



The
Mulberry
Bush

Transforming troubled lives together



ANNUAL REPORT 2025



SCAN HERE
TO VIEW OUR
**IMPACT
REPORT**



CONTENTS

CEO FORWARD

3

STRATEGIC REPORT

5

FINANCIAL REVIEW

29

OUR PRINCIPAL RISKS

32

OUR STRUCTURE & GOVERNANCE

34

STATEMENT OF TRUSTEE RESPONSIBILITY

36

AUDIT REPORT

38

FINANCIAL STATEMENTS

43

NOTES TO FINANCIAL STATEMENTS

46

REFERENCES & ADMINISTRATION

66

CEO FORWARD



The past year has been one of extraordinary growth, collaboration, and purpose for The Mulberry Bush. Across all our services, we have deepened our impact for all those troubled and traumatised as children while supporting the professionals and systems that hold them.

Our work continues to demonstrate the power of relational, therapeutic approaches to bring lasting change and help people live their best lives.

We have expanded our reach nationally and internationally, developed new partnerships in education, care, youth custody, prisons, and probation, and invested in our people and infrastructure to secure a sustainable future for the charity. Every achievement – from innovative training and research to the exceptional care provided in our residential school – reflects the dedication of our staff, trustees, and supporters who share our belief in a more compassionate and connected society.

As we look ahead, our ambition is clear: to build on our strong foundations, extend our influence in therapeutic practice, and ensure that more vulnerable people and those who care for them can benefit from the Mulberry Bush approach.

Together with you, we move forward with confidence and conviction, rooted in our heritage, culture and values and inspired by hope for the generations to come.

Thank you.

A handwritten signature in black ink, appearing to read 'John Turberville'. The signature is fluid and stylized, with a long horizontal stroke extending to the right.

John Turberville

Chief Executive Officer



STRATEGIC

REPORT



For over 75 years we have been providing specialist therapeutic support and education in our residential primary school in Standlake near Witney.

More recently, rapid growth has come from taking our expertise out into educational, care, health and justice settings, providing practical support and training, along with thought leadership and research to professionalise and influence those who are able to make a difference. By empowering others to use our approach, we can reach many more people nationally and internationally.

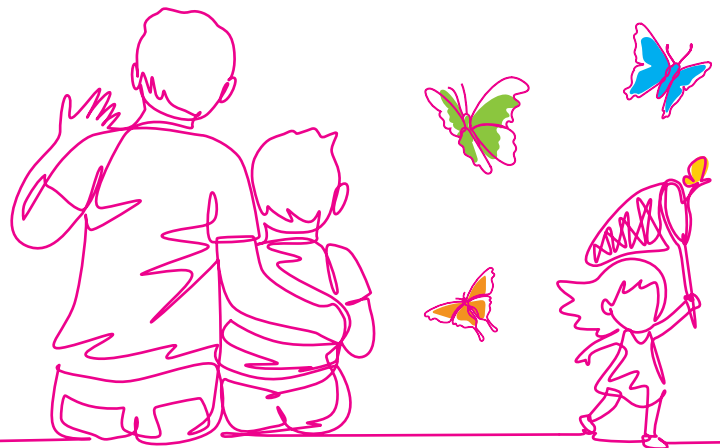
As a charity, The Mulberry Bush raises funds to enable everyone who needs our help to access our services and expertise.

We are transforming the landscape of support available to those who need us, their families and communities.

By driving change and extending our reach, we are raising awareness, increasing understanding and establishing higher standards.

Our ultimate aim is to enable every one of those we support – whether directly or indirectly – to make positive change and live their best life. Whilst each journey is unique, what matters most is that every person has the opportunity to live their own version of a ‘best life’.

We do this by providing specialist therapeutic services, learning, training and research and by driving widespread adoption of the approaches that we know work best.



OUR VISION

To transform the lives of all those affected by childhood trauma, through education, training, research and specialist therapeutic services.

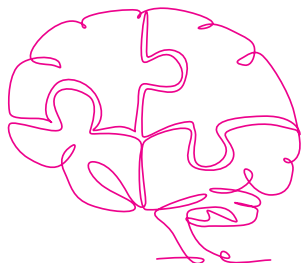


OUR MISSION

To be a leading charity for advancing education, training, research, and specialist therapeutic services for emotionally troubled and traumatised children, young people, adults, their families and communities.

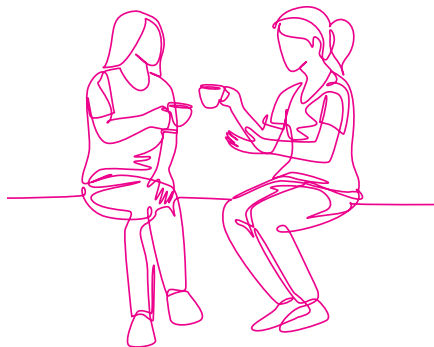
OUR WORK

The core building blocks for our approach and the foundation for all our work are:



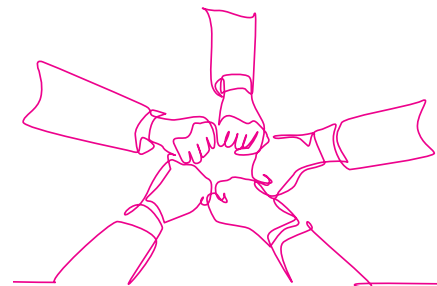
Psychodynamic Approach

– the key value that underscores all our work is the use of Psychodynamic Theory. The work of psychotherapists and those who work in a psychodynamic way is to try and change the person from within, that is to see the behaviours as symptoms of the inner conflicts and to try and address the causes of the symptoms rather than to rectify the behaviours.



Reflective Culture

– the emotional impact of the work we do is considerable, and it is only through a high level of mutual support, acknowledging and understanding these processes, that staff are able to continue working effectively. Reflective practice aims to improve practice and leads to a greater understanding of children's behaviour.



Collaborative Working

– this takes the form of bringing together different teams (internal and external) to think about the impact of working together with difficult children. The Mulberry Bush always encourages open communications. Difficult subjects are encouraged to be talked about with parents and other professionals.

These foundations are all closely interlinked and directly look after the well-being of both our staff and our children.

