

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

**Registered Charity No. 1108999**

**The Mulberry Centre**

**Report and Accounts**

**For the Year ended 31 March 2021**



**The Mulberry Centre (05349202) (Limited by Guarantee)**

**Report and Accounts for the Year ended 31 March 2021**

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## **The Mulberry Centre (05349202) (Limited by Guarantee)**

### **Chairman's Report**

I was delighted to be appointed as Chairman of The Mulberry Centre in November 2020, and would like to thank my predecessor Sarah Thewlis for her unstinting leadership and contributions to The Mulberry Centre as well as Vice-Chair David Meggitt who stepped-up as Interim Chair for nearly 4 months prior to my arrival.

This last year has been unprecedented, remarkable and extraordinary. We have all had to face up to the challenge of the Covid-19 pandemic and deal with the measures imposed to limit and contain the spread of the disease. Our work lives and private lives have been curtailed and disrupted in ways unimaginable just 18 months ago.

I would like to pay tribute to the staff and volunteers at The Mulberry Centre who have risen to this challenge, transforming and adapting services and ensuring our clients continued to be supported throughout the pandemic. All at a time when, as individuals, we have faced personal concerns for ourselves and our families and friends.

The safety and welfare of our staff, volunteers and clients has continued to be our top priority throughout the pandemic. We managed not to furlough any staff, and quickly moved to a remote support service for clients, with the support of our volunteers, for much of the year. We have adapted our business continuity plans and had a tight grip on risk management throughout the period.

I would like to thank the generosity of all our funders who have supported us through a year of uncertainty. We are particularly grateful to the National Lottery Community Fund whose generous grants of £231,000 have given us a firm financial foundation during these challenging times. I would also like to thank Chelsea and Westminster Hospital NHS Foundation Trust, which includes West Middlesex University Hospital for their support and collaboration during the year.

At the time of writing, we have started a slow and careful physical re-opening of the Centre, to offer face to face services to clients again. With the roll out of the UK vaccination programme, there is hope that we may be reaching the end of the worst phase of the pandemic. We have much to reflect on from the last year and The Mulberry Centre is embracing the future, strengthened by our experience. In anticipation of a return to normality, we have recently refreshed the website and logo, and we are looking forward to celebrating our 21st anniversary in 2022.

Finally I would like to particularly thank the Trustees, Executive Director Raj Athwal and her team for rising to the leadership challenge of the last year, and for making me so welcome to The Mulberry Centre.

Aileen McLeish

Chairman

## **The Mulberry Centre (05349202) (Limited by Guarantee)**

### **Trustees' Report for the year ended 31 March 2021**

The Trustees present their report and the financial statements of The Mulberry Centre for the Accounting Year ended 31 March 2021.

#### **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**

##### **Strategic priorities**

Last year, we 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 is focusing on the following five key areas:

- 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.

Good progress is being made, and we are continuing to focus on these areas.

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### **Trustees' Report for the year ended 31 March 2021**

#### **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.

#### **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](http://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 Covid-19 pandemic and lockdown measures within the UK have had a huge impact on The Mulberry Centre, forcing rapid changes in the way we deliver our services. From March 2020 we have been in lockdown, with a short reprieve in October when we tentatively began to offer face to face support. This was only temporary due to further lockdown measures in force from December 2020, which only started to lift in April 2021. All this has meant that we have needed to transform the scope and reach of our services, focussing on remote delivery in order to continue to offer the support our vulnerable clients needed. We did this in the first instance by offering telephone/video remote counselling and emotional support, for which the uptake was high, especially for those suffering from the effects of what had become a long-term lockdown. We have been innovative in what we are offering our clients and always sensitive to their feedback. The client services team did a great job as they continued to work hard to offer uninterrupted support to our existing clients as well as registering new clients.

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

**Trustees' Report for the year ended 31 March 2021**

**Welcome Assessment, Information and Library**

The care and support services at The Mulberry Centre continue to provide a non-clinical, empathetic space to anyone dealing with cancer, including carers and bereaved. Over this period we extended our services to people affected by Covid-19; this included support for health care professionals and keyworkers. We maintained contact with our volunteers throughout this period, keeping them updated on developments. Many of them changed the format in which they worked in order to continue to reach out and support our vulnerable client base.

Registration forms were completed over the phone rather than face to face, and a welcome assessment was completed remotely to assess circumstances and individual needs, creating a compassionate space for people to talk in confidence about their situation, to get the support they needed in that moment, and to discuss ways in which we could further support them and their loved ones. This was a crucial aspect to allow us to develop a robust support plan to deliver workshops and support groups that would best support clients in uncertain and often isolated circumstances. We also developed a more formalised process over the year to allow for an evaluation of our services to further inform our delivery.

We recognise that everyone's journey will be different and their circumstances will change over time, and we continue to provide ongoing support and information for as long as it is needed. This support was also extended to anyone affected by Covid-19, which meant that we have had to diversify our services and work collaboratively within the wider community to facilitate this.

The use of the Information Library was suspended; it was only open and active for a few weeks last Autumn where welcomers were able to select relevant material and hand it to individuals as appropriate. In order to compensate for this, we developed a number of workshops which we delivered online, offering 129 workshops over the year compared to 14 workshops last year, on subjects such as nutrition, relaxation techniques and self-care.

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 regular helpful, informative blogs and articles on The Mulberry Centre website, on topics such as Signs and Symptoms of Cancer for a variety of different cancers as well as advice on Coronavirus for cancer patients (as informed by Macmillan).

**Counselling and Psychological Support (Structured and Unstructured)**

This year we continued to offer in-the-moment as well as ongoing emotional support. We have also completed wellbeing calls which tend to be a short check-in calls to deal with the demands and needs of our clients and for those who did not feel they wanted to receive counselling remotely. Some of our clients just wanted to speak to someone as and when they felt the need for psychological support.

