Company Registration No. 05349202
(Limited by Guarantee)

Registered Charity No. 1108999

The Mulberry Centre

Report and Accounts

For the Year ended 31 March 2026

Mulberry Cancer Support
For anyone affected by cancer

www.mulberrycancersupport.org.uk

The Mulberry Centre (05349202) (Limited by Guarantee)

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Chair's Report

In 2026 we are celebrating The Mulberry Centre's 25th anniversary. For a quarter of a century the centre has been open and available to support anyone impacted by cancer. It is a place where people feel welcomed and understood. This is all thanks to our wonderful staff and volunteers who have been part of our counselling and therapy services, as well as providing essential behind the scenes support. For the first time this year we have calculated the value of the time given by our volunteers and for 2025-26 it totals an estimated £208,000. The true value of this extraordinary gift of time is the difference it makes to our clients' lives.

Demand for our services continues to grow. Unfortunately, one in every two of us are at risk of receiving a cancer diagnosis during our lifetime. We welcome the new diagnostic and treatment centre which is being constructed at West Middlesex University Hospital. With many more people on our doorstep receiving a cancer diagnosis and treatment, The Mulberry Centre will continue to be an important hub of support for our local community for the foreseeable future.

Behind the scenes we have been improving our communications, raising our profile, and diversifying our fundraising within the communities we serve. As part of this we have rebranded the organisation as *Mulberry Cancer Support* to help people better understand what we do and make it easier for those affected by cancer to find the support they need.

We understand these are difficult financial times and are very grateful for all the support we receive; whether it's from trusts and foundations, the National Lottery, corporates, local authorities, community groups or individuals. We honour these contributions by working hard to ensure that the funds we receive are used for the benefit of our clients.

The last two years have been a challenging environment in which to fundraise and our costs have outstripped our income. Fortunately, we had financial reserves to call on. However, the situation couldn't continue and to ensure the organisation remains sustainable for the future, we have taken the difficult decision to reduce our cost base and review our staffing structure. This restructuring is expected to be completed by the end of summer 2026. These decisions have not been taken lightly, and we are deeply grateful to our staff for their professionalism and engagement throughout this process.

I would like to welcome Richard Martin, Del Randhawa and Nina Singh who joined us as Trustees in September 2025. At the same time, we said farewell to both Joy Pearce who had been a Trustee for 21 years, and Suzie Rawcliffe who joined us in 2023. In April 2026 Matt Winkler also retired from the Board having served as a Trustee for 13 years. We are thankful for everything that Joy, Suzie and Matt have contributed throughout their service with the centre.

We are delighted to welcome Earl Percy as Patron and were very pleased that the centre was the first recipient of Syon Park's charity of the year. Two of our Patrons have stepped down. We are grateful for all that Alun Armstrong and Mohinder Dosanjh have done to support us in their role as Patrons.

This year, to support our fundraising and community engagement we have created the role of Ambassador. We have appointed our first two Ambassadors, former Trustee Joy Pearce and Jeannie Shapiro, and welcome them in the new roles.

As we celebrate our 25th anniversary and look ahead to the future, I remain confident that The Mulberry Centre will continue to provide vital support to people affected by cancer for many years to come. I would like to thank the Board of Trustees, our Chief Executive, Raj Athwal, her team, our volunteers, supporters and partners for everything they do to support our work. Together, they make it possible for us to continue changing lives every day.

Aileen McLeish

Chair of Trustees

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2026

The Trustees present their report and the financial statements of The Mulberry Centre for the accounting year ended 31 March 2026. In order to meet all the regulatory requirements, some specific terms have to be used and disclosures made on some subjects, but wherever possible we try to make the report and the financial statements clear and easy to read.

VISION, MISSION, VALUES AND PUBLIC BENEFIT STATEMENT

Our Vision: To be recognised as a specialist centre of excellence for cancer support.

Our Mission: Our core mission is to improve the lives of anyone affected by cancer, by enhancing their emotional, psychological and physical well-being.

Who we are and our Values: Our award-winning staff and unique volunteers are caring and experienced professionals, dedicated to supporting others, in a relaxing and welcoming environment, and promoting excellence in cancer support. We are:

- **Inclusive**: Welcoming anyone affected by cancer, irrespective of who they are.
- **Responsive**: Tailoring our support to individual needs.
- **Caring**: Acting in a gentle and compassionate manner out of genuine concern.
- **Positive**: Having a real optimism that what we do will improve peoples' well-being.
- **Professional**: Collaborating to deliver an excellent service in which people can have confidence.
- **Respectful**: Of our clients' and colleagues' needs.

What we do: We promote cancer awareness, and support people to live well with cancer. With empathy, passion and care, we help individuals begin to rebuild their lives. We provide personalized support that helps people feel more in control of their care and wellbeing. Our approach includes counselling, complementary therapies, wellbeing classes, information workshops, and a range of social, creative and physical activities tailored to the needs of our clients. Our services are provided free of charge at our dedicated centre in West London, within the community, online, and in partnership with local healthcare services, including bedside support at West Middlesex University Hospital (WMUH) and support at Meadow House Hospice. We also offer specialist end-of-life and bereavement support. Our complementary therapies education and training programme promotes the principles of 'The Mulberry Way', our unique, person-centred approach to care, helping to share learnings and encourage wider understanding of holistic cancer support beyond the Centre itself. Everything we do is grounded in best practice, strong governance, and a deep commitment to ensuring that no-one faces cancer alone.

Who we support: We provide vital support to adults affected by cancer, including individuals with a diagnosis, carers, family members, friends and those who are bereaved. Our services are open to people from all backgrounds, and we are proud to support the richly diverse communities of West London. We work closely with local GPs, community organisations, and healthcare providers, including WMUH and CW+ (the official charity of Chelsea and Westminster Hospital NHS Foundation Trust), helping us reach people at key points in their cancer journey, including those from under-represented and harder-to-reach communities. Through these partnerships and our commitment to accessibility and inclusion, we continue working to ensure support reaches those who need it most.

In setting out the vision and mission of The Mulberry Centre and developing its activities, the trustees have had regard to the Charity Commission's guidance on **public benefit**. The activities described in the following paragraphs fulfil charitable purposes that fall within the following headings defined by The Charities Act 2011:

- The advancement of education
- The advancement of health or the saving of lives
- The advancement of citizenship or community development
- The relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage.

OBJECTIVES, ACHIEVEMENTS AND PERFORMANCE

Strategic framework and priorities

During the year we have continued to focus on the implementation of our five-year strategy to 2027-28, which is built around five areas:

- **Clients and Services**: Be recognised as a centre of excellence for cancer support, develop 'The Mulberry Way', and meet the expected growth in client demand for our services.
- **Collaborative Partnerships**: Develop our collaborative and mutually beneficial relationships with healthcare organisations, local community groups and other relevant groups, to help us identify clients needing support, raise money, raise awareness of The Mulberry Centre, and demonstrate the impact of the support and value we deliver.
- **People and Governance**: Invest in our staff and volunteers, and further increase our diversity to reflect the communities we serve.
- **Funding and Finance**: Develop and grow diverse and sustainable income streams to secure the funding required to support more clients, and be financially sustainable.
- **Operations**: Invest in operational effectiveness to allow our outstanding staff and volunteers to focus more time on clients, and address physical constraints of our existing premises.

