

**The Mulberry Bush Organisation Limited**

**Report and Financial Statements**

**for the year ended 31 August 2015**

**Registered company no. 538828**

**Registered charity no. 309565**

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# **The Mulberry Bush Organisation Limited**

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# The Mulberry Bush Organisation Limited

## Legal and 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 2015 were:

FORREST, Dr Gillian *	Child Psychiatrist (retired)	Joint Chair, Education, Care & Treatment Committee
GOODWIN, Nicholas	Barrister	
HOWARD, Dr Ursula OBE	Academic	Vice Chair & Joint Chair, Education, Care & Treatment Committee
ROLLINSON, Richard *	Director	Chair of Trustees, Chair of Finance Committee
WHITWELL, John	Managing Director	
BIDDLESTONE, Diana		Resigned 15 May 2015
EDWARDS, Timothy		Resigned 15 May 2015
HREKOW, Mary		Resigned 1 September 2015
ROGERS, Eva		Resigned 15 May 2015

\*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 for the year ended 31 August 2015

### 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 Article 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 prime responsibility of the Board of Trustees is to provide sound governance. The management of the organisation is supervised by the Trustees who meet regularly and are responsible for its strategic direction and policy, including the appointment of senior personnel, the review and approval of key operational and financial policies and procedures, the overall management of fundraising and publicity and the setting of annual fees and budget. The Board also operates Education, Care and Treatment, Finance and General Purposes and such other 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 residential 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 both the Mulberry Bush School, and the 'MBOX Teaching School' our outreach and training service department which supports mainstream schools across Oxfordshire. The school provides residential care, education, treatment and therapy for up to 31 children aged 5 to 13 who, due to early emotional deprivation, abuse and neglect, have severe emotional and mental health difficulties. As a result of their experiences, they are left mistrustful, impulsive, aggressive, sexualised and unable to form appropriate relationships. The aim of the school is to equip each child with personal, emotional, social and learning skills and the ability to cope within a family, local school or community environment. The school is one of the leading providers of such integrated and multi-disciplinary therapeutic services to this age group.

Children are placed at the school following an assessment of needs carried out in close association with referring local authorities and the child's family. 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 school is currently engaged in two research projects, the first with the UCL Institute of Education will be completed in the Spring of 2016, and this is a quantitative study. The second project, recently started, is a complementary qualitative study with UEL. Both aim to evidence how our work achieves the excellent outcomes for children placed at the school.

# The Mulberry Bush Organisation Limited

## Report of the Trustees for the year ended 31 August 2015 (continued)

### Objectives and activities (continued)

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 outstanding 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 and February 2014, the School also received a judgement of "outstanding" and "good" by Ofsted for the annual care standards inspection.

In April 2014 the School achieved National Teaching School Status, enabling its core skills and expertise to be used in the development of Mulberry Bush Teaching School Alliance. Due to the overlap in task in 2015 we merged our teaching school status with that of MBOX our school outreach service to become 'MBOX Teaching School'.

In November 2013 we established the National Centre for Therapeutic Residential and Foster Care, an alliance of Universities and other professional child care organisations. The National Centre continues to extend our influence across the residential and fostering sectors. The development of 'the therapeutic care journal' in the summer of 2015 has enabled the National Centre to develop an on-line platform. The National Centre mission is:

'To create a forum to share knowledge about therapeutic residential and foster care for children and young people, and to support the use of reflective practice, in order to improve service quality, and ensure excellent outcomes':

Each year, the Board of Trustees reviews with the CMG a rolling strategic plan that looks at the vision and objectives of the school. The strategic objectives of the 2015-2016 plans include:

1. To maximise the number of children referred to the School for specialist 38 week care, treatment and education.
2. To develop an on - site service for up to 6 children who may be in need of 52 week provision
3. To increase the numbers of children who benefit from the Mulberry Bush Teaching School services.