We further developed our own befriending service which has proved popular for the over 65s and bridged a gap as they were often less confident or did not have access to the necessary

## **The Mulberry Centre (05349202) (Limited by Guarantee)**

### **Trustees' Report for the year ended 31 March 2021**

equipment for our online sessions. Our clients now have the option of taking up counselling or a less formal regular conversation to offset feelings of isolation and loneliness.

The Mulberry Centre's volunteer counsellors follow a "Person-Centred" approach to counselling. This approach 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.

Our Counselling service adheres to the standards laid down by the British Association for Counselling and Psychotherapy (BACP). On 31 March 2021, we had 20 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 required to continue with relevant ongoing CPD training. All our volunteer counsellors are members of the BACP, they give their time free of charge and The Mulberry Centre pays a monthly amount towards professional supervision.

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

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.

#### **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 leads each group and helps participants to share their experiences. The groups are ongoing and people can join at any point. As a way of good and safe practice, anyone wishing to join a support group has a one-to-one meeting with the group facilitator to assess their suitability for the group. Group numbers are limited, the largest having a maximum of eight attendees.

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Our current practice at The Mulberry Centre is to operate four facilitated groups, of which one is for cancer patients only and meets weekly, one is for carers and meets fortnightly, one is for those who have been bereaved and meets fortnightly, and we have introduced a new group 'Meet the Soul Midwife'; this group meets monthly to support anyone dealing with end of life issues.

We have a facilitator who is keen to start a men's support group but feels this would need to run at the Centre rather than online, so we hope to include this from early Summer 2021 in order to offer support for any man impacted by cancer as a patient, carer or if bereaved. We have also worked to collaborate and forge links with 'The Cancer Club' which is a charity supporting men with cancer.

#### **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 and professional 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. All our volunteer therapists are fully insured, professionally registered with CNHC and adhere to a professional code of conduct and complete relevant CPD annually.

Out of a team of 29 therapists and wellbeing practitioners registered to volunteer, 20 of them continued to volunteer during the lockdown period and worked hard to find ways to adapt their offer to deliver sessions remotely.

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

#### **ONE-TO-ONE THERAPIES**

##### ***Massage***

Due to lockdown measures and the risks linked to close contact therapies we have had to evolve and deliver our services in a different manner. We have done so by delivering online training sessions to our current massage therapists in order for them to be able to deliver a bespoke video call one-to-one session with clients where they demonstrate and talk clients through gentle massage techniques that can help increase mobility and ease muscle tension.

Massage is both mentally and physically relaxing, helping to reduce stress and tension, to promote deeper sleep and to ease aches and pains, and although this is not the same as having a full body massage it will go some way to reducing muscle strain and tension and ease movement. We have also delivered a paired massage and a self-massage workshop via Zoom.



**Trustees' Report for the year ended 31 March 2021**

***Aromatherapy***

There is currently much medical research within a cancer setting to show that Aromatherapy essential oils have a variety of different properties that may reduce stress and anxiety, improve sleep disturbances and help reduce nausea. We are able to supply a bespoke, tailor-made aroma stick for clients to use in order to improve their symptoms as well as ease stress, anxiety and reduce panic attacks.

***Reflexology***

All close contact touch treatments have ceased for the majority of this year. 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. We were only able to deliver treatments for a few weeks in Autumn outside of lockdown, which clients were delighted to receive, so we developed and delivered a workshop for hand massage/hand reflexology for clients to follow remotely.

***Emotional Freedom Technique (EFT)***

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 energy (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. During lockdown we have been able to offer one-to-one sessions via Zoom/Video to support our clients.

***Reiki***

Reiki is a holistic complementary therapy that is gentle, pleasant to receive, non-invasive 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 holistically to treat the whole person, or on specific parts of the body. This allows the person to rebalance, which in turn may ease symptoms physically, mentally and emotionally. Remote Reiki has worked well during lockdown and has been gratefully received.

***Yoga Therapy***

Yoga Therapy is the use of Yoga for a specific health need to promote good health, 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 one-to-one with a highly trained Yoga Therapist via Zoom/video.

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#### **WELLBEING CLASSES**

##### ***Relaxation Techniques***

During this past year there has been an increased need for relaxation and feeling more grounded. We have accommodated this by increasing the frequency of our meditation sessions from monthly to three times per week, delivering them remotely, clients have the choice whether to leave their camera on or off during these sessions. They include mindfulness, visualisation and breathing exercises designed to teach the participant to refocus the mind away from troublesome thoughts and encourage physical relaxation through the body.

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

The Mulberry Centre has established a wide range of informative workshops and social and creative activities programmes addressing physical, psychological and practical needs. While in lockdown we developed and delivered workshops remotely covering topics that we felt would support our clients to help reduce isolation and give a feeling of empowerment. We delivered workshops such as managing stress, cancer nutrition, hot flushes, body image and impact on sexual health as well as paired massage, self-massage, essential oils and their use, EFT (emotional freedom techniques), ladies' coffee morning, soft tissue release techniques for use after breast surgery. Many workshops were developed purely on client need; they have all been evaluated and scored highly in making people feel more grounded with reduced stress levels.

Whilst the majority of our social and creative activities have been suspended this year, the few remaining activities played an important part in helping our established clients feel less isolated during such difficult times, whether a patient going through treatment, a carer helping their loved one or someone coming to terms with the loss of someone close. During lockdown these groups have been a lifeline helping clients to remain in contact as well as participating in activities such as creative writing sessions and our online book club, giving focus and something to look forward to.

