

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

Registered Charity No. 1108999

The Mulberry Centre

Report and Accounts

For the Year ended 31 March 2020

The Mulberry Centre (05349202) (Limited by Guarantee)

Report and Accounts for the Year ended 31 March 2020

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Chairman's Report

This is my fourth report for The Mulberry Centre. I am writing it in the middle of unprecedented times: the Covid-19 pandemic, the subsequent lockdown and the gradual easing of restrictions. I shall deal with the impact on the Centre later on in this report.

During the year, we have spent time reaffirming and refreshing our vision, our mission, our values, whom we serve and what our strategic priorities should be. Working with the staff, we agreed an operational plan that will focus on the following five key areas over the next two years.

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

To support these five areas, we have created five work streams, together with supporting task-and-finish groups; these groups have joint membership of staff and trustees and are an excellent vehicle to demonstrate partnership working. I am indebted in particular to Chris Bradley who has turned all this work into a highly usable framework, kept the key messages on one page and kept everything up to date.

We have also taken the opportunity to streamline the committee structure, to make it proportionate to the size and complexity of the organisation. There are now only two committees, and both report to the Board: the Strategy Committee and the Finance Committee.

In last year's report, I was delighted to welcome Raj Athwal as our Executive Director. During this year, she has done an outstanding job. Under her leadership, we have been able to appoint or to internally promote a new team to support delivery of what we do. Raj has built good relationships with existing funders and new funders, and she has made a special point of ensuring that we are rigorous in reporting back to them.

We are also looking at new areas of work that support our mission and are looking forward to the stronger input we can have through supporting clients with complex welfare and benefits issues. We were delighted to be approached by a locally based firm of solicitors to become their charity for the year; they have given us resources both financial and in kind. I was also delighted to be invited to the Trinjan Group's 15th anniversary party in April last year. It was

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an incredible and enjoyable event that was attended by almost 200 people, and they gave the generous gift of £5,000 towards the work of the Centre.

The great work the staff and Centre does is only possible because of the fabulous team of volunteers that give of their time. It was good to see this externally recognised when the Complementary Therapy Team won the Macmillan Service Team of the Year Award in 2019. We are truly grateful to all volunteers. It was rewarding to meet so many of you at the Christmas Thank-you and the internal award ceremony in December.

The National Lottery Community Fund's grant of £400,000 over three years, begun last September, has helped us enormously. It has enabled us to have a little thinking and reflection time about what next. There are still clients who need support, and we continue to be grateful to the Fund and to all the funders that support our work. You can see just how many and how diverse they are. We are immensely grateful to all of them.

Covid-19 has had a major impact on everyone. The Strategy Committee and the staff worked closely together to follow Government advice. The Centre therefore closed in March after the announcement of lockdown. Raj and the team did an amazing exercise in moving client services online. We were also able to offer support services to NHS staff who were working with Covid-19 patients, and to patients and their relatives. This took the form of virtual one to one support, group support, online workshops and well-being classes. To support this extra work, we were able to apply successfully for additional grants of £107,000 in the first quarter of this new year. The staff continued to work remotely from home. This posed a challenge to our IT infrastructure, and we are currently working on that. We have ensured that the offices are Covid secure, and staff are gradually coming back into the Centre. We hope to reopen the Centre to clients, but we shall do so only when it is safe. Staff and volunteers have done an amazing job throughout this time, and I want to record my special thanks.

Early in the lockdown and at our first Zoom meeting, the Board was delighted to welcome a new trustee, Jo Grinbergs. She is a former member of staff and a volunteer, and we are delighted to welcome her back wearing a different hat. At our timeout in November, we carried out a skills audit, and it was agreed that we should look for trustees with particular expertise in fundraising and communications. The Board and the committees have continued to meet throughout the year, and I would like to say a personal thank-you for their continued input, energy and support.

I began by saying that this was my fourth report as Chair, but it is also my last. I made the decision at the beginning of the year that the combination of living in Herefordshire, having offices in the City, and the Centre being in Twickenham was becoming very difficult for me to sustain. Lockdown then happened, and though I announced my departure in February, I decided to stay on until August 2020 to support the Centre. I have greatly enjoyed being part of this remarkable organisation. I leave the Centre in good heart, with a committed Board, an excellent staff team lead by Raj, the finances still a stretch but more stable and a 20th anniversary to plan and to look forward to in 2021. Go forward and prosper!

Sarah Thewlis

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Trustees' Report for the year ended 31 March 2020

The Trustees present their report and the financial statements of The Mulberry Centre for the Accounting Year ended 31 March 2020.

MISSION AND PUBLIC BENEFIT STATEMENT

The core mission of The Mulberry Centre is to improve the lives of anyone affected by cancer, including those with a diagnosis, carers, family members and bereaved relatives, by enhancing emotional, psychological and physical well-being. We do this by providing counselling, complementary therapies, wellbeing classes, and supporting information, tailored to the needs of our clients at, and around, our purpose-built centre in Isleworth, in a welcoming and non-clinical environment.

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

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

THE WORK OF THE MULBERRY CENTRE

The service range

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

www.themulberrycentre.co.uk)

- Welcome Assessment, Information and Library
- Counselling and Psychological Support (Structured and Unstructured)
- Facilitated Support Groups
- Complementary Therapies and Wellbeing Classes
- Informative Workshops and Social/Creative Activities
- Legal Information Service
- Welfare Rights and Benefits Information Service
- A peaceful space to relax and meet others

The Mulberry Centre also carries out a range of Community Engagement activities.

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Client services have evolved this year. We appointed a new Cancer Information and Support Services Manager to lead client services, and two new Cancer Information and Support Assistants joined in January and February 2020, with some contractors during the year to maintain service continuity. The client services team did a great job - continuing to offer uninterrupted support to our existing clients and registering a high number of new clients.

Around February / March 2020, we began to notice the impact of Covid-19 on footfall in our Centre, and on the level of face to face services accessed. We changed the way we supported our clients. Clients were offered the option of telephone/video call counselling and emotional support if they felt anxious about visiting the Centre, which has continued post lockdown. Not all clients who were in counselling were at first open to telephone counselling and a number of them chose to suspend their sessions until they could resume face to face sessions. The Centre totally physically closed in March 2020.