ACHIEVEMENTS & PERFORMANCE

During the year to 31 August 2025 The Mulberry Bush has progressed the growth of the charity, focusing on three key areas from our 10 year ambition plan:

Practice

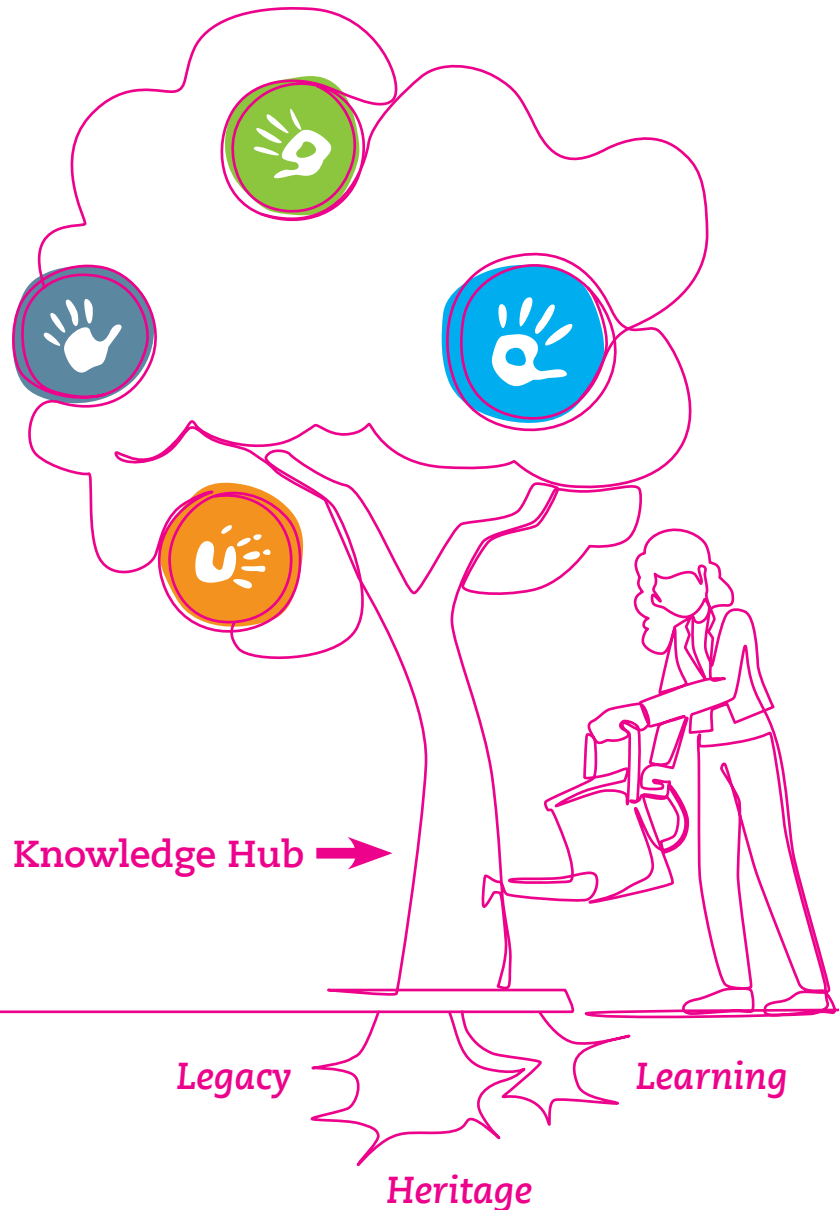
– increasing access to specialist therapeutic services through our **School**

Support

– building a knowledgeable, skilled, resilient workforce through our **Outreach** and **Consultancy** services

Influence

– influencing for change through learning and research through The Mulberry Bush **Research**



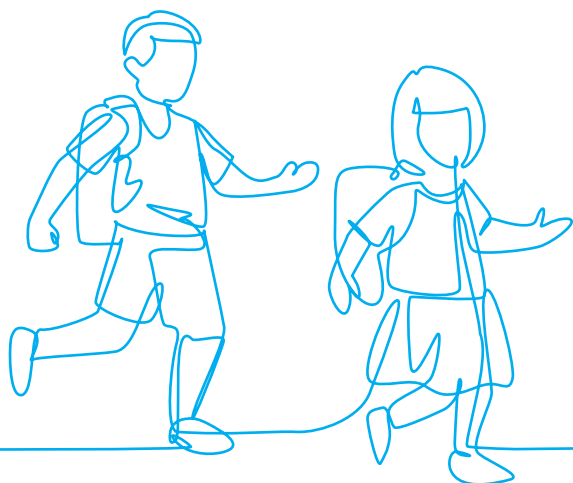
PRACTICE



The Mulberry Bush School

The Mulberry Bush School Standlake, an accredited therapeutic community, offers specialist therapeutic residential step-down school provision for up to 30 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 the families of children placed at the school and therapists who provide therapy to children and advise staff on the therapeutic approach through the treatment team process. The primary school aged children have complex social, emotional and mental health needs.

In the financial year to 31 August 2025 the school cared for **26** children across both 38 week and 52 week provisions, supporting **15** different local authorities and working alongside families and support staff across the country. Referrals were higher than the prior year with **11** new children placed with us up to 31 August 2025. This year was the first full year with two 52 week houses open, Bramble House was opened in the summer term 2024, both houses were at capacity by the end of the academic year.



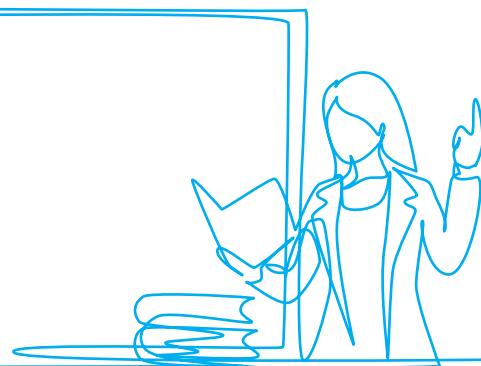
26

**CHILDREN
SUPPORTED
IN 2024/25**



Throughout the year, children spent time learning and growing in a highly integrated therapeutic environment where we provide education, care, and support. Enabling children to learn to manage their emotions and behaviours through the development of safe and trusting relationships within a group setting. Our children have spent time in and out of school on trips, residential, and camping as well as precious time with family and practitioners supporting them every step of the way in their journey. Staff are highly trained, in a UWE (University of Western England) Level 5 Foundation Degree.

The multi-disciplinary **Therapies & Networks Team**, headed by the school's Clinical Lead, is fully integrated into the overall work of the school through children's treatment teams. Throughout this year we have increased the number of home visits, and this has been a really important piece of work to engage and increase our support to the families and carers of the children. The team has also hosted two students during the year from **Terapia**, a leading Child & Adolescent Psychotherapy and Counselling training organisation, engaging them in work across the school sharing knowledge and experience to help their understanding of early years trauma and therapeutic practice.