##### **Legal Information Service**

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

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

##### **Welfare Rights and Benefits Information Service**

Cancer will have an impact on the financial aspects of people's lives. We have provided information and support on the welfare and benefits that may be available to our clients. We had access to funding that allowed us to employ a consultant for a six-month period in order to offer bookable one-to-one sessions, three days a week. Funding for this facility has now

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finished and we have put in place referral procedures for Macmillan and Citizen's Advice for clients who need this support.

Welfare and benefits information and support is also being offered to all our clients by a volunteer, one afternoon a month, giving general information and guidance on issues such as benefits, housing, employment, access to grants, and specific advice for carers and pensions.

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 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.

#### **Community Engagement**

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

We have had to discontinue Information Roadshows and Outreach Desks in hospitals during the Covid-19 pandemic, and instead look at alternative methods of delivering this message to some of the hardest to reach members of our local community. We have been able to do this online in a variety of different ways. 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 have reached out to 45 local GP surgeries, social prescribing networks, care homes and other service providers. We thus continue to share information on the support that we can provide with a wide range of health and social organisations. Furthermore, we signpost to, and work in a complementary way with, other local service providers in order to deliver a holistic package of care.

The Executive Director represents The Mulberry Centre on the Executive Board of the Hounslow Community Network and is a co-opted member of the Health and Adult Care Scrutiny Panel for the Borough of Hounslow, ensuring the Centre is up to speed on local initiatives and plans.

Working remotely has meant that we have been able to reach audiences and offer support to clients we would not normally be able to reach. We plan to increase our activity to connect with and further strengthen our relationships with the community in boroughs that are further afield as well as neighbouring areas.

The Community Engagement Lead has developed a User Engagement forum which has met on 3 occasions, approximately every 3 months, with the purpose of gathering feedback from our clients on their experience of support accessed at the Centre, and asking for their input on the way they would like to access support services going forward. One outcome of this work so far has demonstrated that people would prefer the Centre to continue to offer its remote services alongside the face to face sessions when we are able to open our doors in the next few months.

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All information gathered will be useful to further develop and adapt our services to meet individual needs.

As we have been unable to hold many talks and presentations to raise public awareness of cancer at a time when it was most needed, we have tried to counter this by regularly publishing blogs and articles and distributing them in local newsletters and eNewsletters. We have also developed relevant articles to raise awareness of signs and symptoms of cancer for a variety of different types of cancer and published these on our social media sites, twitter, Facebook and Instagram.

Contact has been made with local BAME communities with a view to promoting our services within this community.

### **Our Clients**

Our client base has continued to grow steadily. The number of people registered for services provided by The Mulberry Centre increased from 4,694 to 5,036 during the year (an increase of 7% despite lockdown and the effects of the pandemic). In addition, an increasing number of people called The Mulberry Centre without registering for particular services, for example to access the emotional support helpline to discuss their concerns with a member of staff. Overall attendance to various services in the year was 4,145.

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:

<b>TOTAL CLIENT ATTENDANCES 2020-21</b>	
<b>Session Description</b>	<b>Total</b>
Welcome sessions, emotional/financial and other support (incl. Macmillan grants, befriending, wellbeing calls and info given)	1,612
One-to-one Counselling, Coaching and Psychological support sessions (including PCP Emotional Support & Complementary Therapy)	1,437
Support Groups	182
One-to-one Complementary Therapy sessions	506
Wellbeing Classes	99
Workshops (incl. Welfare & Benefits) and Health Matters event	161
Social and Creative Groups	148
<b>Total</b>	<b>4,145</b>

Just over half of our clients live in the London Borough of Hounslow, with the remainder spread across Richmond, Ealing, 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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### **Trustees' Report for the year ended 31 March 2021**

#### **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 twelve posts, of which three were full-time, together with part-time consultants to lead our teams of volunteer counsellors and therapists, and a part-time fundraiser.

We appointed a Mulberry Macmillan Volunteer Lead in September 2020, a new Mulberry Macmillan Cancer Information and Support Services Manager to lead client services and a Psychological Support Lead in November 2020 as well as a new Mulberry Macmillan Cancer Information and Support Assistant who joined the team in January 2021. We had two contractors during the year to manage the phonelines offering ongoing emotional support as well as a contractor offering Welfare and Benefits advice for a 6-month period.

#### **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 2021, our core volunteer team was as follows:

Complementary and Group Therapists	29
Counsellors	20
Workshops	17
Welcomers	17
Community Outreach	7
Fundraising and Administration	31
Telephone Befrienders	16
Estates and Facilities – gardeners and general help	5
Trustees	<u>11</u>
Total	<u>153</u>

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

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### **Trustees' Report for the year ended 31 March 2021**

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

#### **Financial support**

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

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

## **The Mulberry Centre (05349202) (Limited by Guarantee)**

### **Trustees' Report for the year ended 31 March 2021**

#### **FINANCIAL REVIEW**

Despite a very challenging period for the charity sector, due to the Covid-19 pandemic, the financial performance for the year was very good. Income increased to £484,000 (2020: £377,000), due to additional grants from the National Lottery Community Fund and Charitable Trusts and Foundations, which offset a sharp drop in income from Individuals, Events, Community Groups and Corporates.

This additional income allowed us to increase expenditure to £435,000 (2020: £368,000), both to expand our charitable activities (earlier sections of this report describe what we did and what we achieved), and to invest in some additional fundraising resource. Some restricted grants are received for time periods extending beyond the year end, and will be spent in the next financial year.

This resulted in a net operating surplus for the year of £49,000 (2020: £9,000).

Stock markets recovered strongly during the year, and the financial statements include a £15,000 unrealised investment gain. Part of this gain was the recovery of the £6,000 loss recorded in our 2020 financial statements.

