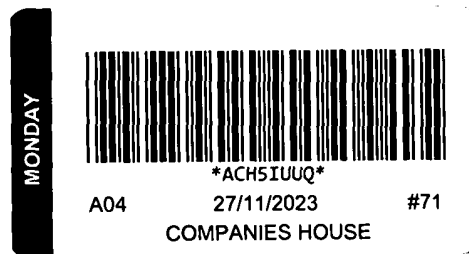


The Mulberry Bush Organisation Limited
Financial Statements
Year ended 31 August 2023



Charity registration number: 309565
Company registration number: 538828

The Mulberry Bush Organisation Limited

Financial Statements

Year ended 31 August 2023

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The Mulberry Bush Organisation Limited

Charity Reference and Administrative Details

Year ended 31 August 2023

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

The Mulberry Bush Organisation Limited

Trustees' Annual Report (Including Directors' Report and Strategic Report)

Year ended 31 August 2023

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

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published on 16 July 2014.

Structure, governance and management

Governing Document

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

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

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

Objectives and activities

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

1. In 2018 we created The Mulberry Bush Learning and Research Centre, as a way to bring together and consolidate our Outreach, Research and Consulting work under one organisational identity.
 - The Mulberry Bush Outreach: provides psychodynamic, reflective and attachment based outreach training, support and consultancy to Schools, Children's Homes, Foster Care, Children's Social Care, Criminal Justice and those working with all those troubled and traumatised as children. We have an increasing number of accredited courses including our Level 5 Foundation degree accredited by the University of the West of England (UWE) in 'therapeutic work with children and young people', and our Level 4 Certificate in Therapeutic Childcare which are delivered internally to our staff and to staff teams across the country.
 - The Mulberry Bush Research: was established in September 2017 to ensure our practice is underpinned by a robust evidence base, and to extend our influence into academic networks involved in researching the needs of traumatised children, young people, their families and communities.
 - Mulberry Bush Consulting was started in April 2022 and provides Executive Coaching, Leadership Coaching, Mentoring, Organisational Development Consultancy and Organisation Change Consultancy to individuals and organisations in the UK and abroad. It works with individuals and organisations to support the development of therapeutic approaches and

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Objectives and activities (continued)

- reflective practice. Mulberry Bush Consulting also oversees the development of The International Centre for Therapeutic Care, a free global alliance with networks across Africa, Europe, USA, and Australia, and its 'voice' The Therapeutic Care Journal (The TCJ). The mission of the International Centre via the TCJ is 'to share models of therapeutic care, and to extend the influence and insights gained from our member networks, in order to improve services and outcomes for traumatised children, young people their families and communities'.
2. The Mulberry Bush School provides residential care, education, treatment and therapy for up to 31 children aged 5 to 13 who, due to early emotional deprivation, abuse and neglect, have severe social, emotional and mental health difficulties. As a result of their experiences, they are left mistrustful, impulsive, aggressive, sexualised and unable to form appropriate relationships. The aim of the school is to equip each child with personal, emotional, social and learning skills and the ability to cope within a family, local school or community environment. The school also works with the children's families to help stabilise home placements and support reintegration to the home setting. The school is one of the leading providers of such integrated and multi-disciplinary therapeutic services to this age group. Children are placed at the school following an assessment of needs carried out in close association with referring local authorities and the child's family. All fees are paid by their local authority.
 3. The Mulberry Bush Third Space: in Toddington, Gloucestershire, is being developed as a centre for training and learning about therapeutic approaches and reflective practice. It has both residential and day facilities and its culture reflects therapeutic community principles. The Mulberry Bush Third Space is enriched for research and study by the Planned Environment Therapy Archive, which holds collections related to the therapeutic community and progressive schools movements. It also holds the National Childcare Library. The archive links closely to our Research team.