Our most recent Ofsted report for Education was in September 2024 and rated the school as **'outstanding'** in quality of education, behaviour & attitudes, personal development and leadership & management:

"A sense of calm and purpose pervades the school."

"Personal development is intricately woven through all areas of the school."

"The school's curriculum is highly ambitious and broad. This holistic curriculum has a profoundly positive impact on pupils' well-being and learning. As such, pupils achieve exceptionally well."

"Pupils thrive at this transformative school."

"Expert staff rapidly build trusting and positive relationships with pupils. Pupils receive constant nurture and guidance from staff. This helps pupils to understand the impact of their behaviour and find ways to change it."

"Pupils feel valued and listened to. This school is truly a community."

"Staff are immensely proud to work here."

We are incredibly proud of the hard work and dedication from our teams to support the children, their education and needs and those of their families. Demand for places remains high, and we continue to meet the needs of children with complex social, emotional and mental health challenges.

"Pupils thrive at this transformative school."

Ofsted report for Education 2024

SUPPORT



Outreach & Consultancy

Our Outreach and Consultancy teams have continued to grow this year. Income from our Outreach services was in line with prior year at **£500k** and income from our Consultancy services grew from £38k (2024) to **£137k** (2025).

£500k

INCOME RECEIVED
FROM OUR OUTREACH
SERVICES



Within Outreach the teams have supported twice as many students on our **Foundation Degree (FdA)** in 2025 to prior year. The FdA course provides a level 5 foundation degree in Therapeutic Work with Children and Young People and we train all our therapeutic care staff to this level when they join the charity. The course has won the Princess Anne National Training Award for a second time.



Our partnership with **Oxfordshire County Council** remains strong, and we're pleased to continue working alongside them this year as part of our ongoing two-year programme to train and support local schools. Through this contract, schools have the opportunity to self-refer to Oxfordshire County Council for additional support, which is available to all mainstream schools across the county. Since the programme began in January 2024, we've supported over **70** settings. The current contract runs until July 2026, and the local authority is now preparing a five-year business case to present to cabinet, aiming to extend the initiative through to 2031.

Our **Emotional & Social Curriculum** (ESC) is now being used in **100+** organisations. The ESC focuses learning on the five core competencies of successful emotional and social development. It is aimed at children who are functioning emotionally and socially significantly below their chronological age and can be used in mainstream and specialist provisions across a variety of age groups. We are working on releasing this to a wider audience in 2025 through an online version that will help extend our reach even further.

100+

**ORGANISATIONS ARE
USING OUR EMOTIONAL
& SOCIAL CURRICULUM**



This financial year also marked the conclusion of our four-year **Nurture Project**, delivered in partnership with nine Oxfordshire schools. The project has provided comprehensive whole-school training, leadership support, opportunities for staff to complete Nurture UK accredited courses, and access to reflective supervision. Over **100** children have received targeted support through traditional nurture rooms funded by the project. A research paper is currently in development, and findings will be shared at a dissemination event scheduled for June 2025.

Our support for international organisations has continued. We have, for example, launched a **Teach 4 Growth Programme** with Parikrma Humanity Foundation in India supporting teaching from across their **5** schools for children from slum communities. We have recently hosted their lead psychologist at The Mulberry Bush to observe the everyday practices of the work.

5

**SCHOOLS SUPPORTED
FOR CHILDREN FROM
SLUM COMMUNITIES**



We are very proud that the **Youth Justice Board** has promoted our Level 4 training in the Youth Justice Board publication this year and we have also joined the Alliance for Youth Justice helping us to work more closely with young people in this area.

Our Outreach teams have worked with **59** Oxfordshire schools over the course of this academic year, as part of working with over **200** organisations and have provided external reflective supervision to over **35** educators and care workers over the course of this year. This is a significant achievement, and we are very pleased to be working with local communities and schools to support them with understanding and managing early years trauma.



The **Mulberry Bush Consulting** team began a two-year contract working with **HMPPS** (HM Prison and Probation Service) demonstrating clear application of our services within the prison sector. Feedback to date has been incredibly positive and this work will continue into 2026.

In addition, the Consulting team has continued working alongside schools and health leadership teams and has completed its work with a provider in **Latvia** alongside Mulberry Bush Outreach, developing the first therapeutic care provision for children and young people in the country.

2 YEAR CONTRACT WORKING WITH HMPPS



INFLUENCE



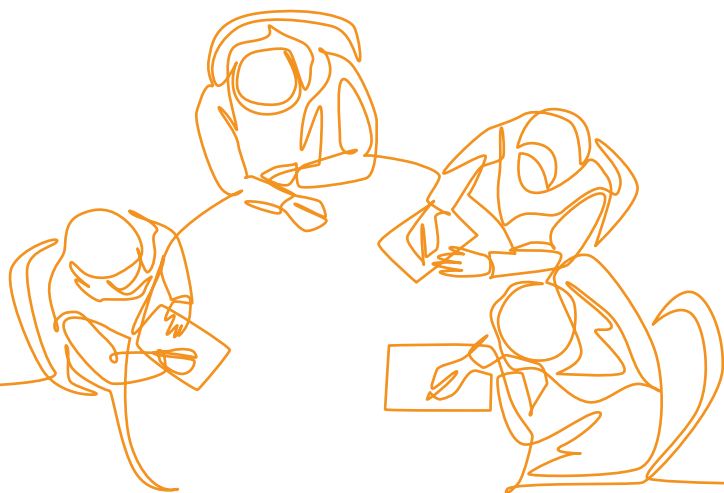
The Mulberry Bush Research

The Mulberry Bush Research team aims to develop and shape a research culture to influence practice in our own and other schools, agencies and other providers of care to vulnerable and traumatised children and their families.

We collaborate with researchers and practitioners in a wide variety of academic settings to build action research cultures and improve outcomes through evidence-based practice.

During this year we have continued our collaboration with the **University of Sussex** looking at and understanding how to assess children's social and emotional development, particularly for those who have experienced trauma, to enable practitioners to understand and help a child in practical ways.

Mulberry Bush Research continue to develop its service to departments and services internally but also works to provide research expertise to the project work that Mulberry Bush Outreach engages in. These projects lead to important dissemination events, and this year we held an event at **Oxford Brookes University** sharing the findings of a 2-year study on inclusion in Coventry schools, attended by **100** teachers and professionals.



In addition, this year we have been working on a pilot study funded through the **Open University** looking at pupil outcomes which should lead to a longitudinal study. This work has included employing **2** ex-pupils as part of the advisory group.

