

**THE MULBERRY BUSH ORGANISATION LIMITED**  
**REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2013**

**REGISTERED COMPANY NO 538828**

**REGISTERED CHARITY NO 309565**

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**THE MULBERRY BUSH ORGANISATION LIMITED**

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**FOR THE YEAR ENDED 31 AUGUST 2013**

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**THE MULBERRY BUSH ORGANISATION LIMITED**

**REPORT OF THE TRUSTEES**

**FOR THE YEAR ENDED 31 AUGUST 2013**

The trustees present their report and audited financial statements for the year ended 31 August 2013 which have been prepared in compliance with the requirements of the Companies Act 2006, the Trust Deed and applicable charity law

**Administrative Information**

Charity Name	The Mulberry Bush Organisation Limited
Charity Registration Number	309565
Company Registration Number	538828
Registered Office	Standlake Witney Oxon OX29 7RW

The trustees during the year ended 31 August 2013 were

EDWARDS, Tim	Company Chairman	Chair of Trustees
ATKINSON, Lady Judith (retired 05 07 2013)	Social Work Unit Manager (retired)	
BIDDLESTONE, Diana	Educational Psychologist	
Craggs, Dennis (retired 11 10 2013)	Chartered Accountant	
FORREST, Dr Gillian	Child Psychiatrist (retired)	Joint Chair, Education, Care & Treatment Committee
GOODWIN, Nicholas*	Barrister	
HREKOW, Mary*	Educational Consultant	
(appointed 01 05 2013)		
HOWARD, Dr Ursula OBE	Academic	Vice Chair & Joint Chair, Education, Care & Treatment Committee
ROGERS, Mrs Eva	Horticulturalist	
ROLLINSON, Richard*	Director	Chair, Finance Committee
(appointed 01 05 2013)		
WARRINER, Mrs Christine	Social Worker	
(resigned 26 01 2013)		

\*to stand for re-election at the forthcoming Annual General Meeting

No other person acted as a trustee during the period

John Diamond and John Turberville also attended trustees' meetings in their capacities of senior members of staff

Auditors	Critchleys LLP Chartered Accountants Greyfriars Court Paradise Square Oxford OX1 1BE
Bankers	National Westminster Bank Plc 21 High Street Witney Oxon
Solicitors	Herbert Mallam Gowers 126 High Street Oxford

## THE MULBERRY BUSH ORGANISATION LIMITED

### REPORT OF THE TRUSTEES (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2013

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

##### Governing Document

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

The organisation is governed by its Memorandum and Articles of Association dated 2 October 1954 as subsequently amended.

On 3 October 2008 the company changed its name to "The Mulberry Bush Organisation Limited".

##### Organisational Structure

The management of the organisation is supervised by a Board of Trustees that meets regularly and is responsible for its strategic direction and policy, including the appointment of senior personnel, the review and approval of key operational and financial policies and procedures, the overall management of fund raising and publicity and the setting of annual fees and budget. The Board also operates Education and Treatment, Finance and General Purposes and such other sub-committees as may be decided from time to time.

The Board of Trustees comprises elected members of the company or the staff of the organisation.

The Trustees are also the directors of the company for the purpose of company law.

In determining the appointment of Trustees, the Board of Trustees identifies such skills as may assist in the furtherance of the objects and future development of the organisation and invites new Trustees with due regard to their experience and qualifications for office.

New Trustees are supported in their appointment through the provision of a range of information on the activities of the organisation and publications by the Charity Commission on the formal responsibilities of Trustees, together with the opportunity, before their appointment, to attend Trustee and other meetings and observe the day to day activity of the organisation.

The Board has appointed John Diamond as Chief Executive Officer responsible for the development and implementation of the organisation's strategic plan, the planning of new services, and the development of relationships with local authorities and other bodies.

The main activity of the organisation is the operation of a school at Standlake, Oxfordshire. The day to day management of the school is delegated to the school's Director and a Conducting Management Group ("CMG") comprising the senior managers of the various functions.