Public benefit statement

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

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

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Trustees of the charity

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

Organisational Structure

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

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

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

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

Remuneration policy

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

Strategic Report

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

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

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

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

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Trustees' Annual Report (Including Directors' Report and Strategic Report)

Year ended 31 August 2023

Strategic Report (continued)

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

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

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

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

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

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

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

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

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

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

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

Practice

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

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

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

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

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

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

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

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

Development of the Fundraising and Marketing Team

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

Support and influence

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

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

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

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

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Support and influence (continued)

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

Principal risks and uncertainties

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

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

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

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

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

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

The Mulberry Bush Organisation Limited

Trustees' Annual Report (Including Directors' Report and Strategic Report)

Year ended 31 August 2023

Principal risks and uncertainties (continued)

2. Creating a sustainable model of service delivery:

Strategies to achieve this:

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

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

Strategies to manage or prevent a downturn in referrals:

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

- 4. Recruitment challenges and the recruitment of a skilled staff team in a highly competitive market.**
- 5. The maintenance of a healthy reserve to support the charity through any downturn in activity and income is of central importance to charity management.**
- 6. The replacement of the retiring CEO and transition over the past year to new leadership has been crucial. The new CEO, a known leader, and the strength and stability of the leadership team with the development of the Charity Leadership Group remains vital to the stability of the whole enterprise.**
- 7. The risk of covid impacting the running of the charity has further diminished over 2022/23.**

The Mulberry Bush Organisation Limited

Trustees' Annual Report (Including Directors' Report and Strategic Report)

Year ended 31 August 2023

Financial review

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

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

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

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

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

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

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

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

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

Reserves policy

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

The Mulberry Bush Organisation Limited

Trustees' Annual Report (Including Directors' Report and Strategic Report)

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Reserves policy (continued)

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

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

Fundraising

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

Investment policy

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

Plans for future periods

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

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

Head Office Functions:

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

Practice:

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

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Support and Influence:

6. To develop the offer of courses, support and training to reach more people to benefit from The Mulberry Bush Outreach services across education, health, criminal justice and social care.
7. To develop the offer of reflective practice and therapeutic community related courses at the Mulberry Bush Third Space, having appointed a new venue manager who also delivers training at the site as part of the Mulberry Bush Outreach team. This person will develop the thirds space's therapeutic community culture and maximise opportunities for individuals and groups to benefit from it as a resource. They will also develop our work with ex-pupils and the ex-pupils advisory group in support of extending charitable impact.
8. For Mulberry Bush Consulting to extend its support to leaders and leadership teams in the UK and abroad. Mulberry Bush Consulting will also extend the reach and influence of the International Centre through partnerships with active global networks and organisations and relaunch the Therapeutic Care Journal.
9. To further develop the reach and influence of The Mulberry Bush Research, alongside its connection with the Planned Environment Therapy Archive and National Childcare Library. This will involve preparing for a larger scale longitudinal research study with ex-pupils.

Trustees' responsibilities

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

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

- (i) Select suitable accounting policies and then apply them consistently;
- (ii) Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

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

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

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Trustees' Annual Report (Including Directors' Report and Strategic Report)

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Disclosure of information to the auditors

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

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

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

On behalf of the Board



Chris Pugh, Chair
15 November 2023

The Mulberry Bush Organisation Limited

Independent Auditor's Report

Year ended 31 August 2023

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

Opinion

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

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

The Mulberry Bush Organisation Limited

Independent Auditor's Report

Year ended 31 August 2023

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

The Mulberry Bush Organisation Limited

Independent Auditor's Report

Year ended 31 August 2023

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

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

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

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

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

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

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

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

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

The Mulberry Bush Organisation Limited

Independent Auditor's Report

Year ended 31 August 2023

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

This description forms part of our auditor's report.

Use of our report

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



Robert Kirtland (Senior Statutory Auditor)

For and on behalf of Critchleys Audit LLP (Statutory Auditor)
Beaver House
23-38 Hythe Bridge Street
Oxford
OX1 2EP
20/11/2023

The Mulberry Bush Organisation Limited

Statement of Financial Activities (Including Income and Expenditure Account)

Year ended 31 August 2023

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

All income and expenditure derive from continuing activities.

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

The Mulberry Bush Organisation Limited

Balance Sheet

Year ended 31 August 2023

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

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

Signed on behalf of the Board of Trustees


Chris Pugh, Chair
15 November 2023

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

Company registration number: 538828

The Mulberry Bush Organisation Limited

Statement of Cash Flow

Year ended 31 August 2023

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

The Mulberry Bush Organisation Limited

Notes to the Financial Statements

Year ended 31 August 2023

1 Summary of significant accounting policies

(a) General information and basis of preparation

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

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

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

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

(b) Funds

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

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

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

(c) Income recognition

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

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

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

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

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

The Mulberry Bush Organisation Limited

Notes to the Financial Statements

Year ended 31 August 2023

(c) Income recognition (continued)

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

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

(d) Expenditure recognition

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

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

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

(e) Support costs allocation

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

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

The analysis of these costs is included in note 6.