The outturn for the year was therefore an increase in total funds of £64,000 to £226,000.

#### **Income**

A broad breakdown of income during the 12 months to 31 March 2021 by source is as follows:

	£000
National Lottery Community Fund	231
Other Grants:	
• Charitable Trusts and Foundations	104
• Public Authorities and Health Bodies	23
Contracts:	
• London Borough of Hounslow	40
• West Middlesex University Hospital Palliative Care Pathway (PCP) Project	30
Individual Giving and Supporter Challenges	35
Events	2
Community Groups/Clubs	5
Corporates	4
Earned Income	10
<b>Total</b>	<b>484</b>

Only a small proportion of income comes from contracts and we must find the bulk of our funding from grants, donations and fundraising activities.

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### **Trustees' Report for the year ended 31 March 2021**

#### **FINANCIAL REVIEW (continued)**

Funding from the **National Lottery Community Fund** provided almost 50% of our income this year: £132,000 was from the three-year grant awarded in September 2019 (which will provide almost £400,000 over three years), and £99,000 as emergency funding to help us through Covid-19 and adapt our services.

Support from **Charitable Trusts and Foundations** continues to be very important. Of particular note were restricted grants from Hampton Fund (£30,000), Independent Age (£15,000 for our Befriending project), and a new five-year grant from City Bridge Trust (£22,000 was received this year), as well as a grant from RPLC (£12,000 for running costs).

Grants from **Public Authorities and Health Bodies** are Community Grants from the London Borough of Hounslow (£23,000) to support our Welfare and Benefits and Community Engagement activities.

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

Income from **Individuals, Supporter Challenges, Events, Community Groups and Clubs, and Corporates** was much lower than usual, due to Covid-19 restrictions. We experienced reduced footfall in our Centre, which was closed for a large part of the year, and the majority of planned fundraising events could not take place. However, many of our individual supporters did the "2.6 challenge" when the 2020 London Marathon was cancelled, and we held a successful on-line Christmas hamper raffle. We also received a generous donation of £4,000 from an **individual** supporter during the year, to purchase new furniture. The **Trinjan** Women's Social & Community Group continued to be active in raising money for The Mulberry Centre through a variety of activities and raising awareness across a large part of the local community. We hope that 2021-22 will be more "normal" for all these sources of income.

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

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

Barnes Choir	Isleworth & Barnes Sorting Office
Brentford Football Club	London Catalyst
Chelsea & Westminster NHS Foundation Trust	Middlesex Province Relief Fund
City Bridge Trust	National Lottery Community Fund
Clare King Charitable Trust	Philip King Charitable Trust
Ecclesiastical Insurance	Pink Ribbon Foundation
Farrer-Brown Charitable Trust	Richmond Parish Lands Charity
Fuller Smith & Turner	Rotary Club of Hounslow



## **The Mulberry Centre (05349202) (Limited by Guarantee)**

### **Trustees' Report for the year ended 31 March 2021**

Garfield Weston Foundation  
Garner & Hancock Solicitors  
Gerald Micklem Charitable Trust  
Goldy Goldy Asian Women's Group  
Hampton Fund  
Hounslow Borough Council  
Independent Age Grants Fund  
Isleworth & Hounslow Charity

St James's Place Charitable Foundation  
The Elizabeth Frankland Moore and Star Foundation  
The February Foundation  
The Hampton Wick United Charity  
The John and Ruth Howard Charitable Trust  
Trinjan Women's Social & Community Group  
Urban Planters London West  
Warburtons Community Grant

### **Expenditure**

The income we raise allows us to provide support for the increasing number of people affected by cancer in our local communities, to raise funds that enable us to deliver this support, and to run The Mulberry Centre.

Total Expenditure was £435,000 (2020: £368,000), an increase of 18% on last year. £329,000 (2020: £294,000) was spent on charitable activities (including a share of support costs), and £106,000 (2020: £74,000) on raising funds. We continue to keep a close eye on all costs to make sure that we are making the most of our resources.

The majority of the expenditure increase was people costs; we had a more stable and slightly higher number of employees, and some additional grant-funded contractors.

### **Reserves and Reserves policy**

At 31 March 2021, we had £226,000 in total funds (£89,000 in restricted funds and £137,000 in unrestricted funds). £58,000 of the unrestricted funds are held in tangible fixed assets. Free reserves, equivalent to unrestricted funds less tangible fixed assets, were £79,000 (2020: £57,000).

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

The Board reviewed and updated the Reserves Policy in 2020, and agreed that the Centre should maintain free reserves plus restricted funds for operational expenditure at between three and six months of operational expenditure. This reflects the reality that the bulk of the Centre's restricted funds are applied to normal business activities over the relatively short term. At 31 March 2021, reserves, thus defined, were £168,000, equivalent to 4.6 months of the year's operational expenditure.

## **The Mulberry Centre (05349202) (Limited by Guarantee)**

### **Trustees' Report for the year ended 31 March 2021**

#### **Investments**

At 31 March 2021 we held £105,000 (2020: £60,000) of investments in pooled investment funds for charities, to provide an investment return (from income and growth in capital), with long term protection from inflation, within an acceptable level of risk. We invest in funds which adopt clear ethical and responsible investment policies.

Our Investment Policy aims to keep two months' operational expenditure in cash and short-term deposits, to meet normal day-to-day requirements. Cash sustainably above this level, based on cash flow projections including known grant income, may be invested.