#### OBJECTIVES AND ACTIVITIES

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

The organisation operates a school at Standlake, Oxfordshire, which is registered to provide residential care, education, treatment and therapy for up to 31 children aged 5 to 13 who, due to early emotional deprivation, abuse and neglect, have severe emotional and behavioural difficulties. As a result of their experiences, they are left mistrustful, impulsive, aggressive, inappropriately sexualised and unable to form appropriate relationships. The aim of the school is to equip each child with personal, emotional, social and learning skills and the ability to cope within a family, local school or community environment. The school is one of the leading providers of such integrated and multi-disciplinary therapeutic services to this age group.

Children are placed at the school following an assessment of needs carried out in close association with referring local authorities and the child's family. Referrals are generally supported for a period of three years for 38 weeks a year, with either full boarding or on either a day or weekly placement basis. All fees are paid by the local authority.

**THE MULBERRY BUSH ORGANISATION LIMITED**  
**REPORT OF THE TRUSTEES (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2013**

**OBJECTIVES AND ACTIVITIES (continued)**

The school is undertaking an ongoing research project in order to improve its understanding of outcomes for children at the school. However, the following key outcomes have been determined from the 2013 data:

- 93% of children who on entering the school were unable to be placed long term with a family were able to do so by the time they left the school
- 100% of children were able to be placed in a suitable school on departure, being able to learn and be taught

In November 2012, the overall effectiveness of Mulberry Bush School was rated outstanding by an Education Ofsted inspection. The inspection report made the following observations: 'The quality of teaching is outstanding. Teachers and other staff work exceptionally well together to give pupils excellent opportunities for success. The school is an outstandingly safe environment within which pupils learn and thrive supported by the care, patience and encouragement of the staff. Pupils' behaviour is outstanding and the school successfully develops their confidence and self-esteem with highly effective personalised support.'

In February 2013, the School also received a judgement of "outstanding" by Ofsted for the annual care standards inspection.

Also in November 2012 the Mulberry Bush Training was awarded the prestigious National Training Award for a medium sized employer at the World Skills Show held at the Birmingham NEC. This award was in recognition of the development and delivery of our Foundation Degree in 'Therapeutic Work with Children and Young People' in collaboration with the University of the West of England. This is the second National Training Award that our Training department has won in five years, and reflects our commitment to staff development in order to improve the lives and outcomes for traumatised children who are referred to the school for specialist residential care treatment and education.

Each year, the Board of Trustees reviews with the CMG a rolling strategic plan that looks at the vision and objectives of the school over a one, three and ten year timescale. The strategic objectives of the 2013 plan include:

- 1 To maximise the number of children referred to the School for specialist 38 week care, treatment and education
- 2 To explore the establishment of a Mulberry Bush service at another site
- 3 To increase the numbers of children who access Mulberry Bush outreach services

**FINANCIAL REVIEW**

At all times during the year occupancy levels were higher than budgeted. However they started the year lower than in the preceding year, declined marginally then rose toward the end of the year (24, 23 and 26 by term compared with 27, 30 and 28 in 2011/12). As a result General Fund income in respect of the provision of education and child care services decreased marginally from £4,430,874 to £4,234,215.

As a result of this reduction and also a higher, but planned, level of spending on non-salary items the surplus in general funds declined from £896,389 in 2012 to £607,492 in 2013.

There were no Trustee approved transfers from the surplus in this year.

Income from grants, donations and fund raising events for restricted and designated funds was £219,503 in 2013 increased from £207,611 the previous year. These funds to support a number of projects as set out in detail in note 13 to the financial statements to improve and redevelop the school and to support its work.

The total cash and bank balances as at 31 August 2013 were £3,403,110 (2012: £3,122,826) of which £250,020 is held to meet other current liabilities.

**RISK MANAGEMENT**

The Trustees have conducted a review of the major risks to which the school is exposed and maintains up to date a register of such risks and how they are managed.

The Trustees have identified the principal risks as the financial dependence of the school on intermittent referrals of children by a small number of Local Authorities, the operational safety and welfare of children at the school and the recruitment of staff appropriate to the care of such vulnerable children.

**THE MULBERRY BUSH ORGANISATION LIMITED**

**REPORT OF THE TRUSTEES (CONTINUED)**

**FOR THE YEAR ENDED 31 AUGUST 2013**

In managing these risks, the school has developed a rigorous and well documented standard of operational procedures and is assisted by the conduct of periodic visits by the Office for Standards in Education (OFSTED). Recruitment is in accordance with the requirements of National Minimum Standards under the Care Standards Act 2000 and protocols are also reviewed by OFSTED.