(f) Leased assets

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

(g) Tangible fixed assets

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

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

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

The Mulberry Bush Organisation Limited

Notes to the Financial Statements

Year ended 31 August 2023

(h) Current asset investments

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

(i) Creditors payable within one year

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

(j) Employee benefits

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

(k) Tax

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

(l) Going concern

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

2 Income from donations and grants

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

3 Income from charitable activities

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

The Mulberry Bush Organisation Limited

Notes to the Financial Statements

Year ended 31 August 2023

4 Income from investments

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

5 Analysis of expenditure on charitable activities

2023	Activities undertaken directly £	Support costs £	Total £
Mulberry Bush School - Practice	5,234,280	1,316,216	6,550,496
Mulberry Bush Learning and Research Centre - Support	148,771	199,598	348,369
Mulberry Bush Third Space - Influence	18,503	72,747	91,250
	<u>5,401,554</u>	<u>1,588,561</u>	<u>6,990,115</u>
2022	Activities undertaken directly £	Support costs £	Total £
Mulberry Bush School - Practice	4,693,775	1,143,188	5,836,963
Mulberry Bush Learning and Research Centre - Support	395,780	72,176	467,956
Mulberry Bush Third Space - Influence	134,266	65,210	199,476
	<u>5,223,821</u>	<u>1,280,574</u>	<u>6,504,395</u>

6 Allocation of support costs

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

The Mulberry Bush Organisation Limited

Notes to the Financial Statements

Year ended 31 August 2023

6 Allocation of support costs (continued)

2022

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

7 Governance costs

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

8 Net income/(expenditure) for the year

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

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

9 Auditor's remuneration

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

The Mulberry Bush Organisation Limited

Notes to the Financial Statements

Year ended 31 August 2023

10 Trustees' and key management personnel remuneration and expenses

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

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

The reimbursement of trustees' expenses was as follows:

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

11 Staff costs and employee benefits

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

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

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

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

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

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

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

The Mulberry Bush Organisation Limited

Notes to the Financial Statements

Year ended 31 August 2023

12 Tangible fixed assets

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

13 Debtors

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

14 Creditors: amounts falling due within one year

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

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

15 Contingent liabilities

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

The Mulberry Bush Organisation Limited

Notes to the Financial Statements

Year ended 31 August 2023

16 Fund reconciliation

Unrestricted funds

2023	Balance at 1 September 2022	Income	Expenditure	Transfers	Balance at 31 August 2023
	£	£	£	£	£
General	11,248,629	6,593,942	6,886,069	393,975	11,350,077
Designated:					
Additional resources	47,119	-	4,103	-	43,016
	<u>11,295,748</u>	<u>6,593,942</u>	<u>6,890,172</u>	<u>393,975</u>	<u>11,393,493</u>
2022	Balance at 1 September 2021	Income	Expenditure	Transfers	Balance at 31 August 2022
	£	£	£	£	£
General	7,893,907	6,489,466	6,275,126	3,140,382	11,248,629
Designated:					
Additional resources	57,621	-	10,502	-	47,119
	<u>7,951,528</u>	<u>6,489,466</u>	<u>6,285,628</u>	<u>3,140,382</u>	<u>11,295,748</u>

Restricted funds

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

The Mulberry Bush Organisation Limited

Notes to the Financial Statements

Year ended 31 August 2023

Restricted funds (continued)

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

Fund descriptions

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

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

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

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

The Mulberry Bush Organisation Limited

Notes to the Financial Statements

Year ended 31 August 2023

Fund descriptions (continued)

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

17 Analysis of net assets between funds

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

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

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

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

19 Pensions and other post-retirement benefits

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

20 Financial commitments

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

The Mulberry Bush Organisation Limited

Notes to the Financial Statements

Year ended 31 August 2023

21 Related party transactions

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

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

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

22 Post balance sheet events

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