2025-26 achievements

During 2025–26, The Mulberry Centre continued to provide high-quality support to people affected by cancer, while responding to ongoing financial pressures across the sector. Throughout the year, we supported 1,482 unique individuals and delivered 9,776 attendances across our services.

We were proud to win the Health & Wellbeing Business of the Year Award at the West London Business Awards 2026, and were also finalists in the West London Chambers Business Awards 2025. These recognitions reflected the dedication of our staff and volunteers and the impact of our work across the local community.

Our annual Open Day took place in September and once again provided an important opportunity to welcome members of the public, healthcare professionals, supporters and partner organisations into the Centre to learn more about our services and community impact. Throughout the year, we maintained a visible presence through awareness stands, presentations and outreach activity within local hospitals and community settings.

This year saw development across our wellbeing and support programme, including the introduction of new activities such as Yoga Nidra, Sound Bath sessions, Wellbeing Walks, Qigong, and Poetry for Wellbeing. Workshops covering topics such as menopause, lymphoedema, emotional wellbeing, nutrition, grief and practical support continued to help clients feel more informed, connected and confident.

Counselling and emotional support remained a core part of our work, with strong demand continuing throughout the year. We also introduced a new couples counselling service and continued to deliver the majority of counselling sessions face-to-face in response to client preference. Complementary therapies and Soul Midwife support also remained highly valued services, including additional support delivered at Meadow House Hospice and ongoing end-of-life supervision support for staff and volunteers.

Our partnership work with West Middlesex University Hospital continued throughout the year, including ward-based emotional support, complementary therapies and wellbeing activity for patients and carers. We also strengthened links with clinical teams, hospices, local authorities and community organisations to improve access to support and referral pathways.

Significant investment was made into improving the Centre environment and infrastructure following successful capital funding awards. Improvements included refurbishment of client toilets, replacement flooring and carpets, LED lighting upgrades, painting throughout the Centre, new client meeting space, upgraded IT equipment and improvements to outdoor areas.

Fundraising activity remained strong despite a challenging external environment. Highlights included a successful Christmas campaign and Big Give appeal which raised over £55,000, alongside the growth of community fundraising, challenge events, corporate support and new charity partnerships. Our Quiz Night exceeded expectations with over 180 attendees, and preparations also began for the organisation's 25th anniversary programme and public-facing change in branding to 'Mulberry Cancer Support'.

None of this would have been possible without the commitment of our volunteers, who contributed thousands of hours across service delivery, fundraising, administration, wellbeing activities and community engagement throughout the year. During the year, four volunteers and volunteer-led projects were shortlisted for the Richmond Community Heroes Awards, recognising the exceptional contribution and dedication of our volunteer community. We also marked National Volunteers' Week and long-service milestones throughout the year, celebrating the invaluable role volunteers play across the organisation. We organised a range of volunteer engagement and networking activities throughout the year, including regular coffee mornings and quarterly volunteer gatherings. Volunteers were also offered social and engagement opportunities including visits to Richmond Theatre, Royal Botanic Gardens, Kew, Hillier Garden Centre and Syon House. These activities provided welcoming opportunities for volunteers to connect, share experiences, and remain engaged with the wider work of the organisation. In addition, we offered regular one-to-one support and encouraged volunteers to participate in our annual volunteer survey, helping us gather valuable feedback and strengthen the volunteer experience.

Our Education Centre continued to deliver accredited oncology training for complementary therapists during the year, including oncology massage and reflexology courses. Whilst enrolment levels remained lower than originally anticipated, we reviewed and adapted the programme, including exploring shorter workshop formats and opportunities to deliver training within NHS settings. The programme remains an important part of our longer-term vision to share learning from 'The Mulberry Way' and support wider understanding of holistic cancer care.

We also strengthened our operational infrastructure during the year, including further development of our fundraising and reporting systems, upgrades to IT equipment and improvements to Beacon, our fundraising CRM system, to support donor relationship management and restricted fund tracking. Alongside this, we invested in developing the fundraising team to strengthen and diversify income streams, particularly in areas where the organisation has historically had less dedicated capacity. This included periods of transition and temporary staffing gaps during recruitment. As relationship-led fundraising takes time to develop, particularly across corporate partnerships, philanthropy and trusts and foundations, the impact of this investment is expected to build progressively over the longer term.

We ended the year with a financial deficit, which has been funded from cash reserves. This is explained further within the Financial Review section of this report.

Plans for 2026-27

As The Mulberry Centre enters its 25th anniversary year, we remain focused on ensuring that people affected by cancer can access high-quality emotional, practical and wellbeing support at a time of increasing demand and pressure across health and voluntary sector services.

Throughout the year, we will be marking our 25th anniversary through a programme of fundraising, awareness and community events, including a Gala Concert, Golf Day, Open Day, and Gala Dinner. These events will provide an important opportunity to celebrate the impact of the organisation over the past 25 years, recognise the contribution of our supporters, volunteers and partners, and raise awareness of the support available to people affected by cancer. They will also play a key role in helping us strengthen community engagement, develop new relationships and support future fundraising sustainability.

A key priority during 2026–27 will be continuing to strengthen our visibility, accessibility and community reach through the rollout of our new public-facing name, 'Mulberry Cancer Support'. This development aims to improve public understanding of our role and ensure that more people affected by cancer are aware of the support available to them.

We also anticipate increasing demand linked to the opening of the new Diagnostic, Treatment and Education Centre at West Middlesex University Hospital, which is due to open later this year. As diagnostic and treatment capacity expands locally, we expect many more individuals and families to require emotional support, counselling, complementary therapies, welfare guidance and wellbeing services throughout their cancer journey, over the coming years.

Alongside service delivery, financial sustainability will remain a major organisational priority. During the year, we will continue strengthening and developing our fundraising capacity, with a focus on relationship-building, stewardship and diversifying income streams across trusts and foundations, corporate partnerships, community fundraising, individual giving and legacy support. We recognise that relationship-led fundraising takes time to develop, but remain committed to building stronger long-term foundations for future sustainability.

Following a review of its structure, operational delivery and use of resources to support long-term sustainability, the organisation has taken steps in 2026-27 to reduce the cost base and adjust the staffing structure. These decisions have not been taken lightly, but are designed to help protect frontline support services, respond to growing need, maintain income generation capacity, and ensure resources are used as effectively as possible.

We will also continue investing in our facilities, systems, staff and volunteers to ensure the organisation remains responsive and able to meet changing community needs. Partnership working will remain central to our approach, including continued collaboration with healthcare providers, hospices, local authorities and community organisations to improve access to support and reduce inequalities in cancer care.

Above all, we remain committed to ensuring that no-one faces cancer alone, while continuing to build a sustainable and compassionate organisation for the future.