The school is committed to supporting the safety and welfare of all children through active engagement with the current safeguarding agenda and its safeguarding procedures were rated as 'outstanding' by OFSTED in February 2013. The school enacts its commitment to the safeguarding agenda by

- (i) rigorous staff recruitment and vetting procedures. All senior staff have undertaken safer recruitment training,
- (ii) ensuring the safeguarding agenda is embedded in our policies and in direct work with children,
- (iii) the close supervision and management of children 24 hours a day,
- (iv) encouraging independent advocacy for children, regular visits from 'Voice' advocates and equipping each household with a direct 'childline' telephone
- (v) ensuring all staff have regular supervision, consultation and training including safeguarding training to Oxfordshire Safeguarding Children's Board standard,
- (vi) maintaining an excellent working relationship with the Oxfordshire Schools Safeguarding Team, and the Local Authority Designated Officer and
- (vii) maintaining an excellent reputation for working closely with parents, carers and referring authorities over safeguarding issues

**RESERVES AND INVESTMENT POLICY**

In order to manage the risk of fluctuations in occupancy levels, also having regard to the fact that the school has substantial unencumbered assets, the Trustees aim to maintain an unrestricted designated reserve equivalent to three months running costs. The Trustees agree to make additions to the reserve as funds become available, either from donated funds or from surplus in general funds.

In addition to amounts held in reserve, the school receives fees in advance and funds donated for future projects and therefore from time to time holds funds in hand. The school invests such funds in interest bearing charity bonds with varying maturities having regard to the cash flow requirements of the school.

The Trustees also aim to retain surplus general funds in order to further the objectives of the charity, in particular to fund the possible new services contemplated above. The Trustees are however also mindful of the need in the current economic climate to preserve resources additional to the above reserves in order to manage unanticipated risks to the level of referrals.

**PUBLIC BENEFIT**

The trustees confirm that they have complied with the duty in Section 17(5) of the 2011 Charities Act to have due regard to public benefit guidance published by the Charity Commission.

**RESPONSIBILITIES OF THE TRUSTEES**

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

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

- (i) select suitable accounting policies and then apply them consistently
- (ii) make judgements and estimates that are reasonable and prudent,
- (iii) state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements,
- (iv) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business

**THE MULBERRY BUSH ORGANISATION LIMITED**

**REPORT OF THE TRUSTEES (CONTINUED)**

**FOR THE YEAR ENDED 31 AUGUST 2013**

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

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

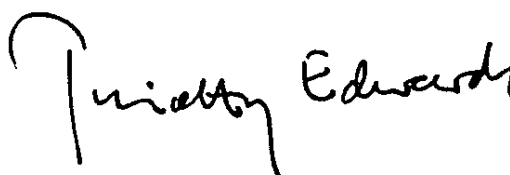
**AUDITORS**

Critchleys LLP, Chartered Accountants, have indicated their willingness to remain as auditors to the company and offer themselves for re-appointment at the Annual General Meeting at a fee to be agreed with the trustees.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (issued in March 2005).

Approved by the Board of Trustees on 1-2-14 and signed on its behalf by

T Edwards

A handwritten signature in black ink that reads "Timothy Edwards". The signature is written in a cursive style with a large initial 'T'.

**INDEPENDENT AUDITORS' REPORT**  
**TO THE MEMBERS OF**  
**THE MULBERRY BUSH ORGANISATION LIMITED**

We have audited the financial statements of Mulberry Bush Organisation Limited for the year ended 31 August 2013 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

**Respective Responsibilities of Trustees and Auditors**

As explained more fully in the Directors' Responsibilities Statement set out on page 4, the directors (who are also trustees of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

**Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed, the reasonableness of significant accounting estimates made by the trustees, and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Director's report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

**Opinion on financial statements**

In our opinion the financial statements

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2013 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended,
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Directors' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion

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

28/4/14  
 Greyfriars Court  
 Oxford  
 OX1 1BE

  
 Robert Kirtland (Senior Statutory Auditor)  
 for and on behalf of Critchleys LLP  
 Statutory Auditor



## THE MULBERRY BUSH ORGANISATION LIMITED

STATEMENT OF FINANCIAL ACTIVITIES  
(including Income and Expenditure Account)