As a result of this temporary suspension of services within the Centre, our client services team proactively initiated telephone check-ins with clients who had registered or accessed services in the last year, from the most vulnerable group onwards. Clients at this point were offered "in the moment" emotional support and also booked for repeat support sessions, if needed. This has been extremely valuable for the end of life clients as the Covid-19 situation has left them feeling quite anxious and isolated.

The above is reflected in the following report on client services.

Welcome Assessment, Information and Library

The care and support services at The Mulberry Centre are based on providing a non-clinical, warm and empathic space to anyone who walks through the door. Our volunteer welcomers are always there to greet people with a smile on their face, offer a cup of tea/coffee, and answer any initial questions people may have.

The next step is to complete our simple Registration Form and have a welcome assessment with a member of our Client Services Team. This is a compassionate space for people to talk in confidence about their situation, get the support that they need in that moment and discuss ways in which we can further support them and their loved ones. The client services team member assesses the situation, taking the individual's needs into consideration and collaboratively formulating a support plan to recommend those of our services which are most relevant to them and arranging appointments accordingly. They can also help signpost to other support available in the wider community. We have begun to record informal feedback of these sessions, and plan to formalise the feedback process in 2020-2021.

We recognise that everyone's journey will be different and their circumstances will change over time and we will provide ongoing support and information for as long as it is needed.

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At the heart of The Mulberry Centre is the Information Library, which contains a wide variety of information for those affected by cancer and their loved ones - everything from managing the side effects of treatment to managing work and cancer. There is also a range of information for carers as well as those who have lost a loved one to cancer and a wealth of information on other local community-based services that can provide support.

The material in the library is regularly updated. We help visitors to the library to find appropriate written material, either within The Mulberry Centre or via the Internet.

The reference section of the library contains books on many useful topics relating to health and wellbeing. We are in the process of creating a lending system for the reference books for people to take these books home and read at leisure.

Despite staff changes and the impact of Covid-19 on services, we have been able to successfully deliver a high number of Welcome Assessment and support sessions.

We have also been uploading helpful, informative articles on The Mulberry Centre website, on topics such as Tolerating Uncertainty, Advice on Coronavirus for cancer patients by Macmillan, and a video clip in Hindi on proper Handwashing.

Counselling and Psychological Support (Structured and Unstructured)

We have made a slight change to the way psychological support is offered at the Centre, taking our clients' requirements into consideration. Some of our clients were missing out on appropriate psychological support as they were not interested in or uncomfortable with the idea of counselling. They just wanted to speak to someone as and when they felt the need for psychological support. We had been offering some ad hoc support sessions in the previous year and prior to that; however, it was very limited. Our clients now have the option of going in for counselling or accessing ad hoc support, as needed. These ad hoc support sessions are also available to people once they have ended their counselling sessions (which usually end after 7 weeks) when people may continue to feel the need for support. We have introduced the system of gathering feedback for the ad hoc support sessions from March 2020 to ensure we get suggestions on how these sessions can be improved to meet the needs of our clients.

The Mulberry Centre's volunteer counsellors follow a "Person-Centred" approach to counselling. This approach believes that the "client knows best" and that ultimately the individual is the expert on his or her own experiences. As such, this expertise will enable them to explore immediate issues and move forward from them as and when appropriate. The counselling is therefore led by the individual, who brings to the session the issues and concerns that are most important to him or her at that time.

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Our Counselling service adheres to the standards laid down by the British Association for Counselling and Psychotherapy (BACP). At 31 March 2020, we had 18 volunteer counsellors and coaches. Our counselling team is a mix of qualified and trainee counsellors who have been through a rigorous selection, induction and training process and are members of the BACP. Our counsellors give their time free of charge. The Mulberry Centre either offers in-house (or pays towards where sourced externally) professional supervision of its volunteer counsellors.

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

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

Within the West Middlesex University Hospital, we offer bedside psychological support to patients in palliative care and their family members. We also offer clinical supervision to the palliative care team of consultants and nurses which has been very well received and appreciated by the team.

At the end of the first quarter of the year, we introduced a more robust and consistent approach, to fully meet the expectations of the Chelsea and Westminster NHS Foundation Trust (our funder for this project), which is working extremely well. One of the two Cancer Information and Support Assistants is on the hospital wards every single day of the week at the same time for two hours, as a result of which our PCP visits went up from 44 in the three months to June 2019 to 143 in the following quarter, before dipping due to Covid-19. Although we extended remote support to the palliative care patients, their carers and to the palliative care team of consultants and nurses, the level of uptake towards the end of the year (31 March 2020) was low.

In addition to this, we have two complementary therapists offering touch therapy to patients in palliative care and their family members twice a week. This has been truly appreciated by the patients and their carers – we have received some lovely feedback from them.

We also introduced a system of gathering feedback for both the psychological support and touch therapy sessions.

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Facilitated Support Groups

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

Our practice at The Mulberry Centre is to operate three facilitated groups, of which one is for cancer patients only and meets weekly, one is for those who have been bereaved and meets fortnightly (also part of our End of Life service for Hounslow) and one is for carers and also meets fortnightly.

We were to start a men's support group at the end of March 2020 for any man impacted by cancer as a patient or carer, or if bereaved through cancer. Unfortunately, we went into lockdown due to Covid-19 in mid-March and the group did not take off. We plan to start this group once the services within the Centre resume for clients this year.

Complementary Therapies and Wellbeing Classes

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

Complementary therapies and wellbeing classes are carried out by highly qualified practitioners who have gone through a rigorous selection, induction and training process. All our therapists provide their services to The Mulberry Centre free of charge and from a genuine altruism as they are already experienced. All our therapists are fully insured, professionally registered with CNHC and adhere to a professional code of conduct. At 31 March 2020, we had 30 regular volunteer complementary therapists and wellbeing class teachers.

We were delighted when our Complementary Therapy Team won the Macmillan Service Team of the Year Award in 2019. It was a very proud moment for The Mulberry Centre.

The range of therapies currently offered by The Mulberry Centre is described briefly in the following paragraphs.

ONE-TO-ONE THERAPIES

Aromatherapy and Massage

Massage is both mentally and physically relaxing, helping to reduce stress and tension, to promote deeper sleep and to ease aches and pains. Aromatherapy has all the benefits of

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massage with the added application of essential oils that have been extracted from flowers, herbs, fruits, roots and other parts of plants, each with their own therapeutic properties.