The work of The Mulberry Centre – Our service range

The services offered to clients by The Mulberry Centre during the year are briefly described below. All our services are provided free of charge. Further details can be found on The Mulberry Centre website (www.themulberrycentre.co.uk)

- Welcome Assessment, Information and Library
- Counselling, Coaching, Wellbeing Calls and Emotional Support
- Facilitated Client Support Groups
- Complementary Therapies
- Wellbeing Classes
- Informative Workshops
- Social/Creative Activities
- Legal Information Service
- Welfare and Benefits Information Service

Our Services

The Mulberry Centre is open to anyone affected by cancer, including those with a diagnosis, carers, family members and those who are bereaved. We provide free, holistic support in a non-clinical, compassionate and welcoming environment, helping individuals navigate the emotional, physical and practical challenges of cancer, and to live as well as possible. In addition to our core services, we continue to work through community engagement and partnership activity to raise awareness of cancer support and connect with people who may benefit from our services, particularly those less likely to access traditional support. During the year, this work reduced following the end of dedicated funding, although limited outreach activity continued through available capacity within our Cancer Information and Support Adviser (CISA) team. We provided specialist end-of-life and Soul Midwife support, alongside bereavement support for individuals living in the London Borough of Hounslow and London Borough of Richmond upon Thames regardless of cause of death, helping people navigate grief, loss and end-of-life experiences with compassion and dignity.

Personalised Support and Welcome Assessment

Support begins with an initial Welcome Assessment, delivered either at the Centre or remotely, depending on the client's wishes and preferences. This enables us to understand each individual's needs and tailor support accordingly, ensuring people are guided to the most appropriate services at the right time. The Centre itself remains an important space for many of our clients, including those who visit without an appointment seeking connection, reassurance or simply a safe and welcoming environment. Supported by our volunteer team, the Centre continues to provide opportunities for informal support, social connection and a sense of belonging alongside structured services.

Emotional Wellbeing, Counselling and Coaching

We provide both immediate and ongoing emotional support through counselling, wellbeing calls and one-to-one support from our Cancer Information and Support Advisers (CISAs). Support is available at key stages of the cancer journey, including diagnosis, treatment, recovery and bereavement. Our counselling service is grounded in a person-centred approach, providing a safe and supportive environment for individuals to explore their experiences and cope with the emotional impact of cancer. Delivered by qualified and trainee counsellors working to recognised professional standards, the service helps reduce distress, build resilience and support emotional wellbeing. All volunteer counsellors are members of the British Association for Counselling and Psychotherapy (BACP), participate in regular supervision, and undertake ongoing training and Continuing Professional Development (CPD) to help maintain high standards of care. We also offer coaching for individuals who are ready to focus on rebuilding confidence, setting goals and moving forward following treatment or periods of emotional difficulty. All of our coaches are fully qualified, ensuring a high standard of support.

End-of-Life and Bereavement Support

We provide specialist support to individuals approaching the end of life, as well as their families and carers. This includes extended counselling, emotional support and our Soul Midwife service, which offers compassionate, non-clinical care during the final stages of life. We also support individuals experiencing bereavement, recognising the profound emotional impact of loss. Our services help individuals navigate grief, providing continuity of support during and after the end-of-life journey. In partnership with local healthcare services, including West Middlesex University Hospital, we are able to extend this support into clinical settings, including bedside support for patients and families at the hospital, as well as wellbeing support for staff. As part of our Soul Midwife and palliative care bedside support services at the hospital, we offer complementary therapies including massage and Reiki to help provide comfort, relaxation and emotional support during difficult periods. We also provide support at Meadow House Hospice.

Facilitated Client Support Groups

Our facilitated support groups provide safe and confidential spaces for individuals to share experiences and connect with others facing similar challenges. Groups are carefully managed to protect the wellbeing of all participants, including monitoring attendance and access, and are led by experienced facilitators. They support individuals living with cancer, those who are bereaved, and specific groups such as men affected by cancer. Alongside these groups, we offer a wide range of creative, social and educational activities, including workshops, health walks and wellbeing sessions. These activities help reduce isolation, build confidence and support individuals in regaining a sense of normality.

Complementary Therapies and Wellbeing

Our complementary therapies and wellbeing programmes support individuals in managing the physical and emotional effects of cancer and its treatment. Delivered by qualified practitioners, these therapies work alongside medical care to improve quality of life, reduce stress and support overall wellbeing. We offer a range of therapies, alongside relaxation, breathwork and movement-based classes such as yoga, Pilates and Tai Chi, to support both physical recovery and emotional wellbeing, while also helping individuals rebuild routine and confidence. Complementary therapies are carried out by highly qualified and professional practitioners who have gone through a rigorous selection, induction, mentoring and training process. All hold their own personal insurance and professional indemnity, are registered with the Complementary and Natural Healthcare Council (CNHC) and adhere to a professional code of conduct.

Informative Workshops and Social/Creative Activities

The Mulberry Centre provided a wide range of informative workshops and social and creative activities designed to support the emotional, physical and practical wellbeing of people affected by cancer. Throughout the year, we delivered a varied programme of both face-to-face and online sessions, helping clients build confidence, reduce isolation, and connect with others experiencing similar challenges. Activities and workshops included Health Walks, social coffee mornings, arts and crafts, watercolour classes, poetry for wellbeing classes, book club, nutrition and wellbeing workshops, wig and headscarf workshops, bra fitting support, and workshops exploring topics such as stress management, grief, emotional wellbeing, and life beyond cancer treatment. We also provided dedicated support sessions for carers and individuals affected by specific cancer types.

Practical Support: Welfare, Benefits and Legal Advice

Cancer can have a significant financial and practical impact. Many of our clients and carers find themselves overwhelmed by both a cancer diagnosis and financial challenges, including job loss, which can lead to issues such as housing difficulties and financial insecurity. Often, they are unaware of the support available to them, and the emotional toll of their situation can make it difficult to complete complex forms or navigate assistance processes. Through our Welfare and Benefits service, we provide guidance on financial support, housing, grants and related issues, helping to reduce stress and improve stability during a challenging time. During the year, we also worked closely with the Citizens Advice Bureau Macmillan service to help ensure clients could access more complex welfare and practical advice, including support relating to Power of Attorney and wider financial and legal matters. We also offer access to legal information sessions in partnership with local solicitors, supporting clients with matters such as wills, probate and Power of Attorney. One of the trustees of The Mulberry Centre is also a director of this firm of solicitors.

Community Engagement and Partnerships

A key priority is ensuring that people are aware of our services as early as possible in their cancer journey. We work proactively within the community, delivering outreach activity and building relationships with local organisations to reduce barriers to access. During the year, our community engagement activity reduced following the end of dedicated funding for this work. However, recognising the importance of maintaining a community presence and supporting referral pathways, limited outreach and engagement activity continued through our Cancer Information and Support Advisers (CISAs) where capacity allowed. Whilst this has enabled us to maintain some level of engagement, it is not a sustainable long-term approach without dedicated resource. We maintain strong partnerships with healthcare providers, including Chelsea and Westminster Hospital NHS Foundation Trust, as well as GPs, social prescribers, hospices and community organisations. These partnerships strengthen referral pathways, improve access to support, and help ensure our services remain integrated within local cancer care systems. Through this collaborative approach, we continue working to improve access to support for underserved communities.

Our Clients

This year, The Mulberry Centre welcomed 872 new client registrations, reflecting demand for our wide range of support services. In total, we supported 1,482 unique individuals, including both newly registered clients and those continuing their engagement from previous years. In addition to formal registrations, many others accessed informal support, such as one-off emotional guidance or conversations with our team. Overall attendance across all services reached 9,776, demonstrating strong ongoing engagement, with many individuals returning regularly for counselling, complementary therapies, wellbeing activities and other support.

