Research Centre - Support	371,664	46,708	418,372
Mulberry Bush Third Space - Influence	142,038	44,133	186,171
	4,910,047	1,038,426	5,948,473

6 Allocation of support costs

2021

	Basis of allocation	Raising funds £	Practice £	Support £	Influence £	Total £
Staff	Actual	-	204,547	-	-	204,547
Premises	Actual	-	209,490	29,035	28,894	267,419
IT support	Per head	-	113,598	7,519	6,140	127,257
Insurance	Per head	-	49,218	3,175	1,347	53,741
Office	Per head	-	65,031	4,196	1,780	71,007
Marketing	Per head	-	65,542	4,228	1,794	71,564
Professional fees	Per head	-	83,070	5,359	2,274	90,703
Other	Per head	-	6,038	390	165	6,593
Depreciation	Actual	-	287,574	-	15,490	303,064
Disposals	Actual	-	-	-	-	-
Total		-	1,084,108	53,903	57,884	1,195,895

6 Allocation of support costs (continued)

2020

	Basis of allocation	Raising funds	Practice	Support	Influence	Total
		£	£	£	£	£
Staff	Actual	-	213,135	-	-	213,135
Premises	Actual	-	170,469	29,035	30,924	230,428
IT support	Per head	-	72,542	4,411	3,262	80,215
Insurance	Per head	-	40,367	2,349	-	42,716
Office	Per head	-	83,988	4,887	-	88,875
Public relations	Per head	-	38,420	2,236	-	40,656
Professional fees	Per head	-	58,782	3,421	-	62,203
Other	Per head	-	6,495	369	-	6,864
Depreciation	Actual	-	263,387	-	9,947	273,334
Disposals	Actual	-	-	-	-	-
Total		-	947,585	46,708	44,133	1,038,426

7 Governance costs

	Note	2021	2020
		£	£
Trustee remuneration	10	-	-
Trustee expenses		391	1,088
Auditor's remuneration (including expenses)	9	8,100	7,800
Auditor's non-audit remuneration		2,232	3,482
		10,723	12,370

8 Net income/(expenditure) for the year

Net income/(expenditure) is stated after charging/(crediting):

	2021	2020
	£	£
Depreciation of tangible fixed assets	303,234	273,334

9 Auditor's remuneration

	2021	2020
	£	£
Fees payable to the charity's auditor to audit the annual accounts	8,100	7,800
Fees payable to the charity's auditor for other services:		
Audit-related assurance	984	1,770
Other services	1,248	1,712
	2,232	3,482

10 Trustees' and key management personnel remuneration and expenses

The trustees neither received nor waived any remuneration during the year (2020 - Nil).

The total amount of employee benefits received by key management personnel was £287,739 (2020 - £322,683). The Trust considers its key management personnel comprise its trustees and charity leadership team.

The reimbursement of trustees' expenses was as follows:

	2021 Number	2020 Number	2021	2020
Travel	1	2	391	1,088

11 Staff costs and employee benefits

The average monthly number of employees and full time equivalent (FTE) during the year was as follows:

	2021 Number	2021 FTE	2020 Number	2020 FTE
Raising funds	3	2.3	1	0.5
Charitable activities:				
Mulberry Bush School	105	102.3	108	105.5
Mulberry Bush Learning & Research	8	7.2	8	6.6
Mulberry Bush Third Space	4	3.8	4	2.8
	120	115.6	121	115.4

The total staff costs and employees' benefits was as follows:

	2021 £	2020 £
Wages and salaries	3,955,322	3,928,311
Social security	395,846	394,695
Apprenticeship levy	4,805	4,732
Defined contribution pension costs	268,027	248,387
	4,624,000	4,576,125

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 is as follows:

	2021 Number	2020 Number
£60,001 - £70,000	3	2
£70,001 - £80,000	-	-
£80,001 - £90,000	1	1
£90,001 - £100,000	-	1
£100,001 - £110,000	1	-

12 Tangible fixed assets

	Freehold land and buildings	Furniture and equipment	Motor vehicles	Total
	£	£	£	£
Cost or valuation:				
At 1 September 2020	7,891,709	661,019	125,370	8,678,098
Additions	159,486	23,504	-	182,990
Disposals	-	(385,306)	-	(385,306)
At 31 August 2021	8,051,195	288,217	125,370	8,475,782
Depreciation:				
At 1 September 2020	1,646,031	488,506	95,528	2,230,065
Charge for the year	234,815	60,959	7,460	303,234
Disposals	-	(385,306)	-	(385,306)
At 31 August 2021	1,880,846	164,159	102,988	2,147,993
Net book value:				
At 31 August 2021	6,170,348	135,059	22,382	6,327,789
At 31 August 2020	6,245,678	172,513	29,842	6,448,033

13 Debtors

	2021	2020
	£	£
Trade debtors	501,950	277,513
Prepayments	56,020	36,989
Other debtors	33,895	10,484
	591,865	324,986

14 Creditors: amounts falling due within one year

	2021	2020
	£	£
Operating creditors	84,799	62,091
Creditors in respect of fixed assets	75,969	85,657
Other tax and social security	107,899	102,333
Accruals and deferred income	28,687	725
Pensions liability	37,103	34,868
Other creditors	52,352	36,995
	386,809	322,669

15 Contingent liabilities

There were no contingent liabilities at 31 August 2021 (2020 – Nil).