FOR THE YEAR ENDED 31 AUGUST 2013

	Note	Unrestricted Funds General Fund £	Designated Funds See note 13 £	Restricted Funds See note 13 £	Total Funds 2013 £	Total Funds 2012 £
<b>INCOME AND EXPENDITURE</b>						
<b>Income Resources</b>						
<b>Incoming resources from generated funds</b>						
<i><b>Voluntary income</b></i>						
Development grants donations and fund raising events		39,348	84,919	95,236	219,503	207,611
<i><b>Activities for generating funds</b></i>						
Investment income		35,289	-	-	35,289	30,382
<b>Incoming resources from charitable activities</b>						
Income in respect of education and child care		4,234,215	-	24,958	4,259,173	4,441,034
<b>Total Incoming Resources</b>		<u>4,308,852</u>	<u>84,919</u>	<u>120,194</u>	<u>4,513,965</u>	<u>4,679,027</u>
<b>Resources Expended</b>						
<b>Cost of generating funds</b>						
Costs of generating voluntary income	3	-	-	-	-	9,682
<b>Charitable activities</b>	4	3,692,472	23,575	238,862	3,954,909	3,862,265
<b>Governance costs</b>						
Statutory costs	5	8,888	-	-	8,888	11,508
<b>Total Resources Expended</b>		<u>3,701,360</u>	<u>23,575</u>	<u>238,862</u>	<u>3,963,797</u>	<u>3,883,455</u>
<b>Net Income/(Expenditure) for the year before transfers</b>						
		607,492	61,344	(118,668)	550,168	795,572
Transfers (to)/from reserves	12	(6,251)	-	6,251	-	-
<b>Net Movement in funds</b>		<u>601,241</u>	<u>61,344</u>	<u>(112,417)</u>	<u>550,168</u>	<u>795,572</u>
<b>Reconciliation of funds</b>						
Total funds brought forward	12	1,385,646	1,753,312	3,349,046	6,488,004	5,692,432
<b>Total funds carried forward</b>	13	<u>1,986,887</u>	<u>1,814,656</u>	<u>3,236,629</u>	<u>7,038,172</u>	<u>6,488,004</u>

The Statement of Financial Activities includes all gains and losses in the year. All incoming resources and resources expended derive from continuing activities.

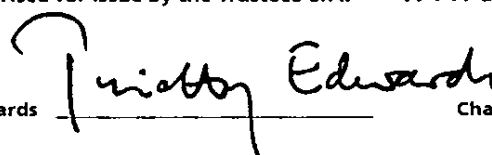
## THE MULBERRY BUSH ORGANISATION LIMITED

## BALANCE SHEET

AT 31 AUGUST 2013

	Note	2013 £	2012 £
<b>Fixed Assets</b>			
Tangible assets	9	3,461,751	3,560,068
<b>Current Assets</b>			
Debtors and prepayments	10	423,331	55,467
Cash at bank and in hand		3,403,110	3,122,826
		<u>3,826,441</u>	<u>3,178,293</u>
<b>Creditors - Amounts falling due within one year</b>			
Creditors	11	250,020	250,357
Income in advance	12	-	-
		<u>(250,020)</u>	<u>(250,357)</u>
<b>Net Current Assets</b>		<u>3,576,421</u>	<u>2,927,936</u>
<b>Total Net Assets</b>		<u>7,038,172</u>	<u>6,488,004</u>
<b>Unrestricted Funds</b>			
Designated funds	12	1,814,656	1,795,628
General funds		1,986,887	1,385,646
		<u>3,801,543</u>	<u>3,181,274</u>
<b>Restricted Funds</b>	12	<u>3,236,629</u>	<u>3,306,730</u>
<b>Total Funds</b>	13	<u>7,038,172</u>	<u>6,488,004</u>

Approved and authorised for issue by the Trustees on .. 1-2-14 .. and signed on its behalf by