Total client attendances during the year at sessions of various kinds were as follows:

TOTAL CLIENT ATTENDANCES 2025-26	
Session Description	**Total**
Welcome sessions, and emotional/financial and other support *(incl. Macmillan grants, befriending, Health Needs Assessments, wellbeing calls, info given, and 1:1 Welfare & Benefits sessions)*	1,354
One-to-one Counselling and Coaching sessions	2,030
Palliative Care Emotional Support & Complementary Therapy	661
Support Groups	197
One-to-one Complementary Therapy sessions, including to chemotherapy patients at WMUH	1,936
Wellbeing Classes	2,439
Informative Workshops	616
Social and Creative Activities	543
Total	9,776

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Trustees' Report for the year ended 31 March 2026

The Mulberry Centre supports individuals across a broad section of West and South-West London. Approximately 80% of our clients live in the London Boroughs of Hounslow and Richmond, with the remaining 20% coming from Ealing, Spelthorne, and other nearby areas. While our physical location is in West London, we remain committed to ensuring our services are accessible to anyone who needs them. We do not impose any geographical restrictions on eligibility, reflecting our inclusive approach to care and support.

Making it possible

The Mulberry Centre could not reach and support so many people affected by cancer without the dedication of our staff, contractors, volunteers, donors and other supporters. We are deeply grateful to everyone who has helped us deliver our services, raise vital funds and keep The Mulberry Centre running.

Staff

To deliver The Mulberry Centre's services and manage our fundraising and support functions, we rely on a committed and compassionate staff team who are deeply aligned with our mission and values. During the year, our staffing structure evolved in response to organisational need, service demand and financial pressures, including investment in new fundraising capacity to support longer-term sustainability and income diversification. We remain committed to creating a supportive and inclusive working environment where staff feel valued, listened to and supported. We promote flexible and hybrid working where appropriate, encourage collaboration and team wellbeing, and support ongoing professional and personal development. We also remain committed to paying at least the London Living Wage and providing a range of employee benefits.

During the year, staff and volunteers undertook training across a range of areas including safeguarding, mental health awareness, dementia awareness, mindfulness, end-of-life support and complementary therapy development, helping to ensure the organisation delivers safe, compassionate and high-quality support. We actively involve staff in organisational planning and future development, recognising that open communication and engagement are particularly important during periods of change and financial challenge. Quarterly staff meetings and wider team discussions provide opportunities for shared learning, feedback, connection and collaboration across the organisation.

Volunteers

Volunteers are vital to the work of The Mulberry Centre. The wide range of counselling and therapies we provide, outlined earlier in this report, is made possible by skilled professionals who generously donate their time and expertise. We also rely on volunteers to welcome visitors, support fundraising events, and assist with the day-to-day running and upkeep of the Centre. Their dedication and generosity are at the heart of what we do.

At the end of March 2026, our core volunteer team was as follows:

Complementary and Group Therapists	40
Counsellors & Coaching	26
Workshops & Social Activities	22
Welcomers	26
Community Engagement	22
Fundraising and Administration	24
Telephone Befrienders	7
Estates and Facilities – gardeners and general help	15
Trustees, Patrons & Ambassadors	20
Total	**202**

In 2025-26, our dedicated volunteers generously donated a total of 10,686 hours to The Mulberry Centre. Using a replacement cost methodology, the estimated value of this contribution was £208,000, comprising £124,000 of skilled professional volunteer time and £84,000 of other volunteer support. This substantial contribution of time, skills and expertise significantly extends the reach of our services and enables us to provide a wider range of support to people affected by cancer. This £208,000 is not included in Expenditure in the financial statements.

The majority of our volunteers are directly involved with clients, making it essential that we uphold rigorous selection procedures and provide thorough induction, as well as ongoing training and professional development.

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Trustees' Report for the year ended 31 March 2026

We are incredibly fortunate that the mission and work of The Mulberry Centre continue to attract dedicated, high calibre volunteers. The trustees and management team would like to express their heartfelt appreciation to all who have so generously given their time. Their enthusiasm and professionalism embody the values at the heart of The Mulberry Centre.

Financial support

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

The Financial Review provides details of our income and donors.

FUNDRAISING

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

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

There were no complaints received regarding fundraising for the year to 31 March 2026.

FINANCIAL REVIEW

Our financial statements for the year ended 31 March 2026 show £644,000 income and £729,000 expenditure, both very similar total amounts to the previous year. The £85,000 deficit has been funded from cash reserves.

The fundraising environment has continued to be challenging this year. Although we are seeing some successes as we broaden and diversify our funding sources, we were not able to meet the income targets required to fully cover our operational and fundraising costs. However, an additional £56,000 was received at the end of the year for 2026-27 projects, treated as Deferred Income at March 2026. 2026 also marks The Mulberry Centre's 25th anniversary, which provides an opportunity to deliver a programme of fundraising and profile-raising activities to support our longer-term sustainability.

Another positive indicator was the £74,000 grant funding received in 2025-26 for essential improvement and maintenance works at the Centre, and to replace obsolete IT equipment. This funding helps to maintain a safe, functional and efficient environment for service delivery. It has slightly distorted the financial results, because the grants are ring-fenced for specific works, not for operational and fundraising costs; in addition, half the spend in 2025-26 is for fixed assets; and some work will be completed in 2026-27.

Despite the financial pressures during the year, we continued to deliver a broad range of cancer support services. Although the financial statements show lower expenditure on Charitable Activities, this reflects the end of dedicated funding for community engagement activities, which resulted in the end of two staff posts, and a revised delivery approach (explained further in the Services section of this report). Expenditure on Raising Funds increased during the year, as we invested in additional fundraising capacity and introduced new fundraising events aimed at strengthening long-term financial sustainability.

Expenditure reported in the accounts is somewhat misleading, because it does not include the time cost of the many unpaid volunteers who deliver our charitable services and support our fundraising. If this time cost was included, the amount spent on charitable services in particular would be a much higher percentage of total expenditure.

The strength of our reserves has enabled us to absorb the financial deficits in both the prior and current year, whilst continuing to invest in our cancer support services and fundraising development. However, this position is not sustainable over the longer term. Whilst we remain focused on increasing income, the Board has also carefully reviewed expenditure and organisational capacity. As part of this, changes to staffing structures across client services, operations and fundraising are being implemented during 2026-27 to reduce the cost base and help strengthen long-term sustainability. Whilst these changes are not taken lightly, the Board remains confident that the organisation will continue to meet demand for its cancer support activities and maintain its key areas of support

Income

Income for the year to 31 March 2026 was £644,000 (2025: £648,000). A broad breakdown by source is:

	£000
National Lottery Community Fund	132
Other Grants:	
• Public Authorities – London Borough of Hounslow *	94
• Charitable Trusts and Foundations, and Charities *	199
Contracts:	
• West Middlesex University Hospital - Palliative Care bedside support	30
Education Centre course fees	4
Individual Giving	94
Fundraising Events and Supporter-led Challenges	50
Community Groups/Clubs	11
Corporates	19
Investment Income and Bank Interest	7
Other Earned Income	4
Total	**644**

** These income categories include £74,000 grant funding which is ring-fenced for essential improvement and maintenance works at the Centre, and to replace obsolete IT equipment.*

Grants from the **National Lottery, London Borough of Hounslow, Charitable Trusts and Foundations and Charities** contributed 66% of income. We highly value our established relationships with funders who have supported our work for many years, often with multi-year grants which help us plan for the future with confidence. We have also successfully developed relationships with new funders this year. However, reductions in Local Authority funding have had an impact on our overall income, and Trusts and Foundations fundraising has become increasingly competitive.