Reflexology

Reflexology, based on the principle that the anatomy of the body is reflected in miniature in reflex zones on the feet and hands, is a helpful and relaxing complementary therapy that can be a useful adjunct in the amelioration of many side effects of cancer and its treatment.

Shiatsu

Shiatsu is a clothed acupressure massage therapy, which treats the body and mind together. It involves rebalancing the body's energy through a system of pathways known as meridians by using gentle stretching and pressure techniques applied to acupuncture points.

Acupuncture

Acupuncture works to help maintain the body's equilibrium. It involves the insertion of very fine needles into specific points on the body to regulate the flow of 'Qi', the body's vital energy.

Emotional Freedom Technique

EFT is a complementary therapy that combines talking therapy with light touch body work, using a tapping technique working with acupressure points. It has been shown to lower stress hormones and is thought to balance the body's Qi. EFT is a very easy to learn self-help tool for dealing with stress, anxiety, worries and even physical symptoms. When used one-to-one with a practitioner it can be tailored to a client's specific situation. EFT has been found to enhance other complementary therapies.

Reiki

Reiki is holistic complementary therapy that is gentle, pleasant to receive, non-invasive, clothed and suitable for all - even those whose physical condition prevents them from receiving other complementary therapies. The practitioner gently places their hands on or near the body using their intuition and training as a guide. Reiki can be used on the person as a whole, or on specific parts of the body. This allows the person to rebalance, which in turn may ease symptoms physically, mentally and emotionally.

Yoga Therapy

Yoga Therapy is the use of Yoga for a specific health need to promote good health for the person as a whole, using the same tools used in many Yoga classes: postures, working with the breath, meditation, awareness of the body and/or mind, relaxation. These are directed to the needs and ability of the person concerned working 1 to 1 with the highly trained Yoga Therapist.

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WELLBEING CLASSES

Relaxation Techniques

These monthly workshop sessions include simple stretching, visualisation and breathing exercises designed to teach the participant to refocus the mind away from troublesome thoughts and encourage physical relaxation through the body.

T'ai Chi

Although T'ai Chi originated as a martial art, at The Mulberry Centre we use it as a gentle exercise that promotes body fitness and builds internal energy and awareness.

Yoga

The three different yoga classes at The Mulberry Centre - Seated, Gentle and Evening Yoga, including Yoga Nidra - encompass very gentle stretching, breathing and relaxation techniques to increase energy, improve functioning of the body and calm the mind.

Dance of the Heart

Based on Biodanza, this is a wonderful yet gentle expressive dance meditation. It helps create a space where the participant can relax, be in their body and enjoy moving to music with others.

Informative Workshops and Social/Creative Activities

The Mulberry Centre has established a wide-ranging informative workshop and activities programme addressing physical, psychological and practical needs. They are accessible to anybody affected by cancer.

The informative workshops inform our clients on a wide range of topics which can really help them to feel proactive and a little more in control of their situation. The workshop programme entails workshops on subjects like: managing stress, cancer nutrition, EFT (Emotional Freedom Technique), ladies' morning (makeup and headwear/bandanas), hot flushes, body image, and impact on sexual life.

Social and creative activities play an important part in helping our clients feel less isolated during their difficult time, whether they are a patient going through treatment, a carer helping their loved one or someone coming to terms with the loss of someone close.

Social and creative activities have continued to grow, and new ones have been established when there has been a demand from a group of clients. Our clients enjoy attending the monthly coffee mornings. Those who wish to be more creative love coming to the Art, Watercolour or Mandala class, and we have readers and writers who enjoy attending the

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book group or the creative writing class. We have also introduced a new craft activity class alongside the established and popular knitting group.

Going forward, we plan to focus even more on our informative workshops and social and creative activities. There was a dip in attendances towards the year end due to Covid-19, but we are organising remote delivery of a number of workshops and social and creative activities, so that our clients can continue receiving this support.

Legal Information Service

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

We have also introduced a legal workshop for our clients; for them to come together for a group session with a solicitor so that they are better informed and have an increased awareness of their legal rights.

Welfare Rights and Benefits Information Service

Cancer often has an impact on the financial aspects of people's lives. We can provide information and support on the welfare and benefits that may be available to our clients, and once a month we offer bookable one-to-one sessions with a professional Welfare and Benefits adviser (a volunteer). For those who find it difficult to get to the Centre, we can also arrange home visits by a Department of Work and Pensions adviser who can help to fill out application forms. This work is greatly valued, as it has allowed many people to claim benefits to which they are entitled at a time of greatest need.

We have appointed an in-house Welfare Benefits Information Lead for the year 2020-2021 as we feel that the support we are currently offering is quite limited and the waiting period for our clients to access this support can be quite long, which adds to our clients' stress and anxiety.

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

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Community Engagement

During the year a key priority has continued to be strengthening referral pathways with local health services, to ensure that people hear about us at the earliest opportunity in their cancer journey.

We continued to provide Information Roadshows and Outreach Desks at hospitals and to deliver presentations and workshops to raise awareness amongst some of the hardest to reach members of our local community. The impact of this engagement is two-fold – people learn that The Mulberry Centre is there as a source of support, and people are educated and encouraged to prioritise their health and wellbeing.

We have continued to work closely with other local charities and service providers, sitting on two local steering groups for Cancer and Last Phase of Life services, co-facilitated by Macmillan and Hounslow Clinical Commissioning Group. The Executive Director represents The Mulberry Centre on the Executive Board of the Hounslow Community Network and is a co-opted member of the Health and Adult Care Scrutiny Panel for the Borough of Hounslow, ensuring the Centre is up to speed on local initiatives and plans.

Although we had a consistent footfall of people seeking support at the Centre, and the London Boroughs of Hounslow and Richmond upon Thames continue to be the two boroughs that the majority of our service users are from, the percentage of people from Richmond borough accessing support at the Centre has dipped.

We plan to increase our activity to connect with and further strengthen our relationships with the community in both boroughs and neighbouring areas, with a particular emphasis on Richmond. We appointed a new Community Engagement Lead in March 2020; he joined just as we went into lockdown, but is remotely engaging with and sharing information with a wide range of health and social organisations and professionals to increase knowledge of the support we can provide, and to signpost to, and work in a complementary way with, other local service providers (such as Citizens Advice, Foodbanks etc). The Community Engagement Lead will also develop a User Engagement questionnaire to gather feedback from our clients on their experience of support accessed at the Centre and their input on the way they would like to access support going forward. This will be done remotely until face to face engagement is allowed again. This information will be useful to further develop and adapt our services to meet individual needs, even while we can only provide remote support.