Our case study on ***‘Enhancing the emotional security of pupils in the classroom: a case study of a therapeutic residential special school’*** was published online in January 2025 and the research team presented to over **200** attendees at an online dissemination event on ***‘The culture of Belonging’***.

200+

PEOPLE ATTENDED
OUR ONLINE EVENT

Our **SEA Scale** (Social and Emotional Adjustment Scale) PhD student is reaching completion of data collection for the SEA Scale, adding a large data set to further validate the scale. The Mulberry Bush in conjunction with the University of Sussex, developed the SEA Scale which is a 25 item strengths-based questionnaire.

It can be used by anyone working with children between the ages of 5 and 13, where the work includes supporting a child’s social and emotional development.

The second book to be published in recent years has been completed and is with the publisher. Its title is: ***Supporting Children and Young People with Complex Needs.***



LOOKING FORWARD

The charity remains ambitious in the growth of its range and reach.

The Mulberry Bush will be taking over the running of a small independent therapeutic primary day school in London in February 2026. The school provides education and support to up to **20** children and their families from across the London Boroughs and nearby counties.

The charity will use the London school to develop its first **Outreach Hub**; providing training and support to teachers locally, helping them work more effectively with their most challenging children and so supporting inclusion.

The charity has also made the difficult decision to close its Toddington site. This **Archive** and **Study Centre** has not generated the revenue needed to sustain the service, despite delivering great charitable purpose.

The charity hopes that the success of the **innovation fund** will continue to assist in developing new ways of working with people troubled and traumatised as children to live their best lives.

The Mulberry Bush continues to provide ongoing input into legal proceedings related to a historic case raised against the charity. This case is currently going through the appeals process and will not conclude until Q2 2026. Depending on the final outcome of the case this may result in financial settlement which will be settled via the charity's insurance.



FUNDRAISING

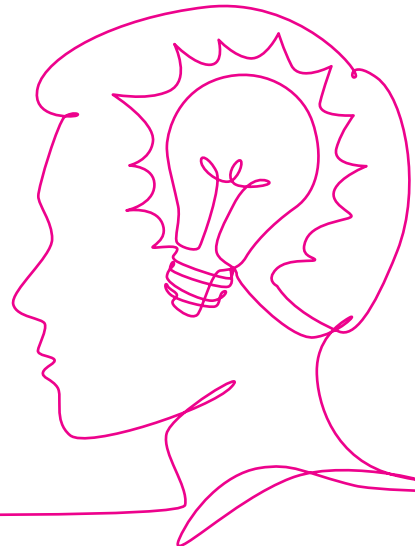
The fundraising and marketing functions have supported the charities aims throughout the year. Donations to the charity were higher than prior year at **£576k** (£325k: 2024).

The Mulberry Bush **Innovation Fund** was launched during the year and has raised over **£200k** in donations. The fund aims to:

- Further develop our specialist therapeutic services within the existing primary school, as well as looking into possible extensions including secondary provision and early intervention services.
- Step up the expansion of our reach outside the school, regionally, nationally and internationally. This could be through new services and products, training, consultancy, advocacy and research. Many of these kinds of service developments are not covered by school fees, central government grants or other external contracts.

£200k

HAS BEEN RAISED
THROUGH OUR
INNOVATION FUND



The team has also achieved success on a number of other events and campaigns throughout the year. **Our Great Outdoors Appeal** helped raise funds to provide outside play equipment at our newly refurbished 52-week house, new camping equipment for an annual camping trip for the children as well as other outdoor equipment and activities across the school.

Our amazing supporters have raised our profile and funds by taking part in events throughout the year including the **London Marathon**, the **Blenheim 7k** and the **Oxford Half Marathon**. Thank you to everyone involved.



THANK YOU

We would like to thank, among others, the following trusts and foundations for their generous support of our work in this financial year, which has enabled us to do much of our important work, and also given us confidence in developing and piloting new projects:

B & Q Foundation

Bartlett Taylor Charitable Trust

CHK Foundation

D C R Allen Charitable Trust

Doris Field Charitable Trust

Eloise and Katie Memorial Trust

Grace Trust

Help For Children (HFC UK)

L G Harris Trust

Leslie and Doris Seccombe Charitable Trust

P F Charitable Trust

Prandem Charitable Trust

Pye Trust

Reed Foundation

Rowse Family Trust



OUR PEOPLE & OUR CULTURE

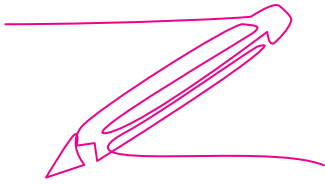
Our people are our biggest asset, and our culture and values are at the heart of everything we do.

At the 31st August 2025 we employed **150** staff (141: 2024) across the charity. Staff within the residential school represented **78%** of our employed workforce (77%: 2024). We continue to face challenges around recruitment and retention of our care

staff, taking on **34** new starters during the year and managing **24** exits. We are spending time reviewing the interview and induction process to ensure that new staff have a strong sense of the work we do at the school and how challenging this can be.

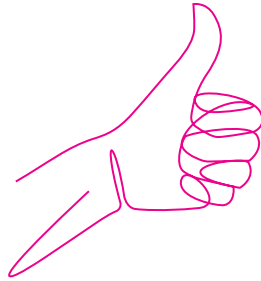


During the year we completed our annual staff survey asking our staff to help us gauge how are staff were feeling and where areas could be improved.



77%

of our staff
responded
overall
(77% : 2024)



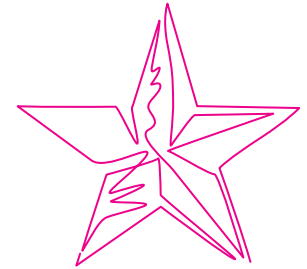
99%

of the staff that
responded said
they were proud
to work for The
Mulberry Bush
(98% : 2024)



98%

would
recommend
The Mulberry
Bush to a friend
as a great
place to work
(85% : 2024)



97%

rated their
overall job
satisfaction as
very satisfied
or satisfied
(94% : 2024)

In response to the survey in 2024 we reviewed our staff benefits policies, improved the healthcare options for our employees as well as establishing **Wellbeing** and **Social Committees** to support our staff more broadly.

The results from this year's survey will be reviewed in depth through the first quarter of the year.

We would like to thank all our staff for their hard work, dedication and commitment throughout the year.

FINANCIAL REVIEW

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 (FRS 102) effective 1 January 2019.

The charity has been focusing on investing in growth since 2022, to maximise the charitable impact on all those effected by childhood trauma. Total income for the year amounted to £7,970,889 (prior year £6,833,374) and total expenditure incurred amounted to £8,636,358 (prior year £8,247,604). The deficit of income over expenditure for the year was £665,469 (prior year deficit £1.4m). This was a planned deficit to support our growth through use of reserves and was favourable to our overall budgeted deficit.