Restricted grants provided significant funding for the cost of our full range of charitable activities (Note 14 to the financial statements gives more detail). Some restricted grants are for time periods extending beyond the year end, and will be spent in the next financial year. We also received £56,000 restricted grants for 2026-27 projects, which are treated as Deferred Income in the accounts. Although unrestricted grant funding is often difficult to secure, we received £58,000 this year.

Contract income is our palliative care bedside support at the West Middlesex University Hospital, which falls under the Chelsea and Westminster NHS Foundation Trust.

Our **Education Centre** runs courses to give accredited oncology qualifications to complementary therapists in the areas of aromatherapy, massage, and reflexology.

Income from **Individuals, Events, Supporter Challenges, Community Groups, and Corporates** contributed £174,000, which was 27% of income. We have actively sought to grow these areas to diversify our income, and this is building momentum as we develop relationships and broaden our fundraising initiatives.

Our "Hope Under the Tree" Christmas appeal, including our Big Give Christmas Challenge, raised an amazing £55,000 – a big thank you to all who made this such a success. Whether you attended our Festive Gathering, entered our Christmas raffle or donated prizes, held Christmas jumper days, did a fundraiser over the festive season, or made a donation, your kindness and generosity made a real difference. We also held a successful Golf Day, Quiz Night, Plant Sale and Spring Raffle, and bucket collections around the community, including at London Welsh RFC, Brentford FC, Syon House, and Richmond Station. Our brilliant supporters raised amazing amounts of money with walks, runs, cycle rides, treks, swims, raffles, zip wires, golf days, and our Trustees raised £9,000 with "Secret Santa" donations. Thank you to all the local community groups and companies who selected The Mulberry Centre as their charity of the year and partnered with us. We continue to encourage regular giving, and for those who prefer card over cash, we have contactless donation devices.

We really appreciate the generosity and efforts of everyone who makes donations and raises money for us, including our staff, volunteers and supporters in the community. We recognise the extraordinary dedication and enthusiasm of all those who organise imaginative events to support us and we gratefully thank everyone who, both alone and in teams, take on often heroic challenges to support what we do.

We would also like to thank all the organisations that supported The Mulberry Centre in this financial year to March 2026, among whom are the following:

Acton Lions Club
Air France-KLM
B&Q Chiswick
Barclays (matched giving)
Barnes Choir
Bouygues UK
Brentford FC
Brentford Free Church
BTMK Solicitors
Chelsea and Westminster NHS Foundation Trust
Chiswick Auctions
City Bridge Trust
Community Foundation for Surrey
Fulwell Golf Club
Garfield Weston Foundation
Garner & Hancock Solicitors
Hampton Fund
Hillier Garden Centres
Hounslow Borough Council
Hounslow Funeral Services (Isleworth)
Inspire Hounslow
Interlocks Surveys
Isleworth & Hounslow Charity
Isleworth and Brentford Sorting Office
London Marathon Foundation
London Welsh RFC
Merch Express
Middlesex Province Relief Fund
National Lottery Community Fund
Northumberland Estates Community Fund
Richmond Foundation
Richmond May Fair
Richmond Orchestra
Rotary Club of Twickenham-upon-Thames
Russell Finex
St James's Place Charitable Foundation
St Michael and All Angels Church, Bedford Park
Sir Jules Thorn Charitable Trust
Smile of Hope Charity
Syon Park
Tesco
The Albert Hunt Trust
The Childwick Trust
The February Foundation
The Hampton Wick United Charity
The John and Ruth Howard Charitable Trust
The Munro Charitable Trust
The Royal Oak Isleworth
The Shanly Foundation
The Worshipful Company of Parish Clerks
Trinjan Women's Social & Community Group
West London Chambers of Commerce

Expenditure

Total Expenditure was £729,000 (2025: £725,000). 82% of this is the cost of our small staff team (see Note 5 to the financial statements). Employer national insurance costs were £11,000 higher this year due to government tax changes. We exercise strong budgetary control, and have very little discretionary spend. Beyond staff costs, the main spend areas were on fundraising and events, volunteers, service resources, IT, facilities, and insurance.

£517,000 (2025: £555,000) - 71% of the total - was spent on charitable activities (our programmes of help and support to people dealing with cancer) and to keep The Mulberry Centre up and running, and operating effectively and efficiently. The lower cost is due to reduced community engagement activities when dedicated funding ended. £517,000 is more comparable to £511,000 spent on charitable activities in 2023-24.

£212,000 (2025: £170,000) was spent to raise funds, to enable our vital cancer support activities to continue and expand. This includes the costs of the small fundraising team and fundraising activities including event costs. The higher cost is because we invested in additional fundraising resource and introduced some new fundraising events.

Expenditure does not include the time cost of volunteers. We have included an estimate of what this might be on Page 10 of this report.

Reserves and Reserves policy

At 31 March 2026, we had £248,000 in total funds (£63,000 in restricted funds and £185,000 in unrestricted funds). Free reserves (unrestricted funds less tangible fixed assets) were £133,000 (2025: £240,000).

Reserves are held mainly in cash and readily realisable investments.

Our aim is to hold free reserves of between three and six months of the operational expenditure expected for the following year. The Board of Trustees considers that this target range provides sufficient flexibility for operational requirements, and protection against fluctuating income or expenditure, whilst at the same time ensuring that we do not retain income for longer than required.

The financial deficit in 2025-26 has been funded from cash reserves. At 31 March 2026, our free reserves of £133,000 were 2.3 months of expenditure budgeted for 2026-27. This is lower than we would like, and one of our key priorities is to address financial sustainability and rebuild reserves.

We hold no endowment funds.

Investments

The Mulberry Centre invests a portion of its unrestricted funds. At 31 March 2026 we held £132,000 (2025: £145,000) of investments in pooled investment funds for charities, to provide an investment return (from income and growth in capital), with long term protection from inflation, within an acceptable level of risk. We invest in funds which adopt clear ethical and responsible investment policies, including no investment in companies whose primary business is involved in tobacco or alcohol.

The £13,000 unrealised loss on investments in 2025-26 was a "paper loss". The Middle East conflict in March 2026 impacted global stock markets, although they have subsequently recovered. The loss was offset by £4,000 investment income received. The investments have achieved overall net gains of £27,000 since the first investment in 2012, as well as cash dividends.

At 31 March 2026 we also held £132,000 (2025: £188,000) in bank current and savings accounts. We aim to keep at least two months' operational expenditure in cash and short-term deposits, to meet day-to-day requirements.

PRINCIPAL RISKS AND UNCERTAINTIES

Risk management

The Mulberry Centre's Risk Management Policy is to identify, evaluate and monitor risks, in order to eliminate them or manage them to acceptable levels. This is done through a risk register, and systems, policies and procedures designed to minimise the impact on the Charity should risks materialise.