## **The Mulberry Centre (05349202) (Limited by Guarantee)**

### **Trustees' Report for the year ended 31 March 2021**

## **HOW WE MANAGE OUR AFFAIRS**

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

The Mulberry Centre opened its doors in 2001. It 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 is 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 2021**

#### **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.

Operational “task-and-finish” groups in the areas of Fundraising, Brand and Referrals, Service Delivery and Development, People, and Operations have joint membership of staff and trustees, and support our strategic priorities. A 21st anniversary planning group has also been established.

#### **Fundraising**

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

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

There were no complaints received regarding fundraising for the year to 31 March 2021.

#### **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.

**The Mulberry Centre (05349202) (Limited by Guarantee)**

**Trustees' Report for the year ended 31 March 2021**

**HOW WE MANAGE OUR AFFAIRS (continued)**

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

The Mulberry Centre is registered with the Information Commissioner's Office (ICO), and all personal data is processed in line with the current Data Protection Act.

**The Mulberry Centre (05349202) (Limited by Guarantee)**

**Trustees' Report for the year ended 31 March 2021**

## **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**

Ms Aileen McLeish	(appointed 19 November 2020; Chair from 30 November 2020)
Mrs Sarah Thewlis	(Chair to 10 August 2020; resigned 10 August 2020)
Mr Christopher Bradley	
Mrs Phoebe Daws	
Ms Grace Gibbs	
Mrs Jasminder Grewal OBE	
Ms Joanne Grinbergs	(appointed 5 May 2020)
Ms Jane Kelly	
Mr David Meggitt	(Vice-Chair) (Interim Chair 10 August 2020 to 30 November 2020)
Mrs Joy Pearce	(Secretary)
Ms Heather Taylor	(Treasurer)
Mr Mathias Winkler-Wulff	

**The Mulberry Centre (05349202) (Limited by Guarantee)**

**Trustees' Report for the year ended 31 March 2021**

## **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 2021**

#### **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

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

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

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

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

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

#### **Independent Examiner**

The Board has determined that the charity will exercise its right under Company and Charity legislation to an audit exemption report for the Accounting Year ended 31 March 2021 and has appointed Hartley Fowler LLP as Independent Examiner.

**Approved by the Trustees on 12 June 2021 and signed on their behalf by:**



**Aileen McLeish**

**Chairman**



**The Mulberry Centre (05349202) (Limited by Guarantee)**

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

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2021.

**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)].

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

  
Jonathan Askew FCA  
Institute of Chartered Accountants in England and Wales

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

Date: 12 June 2021

# The Mulberry Centre (05349202) (Limited by Guarantee)

## Financial Statements for the year ended 31 March 2021

### Statement of Financial Activities for the year ended 31 March 2021 Incorporating an Income and Expenditure Account

	2021			Comparative data for the year ended 31 March 2020			
	Restricted funds £000	Unrestricted funds £000	Total £000	Restricted funds £000	Unrestricted funds £000	Total £000	
<b>Income from</b>							
Donations and Legacies							
National Lottery Community Fund	231	0	231	97	0	97	Note 2
All Other	111	60	171	78	114	192	Note 2
	342	60	402	175	114	289	
Charitable Activities	0	70	70	0	70	70	Note 2
Other Trading Activities	0	9	9	0	16	16	Note 2
Investments and Interest	0	3	3	0	2	2	Note 2
<b>Total</b>	342	142	484	175	202	377	
<b>Expenditure on</b>							
Raising Funds	30	76	106	3	71	74	Note 3
Charitable Activities	264	65	329	192	102	294	Note 3
<b>Total</b>	294	141	435	195	173	368	
<b>Net income/(expenditure) before gains/(losses) on investments</b>	48	1	49	(20)	29	9	
<b>Net gains/(losses) on investments</b>	0	15	15	0	(6)	(6)	Note 9
<b>Net income / (expenditure)</b>	48	16	64	(20)	23	3	
<b>Transfers between funds</b>	(3)	3	0	(4)	4	0	Note 14
<b>Net movement in funds</b>	45	19	64	(24)	27	3	
<b>Reconciliation of funds:</b>							
Total funds brought forward	44	118	162	68	91	159	
<b>Total funds carried forward</b>	89	137	226	44	118	162	Note 14

Unrestricted funds include Free Reserves of £79,000 (2020: £57,000)

# The Mulberry Centre (05349202) (Limited by Guarantee)

## Financial Statements for the year ended 31 March 2021

### Balance Sheet as at 31 March 2021

	<b>Total Funds 2021 £000</b>	<b>Prior year Funds 2020 £000</b>	
<b>Fixed Assets</b>			
Tangible assets	58	61	Note 8
Investments	105	60	Note 9
<b>Total fixed assets</b>	<b>163</b>	<b>121</b>	
<b>Current Assets</b>			
Stocks	0	3	Note 10
Debtors	13	18	Note 11
Investments	0	1	Note 12
Cash at bank and in hand	84	57	
<b>Total current assets</b>	<b>97</b>	<b>79</b>	
<b>Liabilities</b>			
Creditors: amounts falling due within one year	34	38	Note 13
<b>Net current assets</b>	<b>63</b>	<b>41</b>	
<b>Net assets</b>	<b>226</b>	<b>162</b>	Note 15
<b>Funds of the Charity</b>			
Restricted funds	89	44	Note 14
Unrestricted funds	137	118	Note 14
<b>Total funds</b>	<b>226</b>	<b>162</b>	

Unrestricted funds include Free Reserves of £79,000 (2020: £57,000)

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the accounting year ended 31 March 2021.