Income overall for the year has increased by 17%. 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 was higher than the prior year and income generated was £6,281,392 (prior year £5,411,160).

Donated income from gifts and grants (including grants from central government) was £924,720, compared to £672,363 in 2024, a increase of £250k. Core central government funding, which comes to us via the Department of Education, is the primary source of grant income was lower than prior year due to lower child numbers meeting the age requirements for funding. The increase is primarily driven by a higher donated income. The launch of the Innovation Fund and our Big Give Christmas Challenge have, in particular, generated lots of interest.

Expenditure on charitable activities was higher at £8,404,071 compared to £8,073,118 in 2024, an increase of £330k. Staff costs which represent the largest expenditure increased by 7%. This represents an overall increase for the cost of living and also an increased headcount to ensure school vacancies were filled during the year. Overall running costs were lower than prior year driven by an effort to manage spending across the charity and the benefits arising from VAT registration.

The total of cash deposits and bank balances as at 31 August 2025 was £4,056,802 (2024: £4,432,158).

Total reserves are £9,730,853 of which £666,578 are in restricted funds.

Reserves policy

Reserves are defined as the portion of the charity's funds that are freely available to spend on any of the charity's purposes. This excludes:

- Restricted funds (tied to specific purposes or donors)
- Designated funds (earmarked for future use)
- Fixed assets (e.g. property, vehicles, equipment)

We hold reserves to:

- Ensure continuity of services, even during temporary income disruptions or funding changes
- Meet unexpected costs, such as urgent building repairs or increased staffing needs
- Support service improvements or expansion, aligned with our strategic goals
- Comply with legal obligations, including redundancy or notice periods for staff if services were to cease

Our reserves policy was updated this year and we have calculated our reserves requirement as £3.3m, this is calculated using a risk based approach and takes into consideration:

- The cost of safely winding down operations if required
- Funding risks (e.g. delays in local authority fees, changes to contract terms, reduction in school placements)
- The need for financial agility to manage emergencies or safeguarding risks

If reserves exceed this requirement, we will consider investing in service improvement, staff development, or planned projects.

If reserves fall below this required level, the leadership in conjunction with the Trustees will develop a plan to rebuild reserves within a 12–24 month timeframe, which may include:

- Adjusting expenditure
- Reviewing fundraising strategies
- Exploring new income sources

At 31 August 2025, the charity held £3.1m in unrestricted net current assets which falls below the criteria set out in the reserves policy. There are no plans to invest from these reserves in 2025/26 and the focus is on continuing to generate surplus income to build the reserves to a healthy balance in future years. The reserves policy is regarded as an indicator rather than as a mandatory requirement. It is reviewed annually, and the Trustees monitor the charity's position against the policy on an ongoing basis.

Investment policy

The Trustees have not felt it appropriate to invest in any other assets other than cash but seek to optimise interest income through conventional short-term deposits with reputable and secure banks.

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.

Public Benefit

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.

OUR PRINCIPAL RISKS

The Trustees review and consider all of the major risks to which the 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.

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 Charity also has a Safeguarding Lead to help manage any matters that arise through the Archive or Outreach services. The charity also has a safeguarding trustee. The charity enacts its commitment to the safeguarding agenda by:

- Rigorous staff recruitment and vetting procedures for all roles.
- 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 Office for Standards in Education (Ofsted).
- Ensuring the Safeguarding agenda is embedded in all our service policies and directly 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 and 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, the Local Authority Designated Officer, and the Multi Agency Safeguarding Hub (MASH).

- 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 reviewed as part of the annual visits from Ofsted.
2. Creating a sustainable model of service delivery, strategies to achieve this:
 - To further develop the heart of the charity as a Learning Organisation, that reflects the charity commitment to its staff team.
 - To establish a secondary school provision as part of our strategic plan.
 - 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.
 - The creation of Outreach Regional Hubs
 - To develop saleable products that create additional income streams and provide support to purchasers to better understand and work with their clients.
 3. The financial dependence of the school on Local Authorities who are under extraordinary financial pressures, and for the schools, social care, health and criminal justice work of the Outreach and Consulting teams through Department for Education grants and contracted work from Local Authorities and our mainstream and special school client base. Strategies to manage or prevent a downturn in referrals:
 - Maintaining and growing a broad referral base of work for our schools from Local Authority referrals from across England and Wales, and for our Outreach and Consulting service from schools, social care, health and criminal justice organisations both regionally and nationally.
 - Business Development Manager able to review and challenge processes and implement changes to increase referrals and business more widely.
 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 or income is of central importance to charity management.
 6. The strength and stability of the CEO and leadership team remains vital to the stability of the whole charity.

OUR STRUCTURE & GOVERNANCE

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 66.

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, and Resources committees, 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 an induction program which includes 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 activity of the organisation.

The Charity Leadership Group oversees the strategic development of the charity and works with their senior leadership teams to deliver the services of the charity.

The charity adjusted roles within the Charity Leadership Group (CLG) in December 2024, in order to make the roles more outward facing and in a position to deliver the strategic ambitions.

Three roles were created and filled by internal moves from the CLG. A Head of Learning and Research (Dr Dave Roberts), Head of Specialist Therapeutic Services (Lee Wright) and Head of Marketing and Development (Joanna Mitchell). This adjustment has led to an increase in networking, collaboration, and opportunities for growth.

In addition in the CLG is John Turberville Chief Executive Officer, Sarah Archer Director of Finance, and Sarah Paget Head of Mulberry Bush Consulting. Dr Caryn Onions Head of Research, retired from the Mulberry Bush on 25th September 2025.

Remuneration policy

The aggregated cost of employment of the Charity Leadership Group is £557,666 (2024 - £562,296). Remuneration for all staff is managed via an annual Salary Review and reported on to the Resources Trustee sub-committee.

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 2025. In October 2008, the company changed its name to “The Mulberry Bush Organisation Limited”. In December 2019, the Memorandum and Articles were updated (and accepted by the Charity Commission) to extend the charitable mission:

‘The Mulberry Bush (MB) Charity is a leading charity for advancing education, training, research and specialist therapeutic services for emotionally troubled and traumatised children, young people, adults their families and communities.’

In December 2025 the Memorandum and Articles were updated and accepted by the Charities Commission to add a new role of Honorary President and to reflect the new governance requirements for the London independent day school.

STATEMENT OF TRUSTEE RESPONSIBILITY

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:

Select suitable accounting policies and then apply them consistently.