16 Fund reconciliation

Unrestricted funds

	Balance at 1 September 2020	Income	Expenditure	Transfers	Balance at 31 August 2021
	£	£	£	£	£
General	8,007,509	5,806,407	5,920,009	-	7,893,907
Designated:					
Additional resources	63,844	-	6,223	-	57,621
	8,071,353	5,806,407	5,926,232	-	7,951,528

Restricted funds

	Balance at 1 September 2020	Income	Expenditure	Transfers	Balance at 31 August 2021
	£	£	£	£	£
Original buildings	2,521,862	-	93,446	-	2,428,416
The Burrow	972,516	-	83,369	-	889,148
Capital	3,494,378	-	176,815	-	3,317,564
Vehicles	10,464	-	3,283	-	7,180
Playgrounds	46,482	-	12,120	-	34,362
Refurbishment	432,919	28,801	-	-	461,720
Library	3,500	-	-	-	3,500
Family weekend work	10,000	-	10,000	-	-
Archive work	-	25,890	25,890	-	-
Training support	-	11,327	11,327	-	-
Research work	-	9,000	-	-	9.000
Outreach work	-	60,000	37,543	-	22,457
	3,997,743	135,018	276,978	-	3,855,783

Fund descriptions

a) Unrestricted funds are held to help fulfil The Mulberry Bush charitable objects and underpin its risk management and reserves policy.

b) Designated funds are unrestricted funds earmarked by the trustees for particular projects and resources not funded by local authority fees.

c) Restricted funds have restrictions on their use imposed by the donor or through the terms of an appeal.
The Capital fund is credited with income to be used for major development and improvement to the organisation's infrastructure and charged with the depreciation of the buildings paid for from the fund.
The Vehicles fund is used for the purchase vehicles and the related depreciation is charged to the fund each year.
The Playgrounds fund is available to contribute to the cost of playgrounds improvement.
The refurbishment fund will be used for site improvements and refurbishment. Initially, this was set up with money raised by the 70th anniversary appeal.
The Library fund has money which was given for a library for the children at the School.
The family weekend fund was used for work with the families of children at Mulberry.
The Archive work fund comes from a grant to enable work on the Harold Bridger archive.
The training support fund financed work to develop a Certificate in Therapeutic group Work.

Fund descriptions (continued)

The research work fund contributes to the cost of employing a research assistant.
The Outreach work fund funds some work with several primary schools who have a significant proportion of pupils with SEMH difficulties.

17 Analysis of net assets between funds

	Unrestricted funds	Designated funds	Restricted funds	Total
	£	£	£	£
Fixed assets	2,902,836	-	3,424,953	6,327,789
Cash at bank and in hand	4,710,046	57,621	506,799	5,274,466
Other net current assets	281,025	-	(75,969)	205,056
Total	7,893,907	57,621	3,855,783	11,807,311

18 Reconciliation of net income to net cash flow from operating activities

	2021	2020
	£	£
Net income for the year	(261,785)	372,601
Interest receivable	(1,802)	(11,807)
Depreciation of tangible fixed assets	303,234	273,334
Gift in kind	-	(500,000)
Decrease/(increase) in debtors	(267,879)	(29,927)
Increase/(decrease) in creditors	73,830	(52,857)
Net cash flow from operating activities	(154,406)	51,344

19 Pensions and other post-retirement benefits

The charity operates defined contribution pension plans for its employees. The amount recognised as an expense in the period was £268,027 (2020 - £248,387).

20 Financial commitments

The charity has an operating lease related to an office and meeting room facility, used principally as the Learning & Research Centre, under which £23,040p.a. is payable by monthly instalments until the lease expires on 25 February 2025, subject to rent review and break clauses effective in 2021 and 2023. £23,040 was paid during the year; £23,040 is payable within one year; and £57,650 is payable in 1-5 years.

21 Related party transactions

Travelling expenses totalling £391 were paid to one trustee (2020 - £1,088 to two trustees). In 2020, Mulberry Bush received the assets of the Planned Environment Therapy Trust (PETT), comprising £500,000 in land and £75,548 in liquid funds. One trustee was also trustee of PETT until its closure in September 2020.