T Edwards  Chair

## THE MULBERRY BUSH ORGANISATION LIMITED

## CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 AUGUST 2013

	General Designated Fund £	Funds £	Restricted Funds £	Total 2013 £	Total 2012 £
Net incoming/(outgoing) resources (page 7)	607,492	61,344	(118,668)	550,168	795,572
<b>Adjustments required to derive net cashflow from operating activities</b>					
Depreciation and loss on disposal	2,209		109,152	111,361	111,130
Decrease in net current assets (excluding cash)	(383,200)		15,000	(368,200)	135,620
<b>Net cashflow from operating activities</b>	<b>226,501</b>	<b>61,344</b>	<b>5,484</b>	<b>293,329</b>	<b>1,042,322</b>
<b>Investing Activities</b>					
Purchase of tangible fixed assets	-		(13,545)	(13,545)	(23,000)
Sale proceeds of fixed assets	500	-	-	500	-
<b>Increase/(decrease) in cash at bank and in hand</b>	<b>227,001</b>	<b>61,344</b>	<b>(8,061)</b>	<b>280,284</b>	<b>1,019,322</b>
<b>Cash at bank and in hand</b>					
At 1 September 2012	2,238,146	816,657	68,023	3,122,826	2,103,504
At 31 August 2013	2,465,147	878,001	59,962	3,403,110	3,122,826

**THE MULBERRY BUSH ORGANISATION LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2013**

**1 Accounting Policies**

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

**(a) Basis of accounting**

The financial statements have been prepared under the historical cost convention and in accordance with the Companies Act 2006 and the Statement of Recommended Practice: Accounting and Reporting by Charities issued in March 2005.

**(b) Fund accounting**

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity. Income either restricted or designated for use for special purposes is accounted for through separate funds (see note 13).

**(c) Incoming resources**

The following specific policies are applied to particular categories of income:

- Development grants and donations are accounted for when received.
- Investment income is included when receivable.
- Income for education, child care and related services is accounted for on an accruals basis, according to the period to which the service relates. Accordingly, income received before the year end but relating to the next financial year is carried forward on the balance sheet as 'Income in Advance'. Grants from the Department for Children, Schools and Families towards costs of charitable activities are accounted for when there is evidence of entitlement and the amount can be measured.

**(d) Resources expended**

All expenditure is recorded on an accruals basis and is recognised where there is a legal or constructive obligation to pay expenditure.

Expenditure is inclusive of irrecoverable VAT and has been classified as follows:

- Costs of voluntary income comprise the costs associated with attracting voluntary income.
- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- Support costs are all allocated to the one charitable activity of the company.

**(e) Fixed Assets**

All expenditure on the recent building development has been capitalised and is now being written off over a period of forty years, from 1 September 2002. It is considered that the cost of the original freehold land and buildings remaining may be deemed to be the land element. The trustees have decided not to depreciate furniture and equipment. These items are constantly replaced and maintained as required for the conduct of the school's activities and any further replacements, refurbishments and routine additions are charged to revenue. Consequently an additional depreciation charge is considered unnecessary. Therefore, although the Companies Act requires a charge for depreciation to be made on all fixed assets having a finite life, the trustees consider that this policy shows a true and fair view.

**(f) Pension Costs**

Non-teaching staff contribute to independently administered personal pension schemes. The pension cost charge represents contributions by the company to these schemes, which are recognised when they become payable. The assets of the scheme are held separately from those of the company.

Teaching staff contribute to the Department of Education pension scheme providing benefits based on final pensionable pay. The assets of the scheme are held separately from those of the company.

## THE MULBERRY BUSH ORGANISATION LIMITED

## NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2013

## 1 Accounting Policies (continued)

## (g) Leased Assets

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities as incurred

## 2 Net Incoming Resources

	2013 £	2012 £
<b>This is stated after charging</b>		
Depreciation	111,123	111,130
Auditors' remuneration	7,064	6,840
Auditors' non-audit remuneration	1,824	4,668
	<u>          </u>	<u>          </u>

## 3 Cost of Generating Voluntary Income

	2013 Total £	2012 Total £
<b>Education and Child Care</b>		
Fundraising	-	9,682
Support costs (note 6)	-	-
	<u>          </u>	<u>          </u>
	-	9,682
	<u>          </u>	<u>          </u>

## 4 Charitable Activities

	2013 Total £	2012 Total £
<b>Education and Child Care</b>		
Furniture, fittings and equipment	40,151	17,300
Food	75,126	70,690
Staff costs	2,715,285	2,683,523
Gap students	25,728	32,855
Staff training	38,983	26,096
Boarding costs	19,367	18,276
Education costs	16,692	18,735
Other costs	230,332	139,037
Support costs (note 6)	793,245	855,753
	<u>          </u>	<u>          </u>
	3,954,909	3,862,265
	<u>          </u>	<u>          </u>