We were unable to hold as many talks as we would have liked to raise public awareness of cancer, but our new Community Engagement Lead is now geared up to hold these talks on a regular basis - starting remotely at first. These talks will include information on the signs and symptoms of different types of cancer, ways in which people can reduce their risk of developing cancer, early intervention, prevention, cancer screening, and support available from health professionals.

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OUR CLIENTS

Our client base has continued to grow steadily. The number of people registered for services provided by The Mulberry Centre increased from 3,910 to 4,694 during the year (an increase of 20%). In addition, an increasing number of people drop into The Mulberry Centre without registering for particular services, for example to use the library or discuss their concerns with a member of staff. Overall footfall in the year was 6,144 and overall attendance to various services in the year was 4,962.

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

Welcome sessions and emotional/financial support	751
Counselling and Psychological Support sessions (including PCP Emotional Support & Touch Therapy)	1,929
Support Groups	294
One-to-one Complementary Therapy sessions	944
Wellbeing Classes	478
Workshops and Health Matters event	230
Social and Creative Groups	<u>336</u>
Total	<u>4,962</u>

Where do The Mulberry Centre's clients come from?

Just over half of our clients live in the London Borough of Hounslow, and approximately one quarter in the London Borough of Richmond upon Thames, with the remainder spread across Ealing, Spelthorne and other areas. It is not surprising to find the largest proportion originating from Hounslow, the borough in which The Mulberry Centre is situated. However, our aim is to provide a facility to serve the broad area of West and South-West London and we do not impose geographical restrictions on eligibility for The Mulberry Centre's services.

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MAKING IT POSSIBLE

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

Staff and consultants

In order to deliver The Mulberry Centre's services and to manage fundraising and support activities, we are fortunate to have a team of dedicated professionals, who have a real feeling for, and commitment to, the aims and values of The Mulberry Centre. The staff establishment during the year comprised eight posts, of which three were full-time, together with part-time consultants to lead our teams of volunteer counsellors and therapists, and provide in-house professional supervision of volunteer counsellors, and a part-time fundraiser.

Volunteers

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

At the end of March 2020, our core volunteer team was as follows:

Complementary and Group Therapists	30
Counsellors	18
Workshops	16
Welcomers	23
Community Outreach	8
Fundraising and Administration	10
Reception	2
Estates and Facilities – gardeners and general help	4
Mulberry Mates	13
Trustees	<u>10</u>
Total	<u>134</u>

The majority of our volunteers have direct involvement with the clients of The Mulberry Centre and it is therefore particularly important that we apply rigorous selection procedures

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and provide appropriate induction and, subsequently, training/professional development for each volunteer.

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

Our Values

Staff and volunteers at The Mulberry Centre are caring and experienced professionals, dedicated to supporting others in a relaxing and welcoming environment. We are:

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

Financial support

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

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

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FINANCIAL REVIEW

Income

Our Income increased to £377,000 (2019: £344,000). The income we raise allows us to provide support for the increasing number of people affected by cancer in our local communities, and to run The Mulberry Centre. Only a small proportion of income comes from contracts and we must find the bulk of our funding from grants, donations and fundraising activities each year.

A broad breakdown of income during the 12 months to 31 March 2020 by source is as follows:

	£000
National Lottery Community Fund	97
Other Grants:	
• Charitable Trusts and Foundations	91
• Public Authorities and Health Bodies	32
Contracts:	
• London Borough of Hounslow	40
• West Middlesex University Hospital Palliative Care Pathway (PCP) Project	30
Individual Giving and Supporter Challenges	44
Events	10
Community Groups/Clubs, including Trinjan Group	12
Corporates	13
Earned Income	8
Total	377

In September 2019 we were delighted to be awarded almost £400,000 over 3 years from the **National Lottery Community Fund**, which really puts our fundraising on a more sustainable footing.

Support from charitable **Trusts and Foundations** continues to be very important. Of particular note were restricted grants from the Garfield Weston Foundation (£20,000), and other grants from RPLC (£12,000 for running costs), People's Postcode Trust (£18,000) and London Catalyst/Hospital Saturday Fund (£10,000).

Grants from **Public Authorities and Health Bodies** include Community Grants from the London Borough of Hounslow (£23,000), the final tranche of funding from Macmillan in respect of agreed funding for two Mulberry Centre posts (£6,000), and a grant from Spelthorne Borough Council (£3,000).

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2020

FINANCIAL REVIEW (continued)

Our **contract** income is for end of life and bereavement support services in the London Borough of Hounslow (£40,000), and our Palliative Care Pathway project at the West Middlesex University Hospital (£30,000) which falls under the Chelsea and Westminster NHS Foundation Trust; both continued this year.

We really appreciate the generosity and efforts of all those who have made donations and put themselves forward to raise money for the Centre, and to our staff, volunteers and supporters in the community. Trinjan Group celebrated their 15th anniversary party in April 2019, a fabulous event attended by almost 200 people, and raised an amazing £5,000 for The Mulberry Centre.

Sponsorship and **events** attracted a large number of individual donations, either through participation in events organised by or for The Mulberry Centre or through sponsorship of individuals taking part in public events. We recognise the extraordinary dedication and enthusiasm of all those who organise imaginative events to support us and, as ever, we gratefully thank all the people who, both alone and in teams, take on often heroic challenges to support what we do.

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

Asda Superstore (Hounslow)	National Lottery Community Fund
Barclays (Chiswick)	People's Postcode Trust
Brentford Football Club	Pink Ribbon Foundation
Cadent (match giving)	Radnor House School
Chelsea & Westminster NHS Trust	Relate London South West
Clare King Charitable Trust	Richmond Parish Lands Charity
Currie Motors (Isleworth)	Rotary Club of Twickenham
Fuller, Smith & Turner	Santander Foundation
Garfield Weston Foundation	Shell International
Garner & Hancock Solicitors	Spelthorne Borough Council
Gerald Micklem Charitable Trust	St James's Place Charitable Foundation
Goldy Goldy Asian Women's Group	St Mark's Catholic School
Hampton Fund	The Bernard Sunley Foundation
Hounslow Borough Council	The February Foundation
Housing Pathways Trust	The Green School for Girls
Isleworth and Hounslow Charity	The Hampton Wick United Charity
Isleworth Masonic Lodge	The Hospital Saturday Fund
Jyoti Swarup Ramdevji Maharaj	The Screwfix Foundation
Lodge Brothers & Barton	The WHSmith Trust
London (Acton) Lions Club	Trinjan Group

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2020

London Catalyst
London Stone Chapter
Macmillan Cancer Support
Middlesex Province Relief Fund
Moto in the Community Trust

TSB Twickenham
Waitrose (Twickenham)
Warburtons Community Fund
Yorkshire Building Society Charitable Foundation

Expenditure

Total Expenditure was £368,000 (2019: £355,000), a small increase of 4% on last year.