### Financial review

The occupancy levels during the year started lower than budgeted only reaching this figure of 23 in December. However it then climbed to 26 in March reaching a peak in June of 30 which was maintained until the year end. The average occupancy per term was 22.25, 24.5 and 29.5 compared to 24, 24 and 27 in the previous year. As a consequence of this, general fund income in respect of the provision of education and child care services stood at £4,779,963 compared to £4,526,923 in the previous year.

Income from development grants, donations and fundraising events reduced to £118,936 compared to £210,666 in 2014. These funds are used to support a number of projects the detail of which is set out in note 12.

Expenditure on charitable activities increased to £4,475,854 from £4,089,598 in 2014. There were three Trustee approved transfers from the surplus in this year totalling £194,860.

The total cash and bank balances as at 31 August 2015 were £4,849,605 (2014: £4,330,528) of which £338,858 is held to meet current liabilities.

### Risk management

The Trustees have conducted a review of the major risks to which the school is exposed and maintain an 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. 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 Mulberry Bush Organisation Limited

## Report of the Trustees for the year ended 31 August 2015 (continued)

### Risk management (continued)

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 and 2014. 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 six months running costs at full expenditure levels plus a further six months at half of full running costs. At the same time Trustees are unanimous that the establishment of such a fund will never prevent the Charity from developing its service. Trustees will determine if it becomes necessary or desirable to vary the level of this designated reserve (see below).

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. Whenever possible 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 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 Mulberry Bush Organisation Limited

### The Responsibilities of the Trustees (continued)

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 21 November 2015 and signed on its behalf by:

A handwritten signature in black ink, appearing to be 'R Rollinson', with a long horizontal flourish extending to the right.

Richard Rollinson

# The Mulberry Bush Organisation Limited

## Independent auditor's 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 2015 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 auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and 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 Director's Responsibilities Statement set out on Page 6, 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 Directors report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. 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 2015 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

Robert Kirtland (Senior Statutory Auditor)  
21 November 2015  
For and on behalf of Critchleys LLP  
Greyfriars Court  
Oxford  
OX1 1BE





# The Mulberry Bush Organisation Limited

## Statement of Financial Activities for the year ended 31 August 2015 (incorporating an income and expenditure account)

	Notes	Unrestricted funds		Restricted	Total	Total
		General	Designated	funds	2015	2014
		£	£	£	£	£
<b>Incoming resources</b>						
<b>Incoming resources from generated funds</b>						
Voluntary income: Development grants, donations and fundraising events		42,716	36,995	39,225	118,936	210,666
Incoming resources from charitable activities: Income in respect of education and child care		4,779,963	-	-	4,779,963	4,526,923
Investment income		11,684	-	-	11,684	19,110
<b>Total incoming resources</b>		<b>4,834,363</b>	<b>36,995</b>	<b>39,225</b>	<b>4,910,583</b>	<b>4,756,699</b>
<b>Resources expended</b>						
Generating funds	3	22,910	-	-	22,910	22,000
Charitable activities	4	4,099,391	214,180	162,283	4,475,854	4,089,598
Governance	5	8,112	-	-	8,112	9,732
<b>Total resources expended</b>		<b>4,130,413</b>	<b>214,180</b>	<b>162,283</b>	<b>4,506,876</b>	<b>4,121,330</b>
<b>Net income/(expenditure) for the year</b>		<b>703,950</b>	<b>(177,185)</b>	<b>(123,058)</b>	<b>403,707</b>	<b>635,369</b>
Transfers (to)/from reserves	12	(194,860)	194,860	-	-	-
<b>Net movement in funds</b>		<b>509,090</b>	<b>17,675</b>	<b>(123,058)</b>	<b>403,707</b>	<b>635,369</b>
Balance at start of year	12	2,728,903	1,805,581	3,139,057	7,673,541	7,038,172
<b>Balance at end of year</b>	<b>13</b>	<b>3,237,993</b>	<b>1,823,256</b>	<b>3,015,999</b>	<b>8,077,248</b>	<b>7,673,541</b>

There are no gains or losses other than those recognised through the Statement of Financial Activities. All incoming resources and resources expended derive from continuing activities.