The members have not required the company to obtain an audit of its financial statements for the accounting year ended 31 March 2021 in accordance with Section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for:

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

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

These financial statements were approved by the Board of Trustees on 12 June 2021 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 2021**

**Statement of cash flows**

	<b>Year ended 31 March:</b>	
	<b>2021</b>	<b>2020</b>
	<b>£000</b>	<b>£000</b>
<b>Cash flows from operating activities:</b>		
<b>Net cash provided by (used in) operating activities</b>	<b>60</b>	<b>15</b>
<b>Cash flows from investing activities:</b>		
Dividends and interest from investments	3	2
Purchase of fixtures, fittings and computer equipment	(7)	(4)
Purchase of investments	(30)	(25)
<b>Net cash provided by (used in) investing activities</b>	<b>(34)</b>	<b>(27)</b>
<b>Change in cash and cash equivalents in the year</b>	<b>26</b>	<b>(12)</b>
<b>Cash and cash equivalents at the beginning of the year</b>	<b>58</b>	<b>70</b>
<b>Cash and cash equivalents at the end of the year</b>	<b>84</b>	<b>58</b>
<b>Analysis of cash and cash equivalents</b>		
Cash at bank and in hand	84	57
Short term deposits	0	1
	<b>84</b>	<b>58</b>

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

	<b>Year ended 31 March:</b>	
	<b>2021</b>	<b>2020</b>
	<b>£000</b>	<b>£000</b>
<b>Net income/(expenditure) for the year</b>	<b>64</b>	<b>3</b>
<b>(as per the statement of financial activities)</b>		
<b>Adjustments for:</b>		
Depreciation and amortisation	10	9
(Gains)/losses on investments	(15)	6
Dividends and interest from investments	(3)	(2)
(Increase)/decrease in stocks	3	1
(Increase)/decrease in debtors	5	1
Increase/(decrease) in creditors	(4)	(3)
<b>Net cash inflow from operating activities</b>	<b>60</b>	<b>15</b>

## **The Mulberry Centre (05349202) (Limited by Guarantee)**

### **Notes forming part of financial statements for the year ended 31 March 2021**

#### **1. Accounting policies**

##### **General information**

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

The financial information presented is for the year ended 31 March 2021 and 31 March 2020. The financial information is presented in sterling, and amounts are rounded to the nearest '000.

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

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

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

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

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

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

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

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

## **The Mulberry Centre (05349202) (Limited by Guarantee)**

### **Notes forming part of financial statements for the year ended 31 March 2021**

#### **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 2021**

#### **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 'Net gains/(losses) on investments' 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 2021**

**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**

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

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

**(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 2021

#### 2. Analysis of income

	Restricted funds £000	Unrestricted funds £000	2021 £000	2020 £000
<b>Donations and Legacies</b>				
National Lottery Community Fund	231	-	231	97
Other Grants - Public authorities & health bodies	23	-	23	32
Other Grants - Charitable Trusts & Foundations	84	20	104	84
Funding for Building Reconfiguration	-	-	0	7
Individuals, Community Groups, Corporates	4	36	40	61
Gift Aid on donations	-	4	4	8
<b>Sub-total</b>	<b>342</b>	<b>60</b>	<b>402</b>	<b>289</b>
<b>Income from Charitable Activities</b>				
Contracts - Public authorities & health bodies	-	70	70	70
<b>Sub-total</b>	<b>0</b>	<b>70</b>	<b>70</b>	<b>70</b>
<b>Other trading activities</b>				
Sales of donated products	-	1	1	2
Event income	-	2	2	10
Occasional rental of premises	-	6	6	4
<b>Sub-total</b>	<b>0</b>	<b>9</b>	<b>9</b>	<b>16</b>
<b>Investments and Interest</b>				
Investment dividends and interest	-	3	3	2
<b>Sub-total</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>2</b>
<b>Total income</b>	<b>342</b>	<b>142</b>	<b>484</b>	<b>377</b>

## The Mulberry Centre (05349202) (Limited by Guarantee)

### Notes forming part of financial statements for the year ended 31 March 2021

#### 3. Analysis of resources expended

				Comparative data for the year ended 31 March 2020		
	Raising funds £000	Charitable activities £000	Total 2021 £000	Raising funds £000	Charitable activities £000	Total 2020 £000
<b>Direct costs</b>						
Staff and contractor remuneration and expenses	92	197	289	60	187	247
Volunteer expenses and supervision	-	9	9	-	5	5
Other direct costs	4	5	9	3	1	4
<b>Total Direct</b>	<b>96</b>	<b>211</b>	<b>307</b>	<b>63</b>	<b>193</b>	<b>256</b>
<b>Allocated support costs</b>						
Staff and contractor remuneration and expenses	3	75	78	4	57	61
General Office, IT and Administration costs	5	28	33	5	28	33
Facilities and Depreciation	2	15	17	2	16	18
<b>Total Allocated</b>	<b>10</b>	<b>118</b>	<b>128</b>	<b>11</b>	<b>101</b>	<b>112</b>
<b>Total resources expended</b>	<b>106</b>	<b>329</b>	<b>435</b>	<b>74</b>	<b>294</b>	<b>368</b>
<i>of which using:</i>						
<i>Restricted funding</i>	30	264	294	3	192	195
<i>Unrestricted funding</i>	76	65	141	71	102	173

**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 £2,000 (2020: £3,000).

#### 4. Net Income

This is stated after charging depreciation of £10,000 (2020: £9,000) and Independent Examiner's remuneration of £2,000 (2020: £2,000).

#### 5. Staff costs and numbers

	2021 £000	2020 £000
Gross salary costs	269	200
Employer's NI contributions	19	15
Employer's pension costs	17	13
<b>Total</b>	<b>305</b>	<b>228</b>

The average number of employees during the year was 12 (2020: 8), and the average number of full-time equivalent employees was 8 (2020: 6).

The Executive Director was supported by a Cancer Information and Support Services Manager with two Assistants, a Volunteer Coordinator, a Community Engagement Lead, a Psychological Support Lead, a Finance and Operations Manager, a Fundraising Manager with a Fundraising and Communications Lead, 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 (2020: £60,000).