Gain (Loss) on Investment

We hold a Fixed Asset Investment in a pooled investment fund for Charities, to provide an investment return. Funds not required to meet ongoing commitments are invested, and we topped up the investment by £25,000 in the year. Worldwide stock market falls in February and March 2020, linked to Covid-19 concerns, caused an unrealised investment loss of £6,000 (2019: unrealised gain of £4,000). Since the year end, market sentiment has improved.

Total Funds

Overall, the year saw a small increase in total funds of £3,000 to £162,000.

Within total funds, £44,000 was held in restricted funds, with £118,000 unrestricted. £61,000 of the unrestricted funds are held in tangible fixed assets.

Reserves and Reserves policy

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

Free Reserves are equivalent to unrestricted funds less tangible fixed assets. For the purpose of setting a target level, expressed in equivalent months' expenditure, 50% of the value of restricted funds is added back to Free Reserves, reflecting the reality that the bulk of the Centre's restricted funds are applied to normal business activities over the relatively short term. The Trustees have set a policy objective to build Reserves, thus defined, to a level of between six and eight months of expenditure. At 31 March 2020, Reserves, thus defined, were £79,000, equivalent to 2.5 months of the year's expenditure.

Although this continues to be a long way short of the reserves target, we have good liquidity cover, which is also important. The total of investments that can be liquidated at short notice and cash to meet normal day-to-day cash flow requirements has increased from £111,000 to £118,000, which is the equivalent of 4 months of the year's expenditure.

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2020

HOW WE MANAGE OUR AFFAIRS

Form of organisation and governing documents

The Mulberry Centre is a charitable company limited by guarantee, incorporated on 1 February 2005 and registered as a charity on 12 April 2005. The company is governed by its Articles of Association, which sets out the Charity's objects and powers. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

Board of Trustees

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

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

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

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

Governance and organisation

The Board of Trustees meets at least four times a year, together with an annual away day, and is collectively responsible for determining the strategic direction and policies of The Mulberry Centre.

The Board reviewed its Committee structure during the year, and it is now supported by a Strategy Committee and a Finance Committee, that report and make recommendations to the Board.

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2020

HOW WE MANAGE OUR AFFAIRS (continued)

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

The Executive Director is supported by operational groups in the areas of Fundraising, Brand and Referrals, Service Delivery and Development, People, and Operations.

Risk management

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

We consider both strategic high-level risks (which require the active attention of both the management team and the Board of Trustees and its Strategy Committee), and operational risks (which concern mainly internal processes and controls, which can be managed through effective systems and good practices).

In particular, The Mulberry Centre maintains and applies rigorous procedures governing the conduct of all contacts with clients. Although The Mulberry Centre does not engage in clinical medical activities, the Board is aware of the issues that may arise from face-to-face contact with a large number of individuals, which may involve a combination of information provision, signposting, counselling and therapy. We have an agreed policy on the safeguarding of children and vulnerable adults. Volunteers are required to make enhanced DBS disclosures (in addition to the normal reference process), must hold relevant qualifications and insurance, and must undertake induction training.

Covid-19

Covid-19 has inevitably had an impact on our activities. We started to notice the impact of reduced footfall in our Centre in February 2020, and closed the Centre to all clients and staff in March 2020. Our staff are now working at home – some on reduced hours – and the start date of two new staff has been deferred – but we managed not to furlough anyone. We have moved to an effective remote support to clients, with the support of some of our volunteers – which is explained in more detail in the section on “The Work of The Mulberry Centre”.

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2020

HOW WE MANAGE OUR AFFAIRS (continued)

The Covid-19 outbreak and resulting government restrictions brought our risk management and business continuity process to the fore. The safety and welfare of our staff, volunteers and clients is our top priority. We are considering a slow and careful physical re-opening of the Centre in the coming months, to open some of our face to face services to clients again.

The Trustees have also reviewed future cash flow forecasts, and believe it appropriate to adopt the going concern basis of accounting in preparing the financial statements. We are hugely grateful for the continuing support of our funders, including the National Lottery Community Fund and Hampton Fund. Some of our planned fund-raising events in Spring 2020 could not take place, but many of our individual supporters did the “2.6 challenge” to support us, when the London Marathon was cancelled.

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2020

LEGAL AND ADMINISTRATIVE INFORMATION

Founder Patron

Ms Jane Kelly

Patrons

Mrs Mohinder Dosanjh
Mr Greg Dyke
The Rt Hon Sir Vincent Cable
Mr Alun Armstrong

Board of Trustees

Mrs Sarah Thewlis	(Chair)
Mr Christopher Bradley	
Mrs Phoebe Daws	
Ms Grace Gibbs	
Mrs Jasminder Grewal OBE	
Ms Joanne Grinbergs	(Appointed 5 May 2020)
Ms Anne Hooper	(Resigned 23 October 2019)
Ms Jane Kelly	
Mr David Meggitt	(Vice Chair, Treasurer to 30 June 2019)
Mrs Joy Pearce	(Secretary)
Ms Heather Taylor	(Treasurer from 1 July 2019)
Mr Mathias Winkler-Wulff	

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2020

LEGAL AND ADMINISTRATIVE INFORMATION (continued)

Independent Examiner

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

Principal Bankers

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

Reference information

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

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2020

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

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

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

Independent Examiner

The Board has determined that the charity will exercise its right under Company and Charity legislation to an audit exemption report for the Accounting Year ended 31 March 2020 and has appointed Hartley Fowler LLP as Independent Examiner.

Approved by the Trustees on 6 August 2020 and signed on their behalf by:



Sarah Thewlis

Chairman

The Mulberry Centre (05349202) (Limited by Guarantee)

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

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2020.