The notes on pages 12 to 17 form an integral part of these financial statements.

## The Mulberry Bush Organisation Limited

Balance sheet as at 31 August 2015

	Notes	2015		2014	
		£	£	£	£
Fixed assets	9		3,183,621		3,361,898
Current assets					
Debtors	10	382,880		399,863	
Cash at bank and in hand		4,849,605		4,330,528	
		<u>5,232,485</u>		<u>4,730,391</u>	
Current liabilities					
Creditors: amounts falling due within one year	11	(338,858)		(418,748)	
Net current assets			<u>4,893,627</u>		<u>4,311,643</u>
Net assets			<u>8,077,248</u>		<u>7,673,541</u>
The funds of the charity					
Unrestricted funds					
General funds			3,237,993		2,728,903
Designated funds	12		1,823,256		1,805,581
Restricted funds	12		3,015,999		3,139,057
Total funds	13		<u>8,077,248</u>		<u>7,763,541</u>

The notes on pages 12 to 17 form an integral part of these financial statements.

The financial statements of the Mulberry Bush Organisation Limited were approved by the Trustees and authorised for issue on 21 November 2015.

They were signed on its behalf by:

Signed

Richard Rollinson Chair

# The Mulberry Bush Organisation Limited

Cash flow statement for the year ended 31 August 2015

	Unrestricted funds		Restricted	Total	Total
	General	Designated	funds	2015	2014
	£	£	£	£	£
Net incoming resources	509,090	17,675	(123,058)	403,707	635,369
<b>Adjustments required to derive net cashflow from operating activities:</b>					
Depreciation less gain on disposal	81,520	-	100,310	181,830	110,603
(Increase)/decrease in net current assets (excl. cash)	(77,909)	-	15,000	(62,909)	192,196
<b>Net cashflow from operating activities</b>	<b>512,701</b>	<b>17,675</b>	<b>(7,748)</b>	<b>522,628</b>	<b>938,168</b>
<b>Investing activities</b>					
Purchase of tangible fixed assets	(4,788)	-	(5,212)	(10,000)	(10,750)
Sale proceeds of fixed assets	6,449	-	-	6,449	-
<b>Increase/(decrease) in cash at bank and in hand</b>	<b>514,362</b>	<b>17,675</b>	<b>(12,960)</b>	<b>519,077</b>	<b>927,418</b>
<b>Cash at bank and in hand:</b>					
Balance at start of year	3,426,088	824,795	79,645	4,330,528	3,403,110
<b>Balance at end of year</b>	<b>3,940,450</b>	<b>842,470</b>	<b>66,685</b>	<b>4,849,605</b>	<b>4,330,528</b>

# The Mulberry Bush Organisation Limited

## Notes to the financial statements for the year ended 31 August 2015

### 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.

#### Basis of preparation

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.

#### 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 12).

#### Incoming resources

- Development grants and donations are recognised when received.
- Investment income is recognised when receivable.
- Income for education, child care and related services is recognised 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 identified as income in advance. Grants from the Department of Children, Schools and Families towards costs of charitable activities are accounted for when there is evidence of entitlement and the amount can be reliably measured.

#### Resources expended

All expenditure is recognised on an accruals basis when there is a legal or constructive obligation.

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 comprise those costs associated with meeting the constitutional and statutory requirements of the charity and include audit costs and costs linked to the strategic management of the charity.
- Support costs are all allocated to the one charitable activity of the company

#### Pension costs

Non-teaching staff contribute to independently administered personal pension schemes. The pension cost charge represents contributions by the charity to these schemes which are recognised when they become payable. Teaching staff contribute to the Department of Education pension scheme providing benefits on final pensionable pay. The assets of both schemes are held separately from those of the company.