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.

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

A handwritten signature in black ink, appearing to read 'Chris Pugh', written in a cursive style.

Chris Pugh, Chair
11th February 2026

AUDIT REPORT

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 2025 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 2025 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.

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 36], 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;
- 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.

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
Gravita Audit Oxford LLP (Statutory Auditor)
First Floor, Park Central
40-41 Park End Street
Oxford
OX1 1JD

Date: 13/02/2026

FINANCIAL STATEMENTS

Statement of financial activities including income and expenditure account

For the year ended 31 August 2025

		Unrestricted funds	Designated funds	Restricted funds	Total	Unrestricted funds	Designated funds	Restricted funds	Total
	Notes	2025	2025	2025	2025	2024	2024	2024	2024
		£	£	£	£	£	£	£	£
Income from:									
Donations and grants	3	450,868	-	473,852	924,720	467,998	-	204,365	672,363
Charitable activities	4	6,937,259	-	-	6,937,259	5,999,334	-	-	5,999,334
Investments	5	108,910	-	-	108,910	161,677	-	-	161,677
Total income		7,497,037	-	473,852	7,970,889	6,629,009	-	204,365	6,833,374
Expenditure on:									
Raising funds	6	232,287	-	-	232,287	174,486	-	-	174,486
Charitable activities	7	8,312,700	24,773	66,598	8,404,071	7,983,294	19,442	70,382	8,073,118
Total expenditure		8,544,987	24,773	66,598	8,636,358	8,157,780	19,442	70,382	8,247,604
Net income/(expenditure)		(1,047,950)	(24,773)	407,254	(665,469)	(1,528,771)	(19,442)	133,983	(1,414,230)
Transfers between funds		73,096	1,199	(74,295)	-	217,423	-	(217,423)	-
Net movement in funds	9	(974,854)	(23,574)	332,959	(665,469)	(1,311,348)	(19,442)	(83,440)	(1,414,230)
Reconciliation of funds:									
Fund balances at 1 September 2024		10,039,129	23,574	333,619	10,396,322	11,350,477	43,016	417,059	11,810,552
Fund balances at 31 August 2025		9,064,275	-	666,578	9,730,853	10,039,129	23,574	333,619	10,396,322

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

BALANCE SHEET

As at 31 August 2025

	Notes	2025		2024	
		£	£	£	£
Fixed assets					
Intangible assets	12		27,381		46,103
Tangible assets	13		5,872,111		6,126,977
			<u>5,899,492</u>		<u>6,173,080</u>
Current assets					
Debtors	14	471,759		322,039	
Investments in cash deposits		-		3,000,000	
Cash at bank and in hand		4,056,802		1,432,158	
			<u>4,528,561</u>	<u>4,754,197</u>	
Creditors: amounts falling due within one year	15	(697,200)		(530,955)	
Net current assets			<u>3,831,361</u>	<u>4,223,242</u>	
Total assets less current liabilities			<u>9,730,853</u>	<u>10,396,322</u>	
The funds of the Charity					
Restricted funds	18		666,578		333,619
Designated funds	19		-		23,574
Unrestricted funds	20		9,064,275		10,039,129
			<u>9,730,853</u>		<u>10,396,322</u>

The financial statements were approved by the Trustees on 11th February 2026



Chris Pugh (Chair)

STATEMENT OF CASH FLOWS

For the year ended 31 August 2025

	Notes	2025		2024	
		£	£	£	£
Cash flows from operating activities					
Cash absorbed by operations	26		(296,451)		(975,336)
Investing activities					
Purchase of intangible assets		-		(55,867)	
Purchase of tangible fixed assets		(191,101)		(293,245)	
Proceeds from disposal of tangible fixed assets		3,286		255	
Proceeds from disposal of investments		3,000,000		(750,000)	
Investment income received		108,910		161,677	
Net cash generated from/ (used in) investing activities			2,921,095		(937,180)
Net cash generated from financing activities			-		-
Net increase/(decrease) in cash and cash equivalents			2,624,644		(1,912,516)
Cash and cash equivalents at beginning of year			1,432,158		3,344,674
Cash and cash equivalents at end of year			4,056,802		1,432,158

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 august 2025

1 Accounting policies

Charity information

The Mulberry Bush Organisation Limited is a charitable company limited by guarantee incorporated in England and Wales. 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 registered office is Abingdon Road, Standlake, Witney, Oxfordshire, OX29 7RW. 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.

1.1 Accounting convention

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) effective 1 January 2019, 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.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

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.

1.3 Charitable 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.

1.4 Income

All incoming resources are included in the Statement of Financial Activities (SoFA), net of VAT, 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 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.

1.5 Expenditure

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.

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 8.

1.6 Intangible fixed assets other than goodwill

Intangible assets are stated at cost less accumulated amortisation, cost includes costs directly attributable to making the asset capable of operating as intended.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Software	3-year straight line
----------	----------------------

1.7 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land	Nil
Freehold buildings	40 years straight line
Fixtures and fittings	20% straight line
Motor vehicles	25% reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset and is recognised in the statement of financial activities.

1.8 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

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

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

1.11 Taxation

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.

1.12 Retirement 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 (TPS) 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.

1.13 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.

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Income from donations and grants

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2025	2025	2025	2024	2024	2024
	£	£	£	£	£	£
Donations and gifts	144,858	434,237	579,095	146,695	177,869	324,564
Grants	306,010	39,615	345,625	321,303	26,496	347,799
	<u>450,868</u>	<u>473,852</u>	<u>924,720</u>	<u>467,998</u>	<u>204,365</u>	<u>672,363</u>

4 Income from charitable activities

	Unrestricted funds	Unrestricted funds
	2025	2024
	£	£
Mulberry Bush School - Practice	6,281,392	5,411,160
Mulberry Bush Learning & Research - Support	643,531	583,829
Mulberry Bush Third Space - Influence	12,336	4,345
	<u>6,937,259</u>	<u>5,999,334</u>

5 **Income from investments**

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	108,910	161,677

6 **Expenditure on raising funds**

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Salaries and expenses	232,287	174,486

7 Expenditure on charitable activities

	Mulberry Bush School 2025 £	Mulberry Bush School 2024 £
Direct costs		
Staff costs	5,760,868	5,359,012
Mulberry Bush School - Practice	767,000	713,697
Mulberry Bush Learning and Research Centre - Support	204,217	210,227
Mulberry Bush Third Space - Influence	121,747	85,466
	<hr/> 6,853,832	<hr/> 6,368,402
Share of support and governance costs (see note 8)		
Support	1,550,239	1,704,716
	<hr/> 8,404,071	<hr/> 8,073,118
Analysis by fund		
Unrestricted funds	8,312,700	7,983,294
Designated funds	24,773	19,442
Restricted funds	66,598	70,382
	<hr/> 8,404,071	<hr/> 8,073,118