Responsibilities and basis of report

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

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

Independent examiner's statement

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


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

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

The Mulberry Centre (05349202) (Limited by Guarantee)

Independent examiner's report (continued)

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


Jonathan Askew FCA
Institute of Chartered Accountants in England and Wales

Hartley Fowler LLP
Chartered Accountants
4th Floor Tuition House
27-37 St George's Road
Wimbledon
London
SW19 4EU

Date: 6 August 2020

The Mulberry Centre (05349202) (Limited by Guarantee)

Financial Statements for the year ended 31 March 2020

Statement of Financial Activities for the year ended 31 March 2020 Incorporating an Income and Expenditure Account

	2020			Comparative data for the year ended 31 March 2019 (restated)			
	Restricted funds £000	Unrestricted funds £000	Total £000	Restricted funds £000	Unrestricted funds £000	Total £000	
Income from							
Donations and Legacies							
National Lottery Community Fund	97	0	97	0	0	0	Note 2
All Other	78	114	192	127	125	252	Note 2
	175	114	289	127	125	252	
Charitable Activities	0	70	70	0	70	70	Note 2
Other Trading Activities	0	16	16	0	20	20	Note 2
Investments and Interest	0	2	2	0	2	2	Note 2
Total	175	202	377	127	217	344	
Expenditure on							
Raising Funds	3	71	74	4	60	64	Note 3
Charitable Activities	192	102	294	82	209	291	Note 3
Total	195	173	368	86	269	355	
Net gains/(losses) on investments	0	(6)	(6)	0	4	4	Note 9
Net income / (expenditure)	(20)	23	3	41	(48)	(7)	
Transfers between funds	(4)	4	0	(15)	15	0	Note 14
Net movement in funds	(24)	27	3	26	(33)	(7)	
Reconciliation of funds:							
Total funds brought forward	68	91	159	42	124	166	
Total funds carried forward	44	118	162	68	91	159	

Prior year adjustment

During the year a decision was made to change how Contract income from public authorities & health bodies is accounted for. This is now treated as Unrestricted income. We consider this to better comply with the Charities SORP (FRS 102).

The change has been applied on a retrospective basis; 2019 Income and Expenditure above has been restated, and Notes 2, 3 and 14. There is no impact on Total Movement in Funds for 2019, or Funds carried forward.

The Mulberry Centre (05349202) (Limited by Guarantee)

Financial Statements for the year ended 31 March 2020

Balance Sheet as at 31 March 2020

	Total Funds 2020 £000	Prior year Funds 2019 £000	
Fixed Assets			
Tangible assets	61	66	Note 8
Investments	60	41	Note 9
Total fixed assets	121	107	
Current Assets			
Stocks	3	4	Note 10
Debtors	18	19	Note 11
Investments	1	1	Note 12
Cash at bank and in hand	57	69	
Total current assets	79	93	
Liabilities			
Creditors: amounts falling due within one year	38	41	Note 13
Net current assets	41	52	
Provisions for liabilities and charges	0	0	
Net assets	162	159	
Funds of the Charity			
Restricted funds	44	68	Note 14
Unrestricted funds	118	91	Note 14
Total funds	162	159	

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the accounting year ended 31 March 2020.

The members have not required the company to obtain an audit of its financial statements for the accounting year ended 31 March 2020 in accordance with Section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for:

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

These financial statements were approved by the Board of Trustees on 6 August 2020 and signed on its behalf by:


Heather Taylor Trustee and Treasurer

The Mulberry Centre (05349202) (Limited by Guarantee)

Financial Statements for the year ended 31 March 2020

Statement of cash flows

	Year ended 31 March:	
	2020	2019
	£000	£000
Cash flows from operating activities:		
Net cash provided by (used in) operating activities	15	27
Cash flows from investing activities:		
Dividends and interest from investments	2	2
Purchase of fixtures, fittings and computer equipment	(4)	(18)
Leasehold improvements	0	0
Proceeds from sale of investments	0	30
Purchase of investments	(25)	0
Net cash provided by (used in) investing activities	(27)	14
Change in cash and cash equivalents in the year	(12)	41
Cash and cash equivalents at the beginning of the year	70	29
Cash and cash equivalents at the end of the year	58	70
Analysis of cash and cash equivalents		
Cash at bank and in hand	57	69
Short term deposits	1	1
	58	70

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

	Year ended 31 March:	
	2020	2019
	£000	£000
Net income/(expenditure) for the year	3	(7)
(as per the statement of financial activities)		
Adjustments for:		
Depreciation and amortisation	9	7
(Gains)/losses on investments	6	(4)
Dividends and interest from investments	(2)	(2)
(Increase)/decrease in stocks	1	2
(Increase)/decrease in debtors	1	50
Increase/(decrease) in creditors	(3)	(19)
Net cash inflow from operating activities	15	27

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2020

1. Accounting policies

General information

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

The financial information presented is for the year ended 31 March 2020 and 31 March 2019. The financial information is presented in sterling, and amounts are rounded to the nearest '000.

Basis of preparing the financial statements

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

a) Preparation of the accounts on a going concern basis

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

b) Significant judgements and estimates

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

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

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2020

1. Accounting policies (continued)

(i) Income recognition

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

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

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

Grants are recognised when the charity has been notified in writing of both the amount and settlement date.

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

Donated goods for resale are recognised as income when sold.

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

(ii) Expenditure

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

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

Direct costs comprise expenditure attributable to an activity, and the cost of resources shared between activities. The cost of raising funds includes staff and contractor costs, and direct expenditure, including community fundraising. The costs of charitable activities relate to the work involved in delivering all the Centre’s services to clients, and include staff and contractor costs, volunteer expenses and supervision, and direct service costs.

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2020

1. Accounting policies (continued)

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

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

(iii) Tangible fixed assets and depreciation

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

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

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

Leasehold improvements are amortised over a period of 22 years.

(iv) Investments

Investments are measured at their market value determined as at the Balance Sheet date. The change in market value since the previous Balance Sheet date is included in the Statement of Financial Activities under 'Other recognized gains and losses' and thereby forms part of the net movement in funds.

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

(v) Stock

Stock is included at the lower of cost or net realisable value, after making due allowance for obsolete and slow-moving items.

(vi) Debtors

Debtors are recognised at the agreed settlement amount.