#### Fixed assets and depreciation

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 not previously depreciated furniture and equipment on the basis that amounts expended on fixed assets and written off in any one year would equate to the amount of any depreciation charge. The amount expended on fixed assets in the year ended 31 August 2015 did not equate to a suitable depreciation charge and so a depreciation provision has been made. In future years, amounts expended on fixed assets will be capitalised and depreciated in the conventional way at the rate of 20%.

Depreciation is provided on motor vehicles at the rate of 25% using the reducing balance method and on furniture and equipment at the rate of 25%.

#### Leased assets

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

# The Mulberry Bush Organisation Limited

Notes to the financial statements for the year ended 31 August 2015 (continued)

## 2 Net incoming resources

This is stated after charging:	2015	2014
	£	£
Depreciation	184,587	110,603
Gain on disposal	(2,756)	-
Auditor's remuneration	5,625	7,140
Auditor's non-audit remuneration	2,487	2,592

## 3 Generating funds

	2015	2014
	£	£
Fundraising	13,060	13,000
Support costs	9,850	9,000
	<u>22,910</u>	<u>22,000</u>

## 4 Charitable activities

	2015	2014
	£	£
Furniture, fittings and equipment	29,740	20,621
Food	82,503	78,230
Staff costs	3,064,834	2,858,553
Gap students	36,425	27,669
Staff training	26,582	36,720
Boarding costs	24,251	19,986
Education costs	19,106	15,813
Other costs	268,155	184,204
Support costs (note 6)	924,258	847,802
	<u>4,475,854</u>	<u>4,089,598</u>

## 5 Governance costs

	2015	2014
	£	£
Auditor's remuneration	5,625	7,140
Auditor's non-audit remuneration	2,487	2,592
	<u>8,112</u>	<u>9,732</u>

# The Mulberry Bush Organisation Limited

Notes to the financial statements for the year ended 31 August 2015 (continued)

## 6 Support costs

	2015	2014
	£	£
Premises costs	307,403	322,431
Office costs	49,477	29,947
Staff costs	262,772	266,778
IT support	40,898	28,193
Insurance	34,474	35,143
Travelling	41,478	45,757
Depreciation	184,587	110,603
Gain on sale of vehicle	(2,757)	-
Other costs	5,926	8,950
	<u>924,258</u>	<u>847,802</u>

## 7 Staff costs and numbers

	2015	2014
	£	£
Gross salaries	2,820,891	2,630,303
Agency workers	88,186	105,915
Social security costs	272,387	258,233
Pension costs – non-teaching staff	124,035	109,190
Pension costs – teaching staff	36,876	34,690
	<u>3,342,375</u>	<u>3,138,331</u>

Three employees' emoluments were in excess of £60,000 p.a. (2014: 3). The pension costs were £22,699 (2014: £22,798).

The average number of employees during the year was as follows:

	2015	2014
	No.	No.
Teaching and residential care	81	79
Domestic	13	11
Administration	5	6
	<u>99</u>	<u>96</u>

## 8 Trustee remuneration and related party transactions

During the year £920 (2014: £623) was reimbursed to four trustees (2014: 3) in respect of travel and other incidental expenses. No trustee received any remuneration. In 2014, one trustee received fees of £3,915 in respect of professional services provided on behalf of the school.

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.

# The Mulberry Bush Organisation Limited

## Notes to the financial statements for the year ended 31 August 2015 (continued)

### 9 Tangible fixed assets

	Freehold land and buildings		Furniture and equipment		Motor vehicles	Total
	New development	Original	New development	Original		
	£	£	£	£	£	£
Cost:						
At 1 September 2014	3,506,560	231,723	354,565	30,741	107,816	4,230,955
Additions	-	-	-	-	10,000	10,000
Disposals	-	-	-	-	(18,907)	(18,907)
At 31 August 2015	3,506,560	231,273	354,565	30,741	98,909	4,222,048
Depreciation:						
At 1 September 2014	798,167	-	-	-	70,890	869,057
Charge for the year	98,295	-	70,913	6,148	9,231	184,587
Disposals	-	-	-	-	(15,217)	(15,217)
At 31 August 2015	896,462	-	70,913	6,148	64,904	1,038,427
Net book value:						
At 31 August 2015	2,610,098	231,273	283,652	24,593	34,005	3,183,621
At 31 August 2014	2,708,393	231,273	354,565	30,741	36,926	3,361,898

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.