## 5 Governance Costs

	2013 Total £	2012 Total £
Auditors' remuneration	7,064	6,840
Auditors' non-audit remuneration	1,824	4,668
	<u>          </u>	<u>          </u>
	8,888	11,508
	<u>          </u>	<u>          </u>

**THE MULBERRY BUSH ORGANISATION LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2013**

<b>6 Support costs</b>	<b>2013 Total £</b>	<b>2012 Total £</b>
Premises costs	237,574	350,985
Office costs	42,052	35,179
Staff costs	269,327	252,044
IT support	41,251	31,031
Insurance	39,042	36,565
Travelling	46,497	34,593
Depreciation	111,123	111,130
Loss on sale of vehicle	238	-
Other costs	6,141	4,226
	<u>793,245</u>	<u>855,753</u>
<b>Allocated to</b>		
Costs of generating voluntary income		-
Charitable activities	793,245	855,753
	<u>793,245</u>	<u>855,753</u>
<b>7 Staff Costs and Numbers</b>	<b>2013 £</b>	<b>2012 £</b>
Staff costs were as follows		
Salaries and wages	2,590,887	2,568,570
Social Security costs	252,674	241,209
Pension costs – Non-teaching staff	107,803	104,351
Teaching staff	33,248	26,735
	<u>2,984,612</u>	<u>2,940,865</u>
Total	<u>2,984,612</u>	<u>2,940,865</u>

Included in salaries and wages is an amount of £35,895 (2012 £108,751) paid to agency workers required as a result of maternity cover

Three employees' emoluments were in excess of £60,000 for the year (2011 3) The pension costs were £22,146 (2012 £21,996) (defined contribution scheme)

The average number of employees during the year was as follows

	<b>2013 No</b>	<b>2012 No</b>
Teaching and residential care	77	71
Domestic	12	12
Administration	6	6
	<u>95</u>	<u>89</u>

**THE MULBERRY BUSH ORGANISATION LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2013**

**8 Trustee Remuneration and Related Party Transactions**

During the year £117 (2012 £327) was reimbursed to one trustee (2012 one) in respect of travel and other incidental expenses. No trustee received any remuneration. One trustee received fees of £7,397 in respect of professional services provided on behalf of the school, and a company for which one trustee is the Executive Director was paid fees of £2,500 for professional services provided.

Otherwise no trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year.

**9 Tangible Fixed Assets**

	<b>Freehold Land and Buildings</b>		<b>Furniture and Equipment</b>		<b>Motor Vehicles</b>	<b>Total</b>
	<b>New Development</b>	<b>Original</b>	<b>New Development</b>	<b>Original</b>		
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost</b>						
At 1 September 2012	3,506,560	231,273	354,565	30,741	94,511	4,217,650
Additions in year	-	-	-	-	13,545	13,545
Disposals	-	-	-	-	(10,990)	(10,990)
At 31 August 2013	3,506,560	231,273	354,565	30,741	97,066	4,220,205
<b>Depreciation</b>						
At 1 September 2012	601,577	-	-	-	56,005	657,582
Charge for the year	98,295	-	-	-	12,828	111,123
Disposals	-	-	-	-	(10,251)	(10,251)
At 31 August 2013	699,872	-	-	-	58,582	758,454
<b>Net Book Value</b>						
At 31 August 2013	2,806,688	231,273	354,565	30,741	38,484	3,461,751
At 31 August 2012	2,904,983	231,273	354,565	30,741	38,506	3,560,068

Depreciation on fixed assets is provided as follows

Land and Buildings	New development depreciated over 40 years (note 1e)
Furniture and Equipment	No depreciation is provided (note 1e)
Motor Vehicles	25% on reducing balance

The trustees are not able to comment as to whether the market value of land and buildings differs significantly from book value as a formal valuation has not been obtained and is not considered necessary given the specialised use.