8 Support costs allocated to activities

	2025 £	2024 £
Staff costs	577,303	536,068
Depreciation and amortisation	461,403	423,862
Premises	29,328	29,328
IT support	157,127	159,795
Insurance	85,350	89,080
Marketing	87,182	92,530
Professional fees	108,495	121,552
Other	27,265	238,328
Disposals	-	(256)
Governance costs	16,786	14,429
	<hr/>	<hr/>
	1,550,239	1,704,716
	<hr/>	<hr/>
Analysed between:		
Unrestricted funds	1,550,239	1,704,716
	<hr/>	<hr/>

9	Net movement in funds	2025 £	2024 £
	The net movement in funds is stated after charging/(crediting):		
	Fees payable to the charity's auditor:		
	- for the audit of the charity's financial statements	12,420	9,960
	- for other assurance services	1,130	1,260
	- for other financial services	2,465	2,694
	Depreciation of owned tangible fixed assets	442,681	414,098
	Amortisation of intangible assets	18,722	9,764
		<hr/>	<hr/>

10 **Trustees**

The trustees neither received nor waived any remuneration during the year (2024 - Nil).

The total amount of employee benefits received by key management personnel was £557,666 (2024 - £562,296). The Trust considers its key management personnel comprise its trustees and charity leadership team.

There were donations from trustees totalling £120 (2024 - £435).

Travelling expenses totalling £771 were paid to three trustees (2024 - £515 to three trustees).

11 Employees

The average monthly number of employees during the year was:

	2025 Number	2025 FTE	2024 Number	2024 FTE
Raising funds	5	4	3	2
Mulberry Bush School	115	107	102	97
Mulberry Bush Learning & Research	27	27	25	25
Mulberry Bush Third Space	1	1	1	1
Total	148	139	131	125

Employment costs

	2025 £	2024 £
Wages and salaries	5,502,654	5,010,391
Social security costs	631,976	517,114
Apprenticeship levy	12,635	9,999
Other pension costs	389,214	357,576
	6,536,479	5,895,080

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2025 Number	2024 Number
£60,001 - £70,000	3	3
£70,001 - £80,000	5	5
£110,001 - £120,000	1	1

12 Intangible fixed assets

	Software £
Cost	
At 1 September 2024 and 31 August 2025	55,867
	<hr/>
Amortisation and impairment	
At 1 September 2024	9,764
Amortisation charged for the year	18,722
	<hr/>
At 31 August 2025	28,486
	<hr/>
Carrying amount	
At 31 August 2025	27,381
	<hr/>
At 31 August 2024	46,103
	<hr/>

13 Tangible fixed assets

	Freehold land and buildings £	Fixtures and fittings £	Motor vehicles £	Total £
Cost				
At 1 September 2024	8,695,284	535,084	151,985	9,382,353
Additions	176,040	15,061	-	191,101
Disposals	-	(7,302)	(7,294)	(14,596)
At 31 August 2025	8,871,324	542,843	144,691	9,558,858
Depreciation and impairment				
At 1 September 2024	2,793,054	346,837	115,485	3,255,376
Depreciation charged in the year	367,578	58,255	16,848	442,681
Eliminated in respect of disposals	-	(4,016)	(7,294)	(11,310)
At 31 August 2025	3,160,632	401,076	125,039	3,686,747
Carrying amount				
At 31 August 2025	5,710,692	141,767	19,652	5,872,111
At 31 August 2024	5,902,230	188,247	36,500	6,126,977

14 Debtors

	2025 £	2024 £
Amounts falling due within one year:		
Trade debtors	236,215	123,937
Other debtors	100,850	106,394
Prepayments and accrued income	134,694	91,708
	471,759	322,039

15 Creditors: amounts falling due within one year

	Notes	2025 £	2024 £
Other taxation and social security		215,954	134,704
Deferred income	16	154,927	104,259
Trade creditors		224,929	168,376
Other creditors		52,730	52,119
Accruals		48,660	71,497
		<u>697,200</u>	<u>530,955</u>

16 Deferred income

	2025 £	2024 £
Other deferred income	154,927	104,259

Deferred income is included in the financial statements as follows:

	2025 £	2024 £
Deferred income is included within:		
Current liabilities	154,927	104,259

Movements in the year:

Deferred income at 1 September 2024	104,259	18,122
Released from previous periods	(104,259)	(18,122)
Resources deferred in the year	154,927	104,259
Deferred income at 31 August 2025	<u>154,927</u>	<u>104,259</u>

17 Retirement benefit schemes

Defined contribution schemes	2025 £	2024 £
Charge to profit or loss in respect of defined contribution schemes	389,214	357,576

The Charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the Charity in an independently administered fund.

18 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 September 2024 £	Incoming resources £	Resources expended £	Transfers £	At 31 August 2025 £
Refurbishment	280,924	10,000	-	(23,086)	267,838
WOYL	12,310	-	(7,604)	(4,706)	-
Vehicles	(10,900)	-	-	10,900	-
Archive	750	500	(500)	-	750
Group work	5,000	-	(5,000)	-	-
Swings	107	-	-	-	107
Bikes	730	-	-	-	730
Bramble House	5,000	-	(5,000)	-	-
Library	531	-	(531)	-	-
Outreach work	37,384	-	(27,979)	-	9,405
iPads	1,783	-	-	-	1,783
Emotional Social Curriculum	-	5,000	(3,725)	-	1,275
The Great Outdoors	-	128,676	(14,384)	(57,403)	56,889
Learning for life	-	7,995	-	-	7,995
Innovation Fund	-	282,065	-	-	282,065
National Archives grant	-	39,616	(1,875)	-	37,741
	<u>333,619</u>	<u>473,852</u>	<u>(66,598)</u>	<u>(74,295)</u>	<u>666,578</u>

Previous year:	At 1 September 2023	Incoming resources	Resources expended	Transfers	At 31 August 2024
	£	£	£	£	£
Refurbishment	316,675	156,382	-	(192,133)	280,924
WOYL	15,000	12,310	(8,540)	(6,460)	12,310
Vehicles	2,870	10,190	-	(23,960)	(10,900)
Archive	-	750	-	-	750
Education	601	-	(5,731)	5,130	-
Group work	-	5,000	-	-	5,000
Swings	107	-	-	-	107
Bikes	-	730	-	-	730
Picnic Benches	-	1,000	(1,000)	-	-
Bramble House	-	5,000	-	-	5,000
Library	1,304	-	(773)	-	531
Outreach work	80,502	-	(43,118)	-	37,384
iPads	-	13,003	(11,220)	-	1,783
	<u>417,059</u>	<u>204,365</u>	<u>(70,382)</u>	<u>(217,423)</u>	<u>333,619</u>