(vii) Cash at bank and in hand

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

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2020

1. Accounting policies (continued)

(viii) Creditors and provisions

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

(ix) Financial instruments

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

(x) Fund accounting

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

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

(xi) Volunteers

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

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2020

2. Analysis of income

	Restricted funds £000	Unrestricted funds £000	2020 £000	2019 (restated) £000
Donations and Legacies				
National Lottery Community Fund	97	-	97	-
Other Grants - Charitable Trusts & Foundations	39	45	84	108
Other Grants - Public authorities & health bodies	32	-	32	49
Funding for Building Reconfiguration	7	-	7	3
Individuals, Community Groups, Corporates	-	61	61	81
Gift Aid on donations	-	8	8	6
Legacies	-	-	-	5
Sub-total	175	114	289	252
Income from Charitable Activities				
Contracts - Public authorities & health bodies	-	70	70	70
Sub-total	0	70	70	70
Other trading activities				
Sales of donated products	-	2	2	6
Sales of purchased products	-	-	-	1
Event income	-	10	10	7
Occasional rental of premises	-	4	4	6
Sub-total	0	16	16	20
Investments and Interest				
Investment dividends and interest	-	2	2	2
Other interest	-	-	-	-
Sub-total	0	2	2	2
Total income	175	202	377	344

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2020

3. Analysis of resources expended

				<i>Comparative data for the year ended 31 March 2019 (restated)</i>		
	Raising funds £000	Charitable activities £000	Total 2020 £000	Raising funds £000	Charitable activities £000	Total 2019 £000
Direct costs						
Staff and contractor remuneration and expenses	60	187	247	51	201	252
Volunteer expenses and supervision	-	5	5	-	5	5
Other direct costs	3	1	4	6	2	8
Total Direct	63	193	256	57	208	265
Allocated support costs						
Staff and contractor remuneration and expenses	4	57	61	2	48	50
General Office, IT and Administration costs	5	28	33	4	26	30
Facilities and Depreciation	2	16	18	1	9	10
Total Allocated	11	101	112	7	83	90
Total resources expended	74	294	368	64	291	355
<i>of which using:</i>						
<i>Restricted funding</i>	<i>3</i>	<i>192</i>	<i>195</i>	<i>4</i>	<i>82</i>	<i>86</i>
<i>Unrestricted funding</i>	<i>71</i>	<i>102</i>	<i>173</i>	<i>60</i>	<i>209</i>	<i>269</i>

Charitable activities are the inter-connected services to clients, many delivered by Volunteers, described in the Trustees' Report. Total **Governance** costs included in Support costs are £3,000 (2019: £3,000).

4. Net Income

This is stated after charging depreciation of £9,000 (2019: £7,000) and Independent Examiner's remuneration of £2,000 (2019: £2,000).

5. Staff costs and numbers

	2020	2019
	£000	£000
Gross salary costs	200	200
Employer's NI contributions	15	15
Employer's pension costs	13	13
Total	228	228

The average number of employees during the year was 8 (2019: 8), and the average number of full-time equivalent employees was 6 (2019: 6).

The Executive Director was supported by a Cancer Information and Support Manager with two Assistants, a Volunteer Coordinator, a Finance and Operations Manager, a Fundraiser, and two Service Administrators.

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

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

Total employment costs, including employer NI and employer pension costs, for key management personnel amounted to £60,000 (2019: £45,000 for a part-year).

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2020

6. Trustee remuneration and expenses

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

7. Taxation

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

8. Tangible Fixed Assets

	Fixtures, fittings and computer equipment	Leasehold improve- ments	Total
	£000	£000	£000
Cost			
At beginning of year	57	49	106
Additions	4	0	4
At end of year	61	49	110
Depreciation/Amortisation			
At beginning of year	38	2	40
Depreciation/Amortisation	7	2	9
At end of year	45	4	49
Net book value at beginning of the year	19	47	66
Net book value at end of the year	16	45	61

9. Investments

	2020	2019
	£000	£000
Market value at beginning of the year	41	67
Additions to investments at cost	25	0
Disposals at realised value	0	(30)
Net gain/(loss) on revaluation	(6)	4
Market value at end of the year	60	41

All of these monies are invested in COIF Charities Investment Fund managed by CCLA. The investment is a pooled investment fund, managed in the UK.

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2020

10. Stocks

	<u>2020</u>	<u>2019</u>
	£000	£000
Value at beginning of the year	4	6
Additions at cost	0	0
Cost of sales and write-downs	<u>(1)</u>	<u>(2)</u>
Value at end of the year	<u>3</u>	<u>4</u>

11. Debtors

	<u>2020</u>	<u>2019</u>
	£000	£000
Trade debtors	0	0
Other debtors	18	19
Prepaid expenses	<u>0</u>	<u>0</u>
Total	<u>18</u>	<u>19</u>

12. Current Asset Investments

Comprising monies held in Santander Reward Savings Account and COIF Charities Deposit Fund

	<u>2020</u>	<u>2019</u>
	£000	£000
Funds held at beginning of year	1	1
Interest retained	0	0
Released to cash	<u>0</u>	<u>0</u>
Funds held at end of year	<u>1</u>	<u>1</u>

13. Creditors: amounts falling due within one year

	<u>2020</u>	<u>2019</u>
	£000	£000
Taxation and social security	6	5
Other creditors	10	11
Accrued costs	<u>22</u>	<u>25</u>
Total	<u>38</u>	<u>41</u>

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2020

14. Movements of Funds

Restricted funds

Public Authorities and Health Bodies:

LBH: Community Grant - Welcome & Assessment
 LBH: Community Grant - Therapies
 LBH: Community Grant - Volunteers
 Macmillan Cancer Support: Funding for two posts
 Spelthorne Borough Council: Support for Spelthorne residents

Charitable Trusts and Foundations:

RPLC: Welcome and Assessment
 Hampton Fund: Funding for 3 key posts
 Santander Foundation: Welfare and Benefits
 Gerard Micklem Charitable Trust: Wellbeing Therapy
 Clare King Charitable Trust: Wellbeing Therapy
 Isleworth and Hounslow Charity: Assessment
 Other: Welcome and Assessment
 National Lottery Community Fund: Welcome, Assessment, Support Services
 Garfield Weston Foundation: Volunteers
 Pink Ribbon Foundation: Therapies
 February Foundation: Counselling
 St James's Place Charitable Foundation: Counselling