We consider strategic high-level risks (which require the attention of both the management team and the Board of Trustees), and operational risks (which concern mainly internal processes and controls, managed through effective systems and good practices). Risk management is an integral part of the Charity's decision-making and is incorporated within our strategic and operational planning. The Board of Trustees regularly discusses continuing and emerging major risks, and whether priority action is needed to effect better control.

Major risks

During the year, the Board has discussed the following major risks:

- **Income and Financial Sustainability**: Financial deficits for the last two years have reduced our cash reserves. In 2026-27 we are strengthening and re-focusing fundraising activities to increase annual income. Our current four-year National Lottery grant – an important part of our income - ends in October 2026; we have made a new application, which is progressing well. We have also adjusted staffing levels and other expenditure to reduce our cost base. Our aim is to move to a more resilient and sustainable financial footing.
- **People**: We face some challenges to attract and retain the right people with the skills and experience we need, and we are highly dependent on a core group of staff. We are focused on staff and volunteer development, leadership succession planning, and evolving the organisation structure with the support of the Organisational Design group. We have also made progress to improve the diversity of the Board of Trustees, better reflecting the communities we serve.
- **Clients**: Clients are at the heart of what we do, and we have a comprehensive set of policies and procedures for all contacts with clients, and to ensure compliance with best practice and legislation, which are overseen by the Service Delivery and Development group. Although The Mulberry Centre does not engage in clinical medical activities, the Board is aware of the issues that may arise from face-to-face contact with a large number of individuals, which may involve a combination of information provision, signposting, counselling and therapy. We have an agreed policy on the safeguarding of vulnerable adults and children.

  Staff employment and volunteer placements are conditional on the provision of a satisfactory Disclosure and Barring Certificate (DBS) of a level appropriate to each post (in addition to the normal reference process); people must hold relevant qualifications and insurance, and undertake induction training. We have public liability insurance which covers volunteers while they are volunteering. In addition, counsellors and therapists must have their own annual professional indemnity insurance cover, and have valid registrations with their professional bodies.
- **Growth in demand**: To meet the higher demand for our services, as more people are diagnosed with cancer and at a later stage, we must resource ourselves properly, address the capacity constraints of our centre, and increase income. These are all key pillars of our strategic plan to 2027-28. The opening of the new Diagnostic, Treatment and Education Centre at West Middlesex University Hospital in 2026 will also increase demand; this offers an exciting opportunity to reinforce our role within the wider cancer pathways, and be recognised as an essential support partner.
- **Information Security:** We are alert to the risks of cyber-attacks, and new technology such as Artificial Intelligence (AI). We moved to a fully cloud-based IT environment last year. The Mulberry Centre is registered with the Information Commissioner's Office (ICO), and all personal data is processed in line with the Data Protection Act.
- **25th anniversary:** The Board has discussed the plans and risks for the 25th anniversary events in 2026. These events are strategic opportunities to raise our public profile and strengthen our fundraising.

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2026

STRUCTURE, GOVERNANCE AND MANAGEMENT

Form of organisation and governing documents

The Mulberry Centre opened its doors in 2001. It is a charitable company limited by guarantee, incorporated and registered as a charity in 2005. The company is governed by its Articles of Association, which sets out the Charity's objects and powers. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

Board of Trustees

The business of The Mulberry Centre is governed by the Board of Trustees, each of whom is also a member and a director of the company. The Articles provide for a maximum of 15 Trustees, and there must be at least 5 Trustees. One-third of the Trustees retire by rotation at each annual general meeting. Trustees may serve up to five consecutive terms. The Board of Trustees may delegate their functions to a committee of at least two Trustees.

The Board of Trustees seeks to ensure that the diversity of the Trustee body reflects the range of needs of the charity, including skills and knowledge in providing services in the voluntary sector, fundraising, clinical experience as a health professional caring for cancer patients, and operational management.

Appointments of Trustees are decided by the Board, based on consideration of candidates by a panel of three existing Board members (one of whom must be the Chair).

New Trustees undertake an induction programme suitable to their needs, which includes the provision of key documents and information relating to The Mulberry Centre, a tour of the Centre, introduction to the Chief Executive and key staff, and an outline of the duties, responsibilities and obligations of being a Trustee. An appropriate existing Trustee will also help bring the new Trustee up to speed.

Governance and organisation

The Board of Trustees meets at least four times a year, and usually also has an annual away day. The Board is collectively responsible for the governance of The Mulberry Centre in accordance with the Articles of Association and its charitable objectives.

The Board is responsible for determining the strategic direction and policies of The Mulberry Centre. Although the separate Strategy Committee was paused last year, it will be reconvened if a strategic issue requires in-depth discussion. The Board also has a Finance Committee.

The Chief Executive is responsible, within the agreed framework, for the overall management of The Mulberry Centre and leadership of the team of staff and volunteers. Key roles include developing and implementing service enhancements, fundraising and promotional strategy, staff recruitment and development, and building relationships with stakeholders. The Chief Executive is assisted by a Management Team as set out on Page 18.

A number of operational "Dynamic Groups", with joint membership of staff and trustees, support the implementation of our strategic priorities. This year, these groups were focused on Fundraising and Relationships, Service Delivery and Development, PR/Marketing and Communications, Organisational Design, and planning for the 25th anniversary of the Centre.

The Board supports the principles of good governance set out in the Charity Governance Code. A review last year concluded that we were in broad compliance with the recommendations of the code for smaller charities, and the Board plans to review the recently updated 2025 code when resources allow. Trustees regularly review our governance approach, and ensure that the Board reflects the balance of skills, experience and diversity needed.

Remuneration policy

We recognise that we have a duty to deliver our services effectively and maximise the use of our resources. To do this, we need to attract and retain diverse, generous and experienced professionals, with the right skills, knowledge and experience, and pay them fairly and responsibly.

The Board decides the remuneration of the Chief Executive, and, taking advice from the Chief Executive, determines staff salaries and contractors' rates. We take into account market forces affecting recruitment, benchmark against available information, and seek to pay salaries that are affordable and sustainable. We pay at least the London Living Wage.

Reference information

Charity name:	The Mulberry Centre
Charity registration number:	1108999
Company registration number:	05349202
Registered office and operational address:	The Mulberry Centre West Middlesex University Hospital Twickenham Road Isleworth Middlesex TW7 6AF 020 8321 6300 talk@themulberrycentre.co.uk

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2026

WHO WE ARE

Founder Patron

Jane Kelly

Patrons

The Rt Hon Sir Vincent Cable
Colonel Jane Davis OBE QVRM TD DL
Paul Kennerley RD
Earl Percy

Ambassadors

Joy Pearce
Jeannie Shapiro

Board of Trustees

Aileen McLeish	Chair
Piers Allen	
Christopher Bezant	
Dame Jacqueline Docherty DBE	Deputy Chair
Paul Dunn	
Nigel George	
Grace Gibbs	
Richard Martin *(from September 2025)*	
Joy Pearce *(to September 2025)*	Secretary *(to September 2025)*
Dalvinder Randhawa *(from September 2025)*	
Suzanne Rawcliffe (*to September 2025)*	
Gayatri Shah	
Nina Singh *(from September 2025)*	
Heather Taylor	Treasurer
Mathias Winkler-Wulff *(to April 2026)*	

Secretary

Raj Athwal *(from September 2025)*

Management Team

Raj Athwal	Chief Executive
Angie Forero	Head of Finance and Operations
Lydia Plews	Head of Fundraising and Engagement
Julie Quinn	Head of Client Services

Independent Examiner

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

Principal Bankers

Charities Aid Foundation (CAF Bank)
25 Kings Hill Avenue
Kings Hill
West Malling
Kent ME19 4JQ

The Mulberry Centre (05349202) (Limited by Guarantee)

Trustees' Report for the year ended 31 March 2026

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

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

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

Independent Examiner

The Board has determined that the charity will exercise its right under Company and Charity legislation to an audit exemption report for the accounting year ended 31 March 2026 and has appointed Hartley Fowler LLP as Independent Examiner.