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

- 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 WOYL (Women of the Year Lunch) fund in 22/23 was to pay for the September 2023 Women of the Year Lunch fundraising event. Unspent money from 22/23 has been transferred to the refurbishment fund. The WOYL fund in 24/25 was to pay for the September 2024 fundraising event, money raised from ticket sales was to contribute to the vehicle fund. Monies will continue to be received from ticket sales into 2024 ahead of the event and will contribute to the vehicle fund, any remaining funds will be transferred to unrestricted.
- The Vehicles fund was used for the purchase of vehicles for The Mulberry Bush Outreach, funding from the 2024 WOYL ticket sales was used to fund the vehicle purchases.

- The Archive fund comes from a grant for conservation work.
- 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 a Mulberry Bush Outreach project.
- 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 Mulberry Bush Outreach work fund funds some work with several primary schools who have a significant proportion of pupils with SEMH (Social, Emotional, Mental Health) difficulties.
- The Mulberry Bush Research work fund contributed to the cost of employing a research assistant.
- The bikes fund is from donations for the purchase of children's bikes at the school.
- Bramble House is a donation provided specifically for the training of Therapeutic Care Practitioners within the new 52-week house.
- The iPads relates to specific donations raised for the school to provide iPads for the children to use.
- Emotional & social curriculum - to enable us to provide free courses to schools who are committed to working with us helping to support pupils who are struggling with emotional and social development.
- The Great Outdoors - to provide vital outdoor play equipment and enriching experiences like camping trips and outward-bound activities for the children.
- Learning for life - to transform the education areas of the school providing flexible learning options for children with increasingly different needs.
- Innovation Fund - to help us transform more lives by developing and expanding our offering to benefit more children, young people and those who work with them. A fund designed to support transformation activity and growth within the charity such as digitalising training materials, expanding national reach and growth.
- National Archives grant - to catalogue the Cassel Collection - Uncovering Hidden Voices from the Cassel Hospital Archive.

19 Designated funds

	At 1 September 2024 £	Resources expended £	Transfers £	At 31 August 2025 £
Additional resources	23,574	(24,773)	1,199	-
Previous year:	At 1 September 2023 £	Resources expended £	Transfers £	At 31 August 2024 £
Additional resources	43,016	(19,442)	-	23,574

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

20 Unrestricted funds

	At 1 September 2024 £	Incoming resources £	Resources expended £	Transfers £	At 31 August 2025 £
General funds	10,039,129	7,497,037	(8,544,987)	73,096	9,064,275
Previous year:	At 1 September 2023 £	Incoming resources £	Resources expended £	Transfers £	At 31 August 2024 £
General funds	11,350,477	6,629,009	(8,157,780)	217,423	10,039,129

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

21 Analysis of net assets between funds

	Unrestricted funds 2025 £	Designated funds 2025 £	Restricted funds 2025 £	Total 2025 £
At 31 August 2025:				
Intangible fixed assets	27,381	-	-	27,381
Tangible assets	5,872,111	-	-	5,872,111
Current assets/(liabilities)	3,164,783	-	666,578	3,831,361
	9,064,275	-	666,578	9,730,853
	£	£	£	£
At 31 August 2024:				
Intangible fixed assets	46,103	-	-	46,103
Tangible assets	6,126,977	-	-	6,126,977
Current assets/(liabilities)	3,866,049	23,574	333,619	4,223,242
	10,039,129	23,574	333,619	10,396,322
	£	£	£	£

22 Contingent liabilities

There were no contingent liabilities at 31 August 2025 (2024 - Nil).

23 Operating lease commitments

Lessee

The charity had an operating lease related to an office and meeting room facility, used principally as the Learning & Research Centre, under which £29,328p.a. was payable by monthly instalments until the lease expired on 31 May 2025. £29,328 was paid during the year; There is no committed amount payable within one year, the charity has secured new offices and is currently using the existing premises on an informal basis at the same rental rate until the new office is available to move into.

The charity has a lease agreement with IBS Office Solutions for photocopier rental across all three sites: Standlake school, Linden House, and Toddington. Monthly costs are invoiced based on usage, £5,145 was paid during the year.

24 Events after the reporting date

On 1st February 2026, Mulberry Bush Organisation Limited took over ownership and operations of The Corner School on Douglas Ave, Wembley, HA0 EDT, from Unlocking Potential.

25 Related party transactions

There is one member of staff that is the wife of the CEO. No specific related party transactions are noted other than remuneration. Remuneration for all staff is managed via an annual Salary Review conducted by HR who review all salaries in conjunction with existing market rates. The review is independently overseen and approved by the Resources (previously Finance and General Purposes) Trustee sub-committee.

26 Cash absorbed by operations

	2025 £	2024 £
Deficit for the year	(665,469)	(1,414,230)
Adjustments for:		
Investment income recognised in statement of financial activities	(108,910)	(161,677)
Gain on disposal of tangible fixed assets	-	(256)
Amortisation and impairment of intangible assets	18,722	9,764
Depreciation and impairment of tangible fixed assets	442,681	414,098
Movements in working capital:		
(Increase)/decrease in debtors	(149,720)	59,535
Increase in creditors	115,577	31,293
Increase in deferred income	50,668	86,137
Cash absorbed by operations	(296,451)	(975,336)

27 Analysis of changes in net funds

The Charity had no material debt during the year.

REFERENCES & ADMINISTRATION

Trustees

Chris Pugh (Chair)
Zoe Lattimer
Rosemary Lilley
Tim McMahon
Lucy Whitehouse
Michael Sarrington
Satvinder Sondhi
Mark Thomas
Tobias Barrett
Vicky Snow

Richard Rollinson (*resigned 17th December 2025*)
Keith Bird
Geraldine Akerman
Simon Peacock (*resigned 19th March 2025*)
Helen Sowden (*appointed 25th November 2024*)
Martin Cleaver (*resigned 13th January 2025*)
Kristine Langhoff
Hannah Chapman (*resigned 5th January 2026*)
Amy Ludlow (*appointed 22nd January 2025*)

Chief Executive Officer

John Turberville

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Company Registration Number

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Further Information

Please contact us on **01865 300202**
or email **info@mulberrybush.org.uk**

mulberrybush.org.uk

Registered Charity Number 309565