Mulberry Canvas Bags
 Building reconfiguration

Total

Unrestricted funds

Total funds

Funds balances at 1 April 2019 £000	Incoming resources £000	Outgoing resources £000	Transfers to unrestricted £000	Funds balances at 31 March 2020 £000
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3	8	(11)	-	-
4	-	(4)	-	-
-	15	(15)	-	-
-	6	(6)	-	-
-	3	(3)	-	-
7	32	(39)	0	0
15	-	(15)	-	-
19	-	(19)	-	-
2	-	(2)	-	-
6	-	(6)	-	-
2	-	(2)	-	-
2	-	(2)	-	-
11	-	(11)	-	-
-	97	(75)	-	22
-	20	(8)	-	12
-	4	(3)	-	1
-	5	(2)	-	3
-	10	(5)	-	5
57	136	(150)	0	43
1	-	(1)	-	-
3	7	(5)	(4)	1
68	175	(195)	(4)	44
91	196	(173)	4	118
159	371	(368)	-	162

Notes:

LBH: London Borough of Hounslow
 RPLC: Richmond Parish Lands Charity

Transfer to Unrestricted:

Building Reconfiguration: Expenditure on fixed assets, to fulfil the purpose for which the fund was set up.

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2020

14. Movements of Funds (continued) - Prior Year

Funds balances at 1 April 2018 £000	Incoming resources (restated) £000	Outgoing resources (restated) £000	Transfers to unrestricted £000	Funds balances at 31 March 2019 £000
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Restricted funds

Public Authorities and Health Bodies:

LBH: Community Grant - Welcome & Assessment
 LBH: Community Grant - Therapies
 NHS Hounslow: Outreach
 LBRuT : Community Learning
 Macmillan Cancer Support: Funding for two posts
 Macmillan Cancer Support: Equipment grant
 Spelthorne Borough Council: Outreach

-	7	(4)	-	3
6	8	(10)	-	4
7	3	(10)	-	-
-	4	(4)	-	-
3	24	(27)	-	-
1	-	-	(1)	-
-	3	(3)	-	-
17	49	(58)	(1)	7

Charitable Trusts and Foundations:

RPLC: Engagement and Evaluation
 RPLC: Welcome and Assessment
 Hampton Fund: Funding for 3 key posts
 Hampton Fund: IT Infrastructure
 Santander Foundation: Welfare and Benefits
 Gerald Micklem Charitable Trust: Wellbeing Therapy
 Clare King Charitable Trust: Wellbeing Therapy
 Moto in the Community: Wellbeing Therapy
 Isleworth and Hounslow Charity: Assessment
 Other: Welcome and Assessment

10	-	(10)	-	-
-	20	(5)	-	15
-	20	(1)	-	19
-	4	-	(4)	-
-	3	(1)	-	2
-	8	(2)	-	6
-	2	-	-	2
-	1	(1)	-	-
-	2	-	-	2
-	15	(4)	-	11
10	75	(24)	(4)	57

Mulberry Canvas Bags
 Building reconfiguration

3	0	(2)	-	1
12	3	(2)	(10)	3
42	127	(86)	(15)	68

Total

Unrestricted funds

124	221	(269)	15	91
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Total funds

166	348	(355)	-	159
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Notes:

LBH: London Borough of Hounslow
 LBRuT: London Borough of Richmond upon Thames
 RPLC: Richmond Parish Lands Charity

Transfers to Unrestricted:

Funds applied in each case to fulfil the purpose for which the fund was set up:

- Hampton Fund: IT Infrastructure and Macmillan: Equipment grant - Expenditure on fixed assets
- Building Reconfiguration – Expenditure on fixed assets

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2020

14. Movements of Funds (continued)

Description of Restricted Funds:

LBH: Community Grants - funding towards the Centre's Welcome & Assessment and Therapies services, and Volunteer development & support

NHS Hounslow: Outreach - to fund outreach programme in the Borough

LBRuT: Community Learning - funding of workshops to promote cancer health awareness and for volunteer training

Macmillan: Funding for two posts - funding for Mulberry Macmillan Cancer Information and Support Assistant and Mulberry Macmillan Volunteer Coordinator

Macmillan: Equipment Grant - funding for computers

Spelthorne BC: Funding towards the cost of supporting residents from the Borough of Spelthorne, for all services (2019: funding of Outreach activities in the Borough of Spelthorne)

RPLC: Engagement and Evaluation – funding of project to improve services through user engagement

RPLC: Welcome and Assessment – funding towards the cost of Welcome and Assessment service

Hampton Fund: Funding for 3 key posts – funding towards the costs of Executive Director, Cancer Information and Support Manager, and Finance and Operations Manager

Hampton Fund: IT Infrastructure – funding towards IT infrastructure upgrade

Santander Foundation: Welfare and Benefits – funding for provision of advice on Welfare and Benefits

Gerald Micklem Charitable Trust: Wellbeing Therapy – funding towards the cost of Therapy services

Clare King Charitable Trust: Wellbeing Therapy – funding towards the cost of Therapy services

Moto in the Community: Wellbeing Therapy – funding towards the cost of Therapy services

Isleworth and Hounslow Charity: Assessment – funding towards the cost of Information and Assessment Services

Other: Welcome and Assessment – funding towards the cost of Welcome and Assessment service (donor anonymity requested)

National Lottery Community Fund – three-year funding towards the Centre's Welcome & Assessment, Counselling and Therapies services

Garfield Weston Foundation: Volunteers – funding towards Volunteer development and support

Pink Ribbon Foundation: Funding towards the cost of Therapies for those affected by breast cancer

February Foundation: Funding towards the cost of Counselling services

St James's Place Charitable Foundation: Counselling – funding towards the cost of Counselling services

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2020

Mulberry Canvas Bags: Represents stock of merchandise originally funded by an individual donation

Building Reconfiguration: Funding in 2019/20 by the Bernard Sunley Foundation (£2,000) and the Screwfix Foundation (£5,000), and in 2018/19 by The Hospital Saturday Fund (£2,000) and The Span Trust (£1,000) towards building reconfiguration work.

15. Legal status of charity and guarantee

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

16. Related Parties and Related Party transactions

A trustee of The Mulberry Centre is also a trustee of Hampton Fund.
The Mulberry Centre received grants from Hampton Fund amounting to £nil (2019: £24,000) during the year.