## The Mulberry Centre (05349202) (Limited by Guarantee)

### Notes forming part of financial statements for the year ended 31 March 2021

#### 6. Trustees' remuneration and expenses

One trustee, Ms Joanne Grinbergs, provided complementary therapies services to the charity during the year, and received remuneration of £5,000 (2020: £nil). The Articles of Association permit payments to trustees for the supply of services to the charity.

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

#### 7. Taxation

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

#### 8. Tangible Fixed Assets

	Fixtures, fittings and computer equipment	Leasehold improve- ments	Total
	£000	£000	£000
<b>Cost</b>			
At beginning of year	61	49	110
Additions	7	0	7
Disposals	(29)	0	(29)
<b>At end of year</b>	<b>39</b>	<b>49</b>	<b>88</b>
<b>Depreciation/Amortisation</b>			
At beginning of year	45	4	49
Depreciation/Amortisation	7	3	10
Disposals	(29)	0	(29)
<b>At end of year</b>	<b>23</b>	<b>7</b>	<b>30</b>
<b>Net book value at beginning of the year</b>	<b>16</b>	<b>45</b>	<b>61</b>
<b>Net book value at end of the year</b>	<b>16</b>	<b>42</b>	<b>58</b>

The fixed assets disposals were old fully depreciated computer equipment.

#### 9. Investments

	2021	2020
	£000	£000
<b>Market value at beginning of the year</b>	<b>60</b>	<b>41</b>
Additions to investments at cost	30	25
Net gain/(loss) on revaluation	15	(6)
<b>Market value at end of the year</b>	<b>105</b>	<b>60</b>

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

**The Mulberry Centre (05349202) (Limited by Guarantee)**

**Notes forming part of financial statements for the year ended 31 March 2021**

**10. Stocks**

	<u>2021</u>	<u>2020</u>
	<u>£000</u>	<u>£000</u>
Value at beginning of the year	3	4
Cost of sales and write-downs	<u>(3)</u>	<u>(1)</u>
Value at end of the year	<u>0</u>	<u>3</u>

**11. Debtors**

	<u>2021</u>	<u>2020</u>
	<u>£000</u>	<u>£000</u>
Other debtors	13	18
Total	<u>13</u>	<u>18</u>

**12. Current Asset Investments**

	<u>2021</u>	<u>2020</u>
	<u>£000</u>	<u>£000</u>
Funds held at beginning of year	1	1
Released to cash	<u>(1)</u>	<u>0</u>
Funds held at end of year	<u>0</u>	<u>1</u>

Current Asset Investments are monies held in the COIF Charities Deposit Fund.

**13. Creditors: amounts falling due within one year**

	<u>2021</u>	<u>2020</u>
	<u>£000</u>	<u>£000</u>
Taxation and social security	6	6
Other creditors	12	10
Accrued costs	<u>16</u>	<u>22</u>
Total	<u>34</u>	<u>38</u>

## The Mulberry Centre (05349202) (Limited by Guarantee)

### Notes forming part of financial statements for the year ended 31 March 2021

#### 14. Movements of Funds

	Balances at 1 April 2020 £000	Incoming resources £000	Outgoing resources £000	Transfers to unrestricted £000	Balances at 31 March 2021 £000
<b>Restricted Funds</b>					
<b>National Lottery Community Fund:</b>					
Reaching Communities / Partnerships grant:	22	132	(121)	-	33
Welcome, Assessment and Support Services					
Covid-19 funding	-	99	(64)	-	35
	<b>22</b>	<b>231</b>	<b>(185)</b>	<b>0</b>	<b>68</b>
<b>Public Authorities and Health Bodies:</b>					
LBH: Welfare & Benefits	-	8	(8)	-	-
LBH: Community Engagement	-	15	(8)	-	7
	<b>0</b>	<b>23</b>	<b>(16)</b>	<b>0</b>	<b>7</b>
<b>Charitable Trusts and Foundations:</b>					
Hampton Fund: Staff costs	-	30	(30)	-	-
Clare King Charitable Trust: Wellbeing Therapy	-	3	(3)	-	-
Garfield Weston Foundation: Volunteers	12	-	(10)	-	2
Pink Ribbon Foundation: Therapies	1	3	(3)	-	1
February Foundation: Counselling	3	5	(8)	-	-
St James's Place Charitable Foundation: Counselling	5	-	(5)	-	-
Independent Age: Befriending	-	15	(15)	-	-
John & Ruth Howard Charitable Trust: Therapy Rooms	-	4	-	(3)	1
City Bridge Trust: Core Running Costs	-	22	(17)	-	5
London Catalyst: Staff costs	-	1	(1)	-	-
Isleworth & Hounslow Charity: Community Engagement	-	1	-	-	1
	<b>21</b>	<b>84</b>	<b>(92)</b>	<b>(3)</b>	<b>10</b>
Individual donation: Furniture	-	4	-	-	4
Building reconfiguration	1	-	(1)	-	-
<b>Total Restricted Funds</b>	<b>44</b>	<b>342</b>	<b>(294)</b>	<b>(3)</b>	<b>89</b>
<b>Unrestricted Funds</b>	118	142	(141)	3	122
Gains on Investments					15
					137
<b>Total Funds</b>	<b>162</b>	<b>484</b>	<b>(435)</b>	<b>-</b>	<b>226</b>

#### Notes:

LBH: London Borough of Hounslow

The transfer from Restricted to Unrestricted is expenditure on fixed assets, to fulfil the purpose of the grant.