**THE MULBERRY BUSH ORGANISATION LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2013**

<b>10 Debtors and Prepayments</b>	<b>2013</b>	<b>2012</b>
	<b>£</b>	<b>£</b>
Amounts due in respect of fees outstanding	378,598	6,497
Prepayments	10,937	10,167
Other debtors	33,796	38,803
	<u>423,331</u>	<u>55,467</u>

<b>11 Creditors – Amounts falling due within one year</b>	<b>2013</b>	<b>2012</b>
	<b>£</b>	<b>£</b>
Operating creditors	121,569	158,934
Other taxes and social security	64,539	67,808
Other creditors	53,818	1,345
Accruals	5,900	6,000
Pension contributions	4,194	16,270
	<u>250,020</u>	<u>250,357</u>

**12 Restricted and Designated Funds**

Restricted funds are subject to restrictions on their expenditure imposed by the donor or through the terms of an appeal

The Capital Fund is credited with grants and donations received for major redevelopment and improvements to the organisation's infrastructure and to further its charitable objectives

The Kidani Foundation's donation pays for the costs of the outcomes research

The purpose of the St Michael and All Saints donation is to help towards the costs of a speech and language therapist

The Doris Field donation was to contribute to the cost of hall dividers for use in training and other events

The MBOX fund is used to support a team of outreach workers providing support to staff in other schools working with children's challenging behaviours

The Go Play fund supports two Mulberry Bush staff to provide long term support to two local schools in a similar manner to MBOX

The 2012 Opera and the Haberdashers donation are to pay for improvements to "the street" area in the education area at The Mulberry Bush

The 2013 Opera and the Cotswold Community money are to be used for the purchase of sensory equipment to be used at the school to benefit the children placed here

Designated funds are unrestricted funds earmarked by the trustees for particular purposes

The Designated Reserve Fund is credited with transfers from General Fund in accordance with the school's reserve policy in order to assist in managing the financial impact of potential fluctuations in occupancy as more fully described in the Report of the Trustees. Transfers are also made to contribute towards costs of maintenance and repairs and other designated projects

Sufficient resources are held in an appropriate form to enable each fund to be applied in accordance with any restrictions



## THE MULBERRY BUSH ORGANISATION LIMITED

## NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2013

## 12 Restricted and Designated Funds (continued)

## Analysis of restricted and designated funds

	Balance 01 09 12 £	Incoming resources £	Resources expended £	Transfers £	Balance 31 08.13 £
<b>Restricted Funds</b>					
Capital fund	3,296,725	-	(109,152)	6,251	3,193,824
DFE capital grant	-	9,958	(9,958)	-	-
Kidani research fund	-	15,000	(15,000)	-	-
St Michael and All Saints fund	10,005	7,500	(17,094)	-	411
Doris Field fund	-	1,000	(1,000)	-	-
Paul Hamlyn Foundation MBOX fund	-	50,570	(50,570)	-	-
Sammermar Trust MBOX fund	-	5,000	(5,000)	-	-
Other donations for MBOX fund*	5,219	7,960	(4,897)	-	8,282
Go Play Foundation for Success fund*	19,445	-	(12,181)	-	7,264
2012 Haberdashers Trust for "the street" development fund	-	5,000	(5,000)	-	-
2012 Opera for "the street" development fund*	17,652	1,465	(9,010)	-	10,107
2013 Opera for the "sensory" fund	-	5,741	-	-	5,741
Cotswold Community for the "sensory" fund	-	11,000	-	-	11,000
	3,349,046	120,194	(238,862)	6,251	3,236,629
<b>Designated funds</b>					
Reserve fund	1,500,000	-	-	-	1,500,000
Maintenance and repairs fund from reserves	100,000	-	-	-	100,000
MBOX fund from reserves	100,000	-	-	-	100,000
Training fund from reserves	50,000	-	-	-	50,000
Outward bound fund	3,312	14,821	(11,997)	-	6,136
Women Of The Year Lunch – no specific designation	-	18,100	(4,636)	-	13,464
Rick Stein - no specific designation	-	51,998	(6,942)	-	45,056
	1,753,312	84,919	(23,575)	-	1,814,656

\*These funds were included in designated funds at 31 August 2012. They have been reclassified as restricted funds following further consideration of the sources of the funding.

## 13 Analysis of Net Assets between Funds

	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Tangible assets	267,927	-	3,193,824	3,461,751
Current assets	1,968,980	1,814,656	42,805	3,826,441
Current liabilities	(250,020)	-	-	(250,020)
Net assets at 31 August 2013	1,986,887	1,814,656	3,236,629	7,038,172