Approved by the Trustees on 28 August 2026 and signed on their behalf by:

Aileen McLeish

Chair of Trustees

The Mulberry Centre (05349202) (Limited by Guarantee)

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

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2026.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000, your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of Institute of Chartered Accountants in England and Wales which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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

Hartley Fowler

Jonathan Askew FCA
Institute of Chartered Accountants in England and Wales

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

Date: 28 August 2026

Statement of Financial Activities for the year ended 31 March 2026

Incorporating an Income and Expenditure Account

	2026			*Comparative data for year ended 31 March 2025*			
	Restricted funds £000	**Unrestricted funds £000**	**Total £000**	***Restricted funds £000***	***Unrestricted funds £000***	***Total £000***	
Income from							
Donations and Legacies							
National Lottery Community Fund	132	0	**132**	*141*	*0*	***141***	Note 2
Other Grants	235	58	**293**	*270*	*34*	***304***	Note 2
Donation and legacy income	8	138	**146**	*0*	*122*	***122***	Note 2
	375	196	**571**	*411*	*156*	***567***	
Charitable activities	0	34	**34**	*0*	*63*	***63***	Note 2
Other trading activities	0	32	**32**	*0*	*7*	***7***	Note 2
Investments	0	7	**7**	*0*	*11*	***11***	Note 2
Total Income	**375**	**269**	**644**	***411***	***237***	***648***	
Expenditure on							
Raising funds	16	196	**212**	*22*	*148*	***170***	Note 3
Charitable activities	342	175	**517**	*366*	*189*	***555***	Note 3
Total Expenditure	**358**	**371**	**729**	***388***	***337***	***725***	
Net income/(expenditure) before gains/(losses) on investments	**17**	**(102)**	**(85)**	***23***	***(100)***	***(77)***	
Net gains/(losses) on investments	0	(13)	**(13)**	*0*	*(5)*	***(5)***	Note 9
Net income / (expenditure)	**17**	**(115)**	**(98)**	***23***	***(105)***	***(82)***	
Transfers between funds	(17)	17	**0**	*(3)*	*3*	***0***	Note 14
Net movement in funds	**0**	**(98)**	**(98)**	***20***	***(102)***	***(82)***	
Reconciliation of funds:							
Total funds brought forward	63	283	346	*43*	*385*	*428*	Note 14
Total funds carried forward	**63**	**185**	**248**	***63***	***283***	***346***	Note 14

Unrestricted funds include Free Reserves of £133,000 (2025: £240,000)

Balance Sheet as at 31 March 2026

	Total Funds 2026 £000	Prior year Funds 2025 £000	
Fixed Assets			
Tangible assets	52	43	Note 8
Investments	132	145	Note 9
Total fixed assets	**184**	**188**	
Current Assets			
Stocks	4	0	Note 10
Debtors	16	11	Note 11
Cash at bank and in hand	132	188	
Total current assets	**152**	**199**	
Liabilities			
Creditors: amounts falling due within one year	88	41	Note 12
Net current assets	**64**	**158**	
Net assets	**248**	**346**	
Funds of the Charity			
Restricted funds	63	63	Note 14
Unrestricted funds	185	283	Note 14
Total funds	**248**	**346**	

Unrestricted funds include Free Reserves of £133,000 (2025: £240,000)

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the accounting year ended 31 March 2026.

The members have not required the company to obtain an audit of its financial statements for the accounting year ended 31 March 2026 in accordance with Section 476 of the Companies Act 2006.

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

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

These financial statements were approved by the Board of Trustees on 28 August 2026 and signed on its behalf by:

Heather Taylor

Heather Taylor   Trustee and Treasurer

Statement of cash flows

	Year ended 31 March: 2026	2025
	£000	**£000**
Cash flows from operating activities:		
Net cash provided by (used in) operating activities	**(46)**	(129)
Cash flows from investing activities:		
Dividends and interest received	**7**	11
Purchase of fixtures, fittings and computer equipment	**(17)**	(5)
Net cash provided by (used in) investing activities	**(10)**	6
Change in cash and cash equivalents in the year	**(56)**	(123)
Cash and cash equivalents at the beginning of the year	**188**	311
Cash and cash equivalents at the end of the year	**132**	188
Analysis of cash and cash equivalents		
Cash at bank and in hand	**132**	188

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

	Year ended 31 March: 2026	2025
	£000	**£000**
Net income/(expenditure) for the year (as per the statement of financial activities)	**(98)**	(82)
Adjustments for:		
Depreciation and amortisation	**8**	8
(Gains)/losses on investments	**13**	5
Dividends and interest received	**(7)**	(11)
(Increase)/decrease in stocks	**(4)**	0
(Increase)/decrease in debtors	**(5)**	11
Increase/(decrease) in creditors	**47**	(60)
Net cash inflow from operating activities	**(46)**	(129)

Notes forming part of financial statements for the year ended 31 March 2026

1. Accounting policies

General information

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

The financial information presented is for the year ended 31 March 2026 and 31 March 2025. The financial information is presented in sterling, and amounts are rounded to the nearest '000.

Basis of preparing the financial statements

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

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

a) Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern, having regard to the current financial position, the level of reserves, future plans, and future cash flow forecasts.

b) Significant accounting judgements and estimates

Preparation of the financial statements requires management to make accounting judgements and estimates. The main areas are considered to be the allocation of costs between charitable activities and the cost of raising funds, and the useful economic lives of tangible fixed assets. The assumptions are reviewed annually.

Income recognition

Income is recognised in the accounts when the charity is entitled to the income, it is probable that the income will be received, and the amount can be measured reliably.

Grants are recognised when the charity has been notified in writing of both the amount and payment date, unless the grant relates to a future time period, in which case it is treated as deferred income in the balance sheet.

Income from charitable activities relates to income received for services provided under contracts in furtherance of the charitable objectives, and Education Centre course fees. This income is credited to the Statement of Financial Activities when it is earned.

Legacies are recognised on a case-by-case basis following the granting of probate when the administrator/executor for the estate has communicated in writing both the amount and payment date.

Income from donated goods for resale is recognised when the goods are sold.

Bank interest and dividend income from investments is included when received.

Expenditure

Expenditure is recognised on an accruals basis in the period in which it is incurred. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Direct costs comprise expenditure attributable to an activity, and the cost of resources shared between activities. The direct cost of raising funds includes staff costs, and direct expenditure including event costs. The direct cost of charitable activities relates to providing information and support services to people affected by cancer, and includes staff and contractor costs, volunteer expenses and supervision, and direct service costs.