## The Mulberry Centre (05349202) (Limited by Guarantee)

### Notes forming part of financial statements for the year ended 31 March 2021

#### 14. Movements of Funds (continued) - Prior Year

	Balances at 1 April 2019 £000	Incoming resources £000	Outgoing resources £000	Transfers to unrestricted £000	Balances at 31 March 2020 £000
<b>Restricted funds</b>					
<b>National Lottery Community Fund:</b>					
Reaching Communities / Partnerships grant:	0	97	(75)	0	22
Welcome, Assessment and Support Services					
<b>Public Authorities and Health Bodies:</b>					
LBH: Community Grant - Welcome & Assessment	3	8	(11)	-	-
LBH: Community Grant - Therapies	4	-	(4)	-	-
LBH: Community Grant - Volunteers	-	15	(15)	-	-
Macmillan Cancer Support: Funding for two posts	-	6	(6)	-	-
Spelthorne Borough Council: Support for Spelthorne residents	-	3	(3)	-	-
	7	32	(39)	0	0
<b>Charitable Trusts and Foundations:</b>					
RPLC: Welcome and Assessment	15	-	(15)	-	-
Hampton Fund: Funding for 3 key posts	19	-	(19)	-	-
Santander Foundation: Welfare and Benefits	2	-	(2)	-	-
Gerald Micklem Charitable Trust: Wellbeing Therapy	6	-	(6)	-	-
Clare King Charitable Trust: Wellbeing Therapy	2	-	(2)	-	-
Isleworth and Hounslow Charity: Assessment	2	-	(2)	-	-
Other: Welcome and Assessment	11	-	(11)	-	-
Garfield Weston Foundation: Volunteers	-	20	(8)	-	12
Pink Ribbon Foundation: Therapies	-	4	(3)	-	1
February Foundation: Counselling	-	5	(2)	-	3
St James's Place Charitable Foundation: Counselling	-	10	(5)	-	5
	57	39	(75)	0	21
Mulberry Canvas Bags	1	-	(1)	-	-
Building reconfiguration	3	7	(5)	(4)	1
<b>Total Restricted Funds</b>	<b>68</b>	<b>175</b>	<b>(195)</b>	<b>(4)</b>	<b>44</b>
<b>Unrestricted Funds</b>	91	202	(173)	4	124
Loss on Investments					(6)
					118
<b>Total Funds</b>	<b>159</b>	<b>377</b>	<b>(368)</b>	<b>-</b>	<b>162</b>

#### Notes:

LBH: London Borough of Hounslow

RPLC: Richmond Parish Lands Charity

The transfer from Restricted to Unrestricted is expenditure on fixed assets, to fulfil the purpose of the grant.

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

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

**National Lottery Community Fund:** The Reaching Communities / Partnerships grant provides three-year funding towards the Centre's Welcome & Assessment, Counselling and Therapies services. The Covid-19 emergency grant in 2020/21 provided funding towards costs to transform services for remote/online delivery, and to extend emotional support and counselling to people affected by Covid-19.

**LBH: Thriving Communities Fund:** Funding for advice to LBH residents on Welfare and Benefits, and for Community Engagement in the London Borough of Hounslow (2019/2020: funding towards the Centre's Welcome & Assessment and Therapies services, and Volunteer development & support)

**Macmillan:** Funding in 2019/20 for Mulberry Macmillan Cancer Information and Support Assistant and Mulberry Macmillan Volunteer Coordinator

**Spelthorne BC:** Funding in 2019/20 towards the cost of supporting residents from the Borough of Spelthorne, for all services

**Hampton Fund:** Funding towards staff costs (2019/20: funding towards the costs of Executive Director, Cancer Information and Support Manager, and Finance and Operations Manager)

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

**Garfield Weston Foundation:** 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:** Funding towards the cost of Counselling Services

**Independent Age:** Funding towards the cost of a telephone and online Befriending service to support older clients affected by cancer

**John & Ruth Howard Charitable Trust:** Funding towards the refurbishment and upgrade of two Therapy rooms

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

**London Catalyst:** Funding towards staff costs

**Isleworth and Hounslow Charity:** Funding towards Community Engagement (2019/20: funding towards the cost of Information and Assessment services)

**RPLC:** Funding in 2019/20 towards the cost of the Welcome and Assessment service

**Santander Foundation:** Funding in 2019/20 for provision of advice on Welfare and Benefits

**Gerald Micklem Charitable Trust:** Funding in 2019/20 towards the cost of Therapy services

**Other:** Funding in 2019/20 towards the cost of Welcome and Assessment service (donor anonymity requested)

## **The Mulberry Centre (05349202) (Limited by Guarantee)**

### **Notes forming part of financial statements for the year ended 31 March 2021**

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

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

**Individual donation:** Funding to purchase new furniture

**Building Reconfiguration:** Funding in 2019/20 by the Bernard Sunley Foundation (£2,000) and the Screwfix Foundation (£5,000) towards building reconfiguration work

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

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

	<b>Restricted funds</b>	<b>Unrestricted funds</b>	<b>2021 Total funds</b>	<b>2020 Total funds</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Tangible fixed assets	0	58	58	61
Fixed asset investments	0	105	105	60
Current assets	89	8	97	79
Current liabilities	0	(34)	(34)	(38)
<b>Total net assets</b>	<b>89</b>	<b>137</b>	<b>226</b>	<b>162</b>

#### **16. Capital Commitments**

At 31 March 2021, capital expenditure authorised but not yet contracted for was £4,000, for new furniture (2020: £nil).

#### **17. Related Parties and Related Party transactions**

A trustee of The Mulberry Centre is also a trustee of Hampton Fund.

The Mulberry Centre received grants from Hampton Fund amounting to £30,000 (2020: £nil) during the year.

#### **18. 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.