### 10 Debtors

	2015	2014
	£	£
Amounts due in respect of fees outstanding	365,785	366,811
Prepayments	12,505	10,234
Other debtors	4,590	22,818
	<u>382,880</u>	<u>399,863</u>

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

	2015	2014
	£	£
Operating creditors	89,690	100,976
Other taxes and social security	71,596	72,562
Other creditors	148,838	155,330
Income in advance	-	60,000
Accruals	5,626	6,000
Pension contributions	23,108	23,880
	<u>338,858</u>	<u>418,748</u>

# The Mulberry Bush Organisation Limited

## Notes to the financial statements for the year ended 31 August 2015 (continued)

### 12 Restricted and designated funds

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

The capital fund is credited with grants and donations received for major development and improvement to the organisation's infrastructure and to further its charitable objectives.

The Research Fund is used for the Institute of Education Outcomes Research.

The Speech and Language Therapy fund is used to help towards the costs of a speech and language therapist.

The Sensory equipment fund is used to contribute to the cost of sensory equipment.

The Paths fund is available to contribute to the cost of pathway improvement.

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

The vehicle fund contributed to the purchase of a vehicle and a portion of the depreciation of that vehicle is charged to that fund each year.

The Dining room fund has funded some of the costs of improving the dining area.

The E- books fund is being used for the purchase of e-books.

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

- b. Designated funds are unrestricted funds earmarked by the trustees for particular purposes. The reserve fund is credited by transfers from general fund in accordance with the school's reserve policy in order to assist in managing the impact of potential fluctuations in occupancy. Transfers are also made to contribute towards costs of maintenance and repairs and other projects.

	Balance 01.09.14 £	Incoming resources £	Resources expended £	Transfers £	Balance 31.08.15 £
<b>Restricted funds</b>					
Capital	3,087,387	7,545	98,295	-	2,996,637
Research	1,770	-	1,770	-	-
Speech and language Therapy	8,000	-	8,000	-	-
Sensory equipment	7,873	2,050	615	-	9,308
Paths	5,000	-	-	-	5,000
MBOX support	23,815	12,630	36,445	-	-
Vehicle	5,212	-	1,303	-	3,909
Dining room	-	15,000	15,000	-	-
E- books	-	2,000	855	-	1,145
	<b>3,139,057</b>	<b>39,225</b>	<b>162,283</b>	<b>-</b>	<b>3,015,999</b>
<b>Designated funds</b>					
Reserve fund	1,500,000	-	-	-	1,500,000
Major maintenance and repairs	100,000	-	93,003	93,003	100,000
MBOX	100,000	-	69,929	69,929	100,000
Training	44,643	-	26,571	31,928	50,000
Outward bound	7,677	13,391	5,942	-	15,126
Cotswold dining event	24,816	-	12,176	-	12,640
Woman of the Year Lunch	28,445	23,604	6,559	-	45,490
	<b>1,805,581</b>	<b>36,995</b>	<b>214,180</b>	<b>194,860</b>	<b>1,823,256</b>



# The Mulberry Bush Organisation Limited

Notes to the financial statements for the year ended 31 August 2015 (continued)

## 13 Analysis of net assets between funds

	General funds	Designated funds	Restricted funds	Total funds
	£	£	£	£
Tangible assets	188,483	2,137	2,993,001	3,183,621
Net current assets	3,049,510	1,821,119	22,998	4,893,627
Net assets at 31 August 2015	3,237,993	1,823,256	3,015,999	8,077,248