Support costs include management staff, and the costs of maintaining our property, IT, administration, finance, HR, insurance and other professional services. These costs are apportioned on the basis of estimated usage of each physical area of the Centre.

Governance costs are the costs of the external Independent Examiner and legal advice for the Board of Trustees.

1. Accounting policies (continued)

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost. Items of equipment are capitalised where the purchase cost exceeds £500.

Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life, namely:

IT equipment	3 years
Other fixtures and fittings and equipment	5 years

Leasehold improvements are amortised over 22 years.

Investments

Investments are included in the Balance Sheet at market value at the Balance Sheet date. The change in market value since the previous Balance Sheet date is included in the Statement of Financial Activities under 'Net gains/(losses) on investments' and forms part of the net movement in funds.

Stocks

Stock purchased for resale is included at the lower of cost and net realisable value.

Debtors

Debtors are recognised at the agreed amount due.

Cash at bank and in hand

Cash at bank and in hand 2includes current and deposit accounts with UK banks, undeposited cheques and cash.

Creditors

Creditors 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.

Financial instruments

The Charity has only financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Fund accounting

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

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

Volunteers

The Charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in our Annual Report. In accordance with the Charities SORP (FRS 102), the economic contribution of volunteers' time is not recognised in the accounts.

2. Analysis of income

	Restricted funds £000	Unrestricted funds £000	2026 £000	2025 £000
Donations and Legacies				
National Lottery Community Fund	132	-	132	141
Grants - Public Authorities	94	-	94	117
Grants - Charitable Trusts & Foundations, Charities	141	58	199	187
Individuals, Community Groups, Corporates	8	122	130	110
Gift Aid on donations	-	16	16	10
Legacies	-	-	0	2
	375	196	571	567
Income from Charitable Activities				
Contracts - Health Bodies	-	30	30	60
Education Centre - course fees	-	4	4	3
	0	34	34	63
Other Trading Activities				
The Mulberry Centre fundraising events	-	28	28	6
Sales of donated goods	-	1	1	0
Sales of purchased goods	-	2	2	0
Occasional rental of premises	-	1	1	1
	0	32	32	7
Investment Income				
Investment dividends and interest	-	4	4	4
Bank interest	-	3	3	7
	0	7	7	11
Total Income	**375**	**269**	**644**	**648**

During the year, the charity received grants of £74,000 (2025: £6,000) for essential improvement and maintenance works at the Centre, and to replace obsolete desktop PCs; see note 14.

3. Expenditure

					Comparative data for the year ended 31 March 2025	
	Raising funds £000	**Charitable activities** £000	**Total 2026** £000	**Raising funds** £000	**Charitable activities** £000	**Total 2025** £000
Direct costs						
Staff and contractor remuneration and expenses	177	341	**518**	148	373	**521**
Volunteer expenses and supervision	-	10	**10**	-	10	**10**
Other direct costs	24	5	**29**	10	7	**17**
Total Direct	**201**	**356**	**557**	**158**	**390**	**548**
Allocated support costs						
Staff and contractor remuneration and expenses	4	78	**82**	4	75	**79**
General Office, IT and Administration costs	4	47	**51**	5	60	**65**
Facilities and Depreciation	3	36	**39**	3	30	**33**
Total Allocated	**11**	**161**	**172**	**12**	**165**	**177**
Total Expenditure	**212**	**517**	**729**	**170**	**555**	**725**
of which using: *Restricted funding*	***16***	***342***	***358***	***22***	***366***	***388***
Unrestricted funding	***196***	***175***	***371***	***148***	***189***	***337***

Charitable activities: The charity has one activity, to provide information and support services to people affected by cancer.
Total **Governance** costs included in Support costs are £3,000 (2025: £3,000).

4. Net Income

This is stated after charging depreciation of £8,000 (2025: £8,000) and Independent Examiner's remuneration of £3,000 (2025: £3,000).

5. Staff costs and numbers

	2026 £000	**2025** £000
Gross salary costs	513	519
Employer's NI contributions	52	41
Employer's pension costs	31	31
Total	**596**	**591**

The average number of employees during the year was 20 (2025: 21), and the average number of full-time equivalent employees was 14 (2025: 15).

The Chief Executive was supported by the Head of Client Services, Cancer Information and Support Advisors, Service Coordinators, Volunteer Lead, Welfare Advisor (part-year), Counselling and Complementary Therapies Leads, Head of Finance and Operations with a Coordinator, Head of Fundraising and Engagement with three Fundraisers covering key income areas, and a Marketing and Communications Lead.

Employer NI contributions increased due to government tax changes. The pension costs shown in the table above represent payments into (a) the NEST workplace pension scheme and (b) employees' personal pension schemes.

One employee (2025: one) received emoluments (excluding employer NI and employer pension costs) between £60,000 and £70,000 during the year.

The total employment costs, including employer NI and employer pension costs, for key management personnel (defined as the Chief Executive and other members of the Management Team on Page 18) was £226,000 (2025: £217,000). The charity also engaged the services of two members of the Management Team to deliver complementary therapies courses for the Education Centre, and made payments of £2,000 (2025: £1,000), of which £nil (2025: £nil) was accrued at the year-end.

6. Trustees' remuneration and expenses

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

7. Taxation

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

8. Tangible Fixed Assets

	Fixtures, fittings and computer equipment	Leasehold improve-ments	Total
	£000	£000	£000
Cost			
At beginning of year	49	49	98
Additions	17	0	17
Disposals	(6)	0	(6)
At end of year	**60**	**49**	**109**
Depreciation/Amortisation			
At beginning of year	40	15	55
Depreciation/Amortisation	6	2	8
Disposals	(6)	0	(6)
At end of year	**40**	**17**	**57**
Net book value at beginning of the year	**9**	**34**	**43**
Net book value at end of the year	**20**	**32**	**52**

Fixed asset additions were grant-funded improvement works at the Centre and new desktop PCs.
Fixed asset disposals were mostly old fully depreciated computer equipment.

9. Investments

	2026	2025
	£000	£000
Market value at beginning of the year	145	150
Additions to investments at cost	-	-
Net gain/(loss) on revaluation	(13)	(5)
Market value at end of the year	**132**	**145**

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

10. Stocks

	2026 £000	2025 £000
Mulberry canvas bags purchased for resale	**4**	**0**

11. Debtors

	2026 £000	2025 £000
Prepayments	1	8
Other debtors (including grant/contract funding)	15	3
Total	**16**	**11**

12. Creditors: amounts falling due within one year

	2026 £000	2025 £000
Taxation and social security	12	11
Other creditors	7	7
Accrued costs	13	15
Deferred income (Note 13)	56	8
Total	**88**	**41**

13. Deferred Income

	2026 £000	2025 £000
Deferred income at beginning of year	8	55
Released to income during the year	(8)	(55)
Income deferred in the year	56	8
Deferred income at end of year	**56**	**8**

Deferred income is grant income received in advance, for projects in the next financial year.

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2026

14. Movements of Funds

	Balances at 1 April 2025 £000	Income £000	Expenditure £000	Transfers £000	Balances at 31 March 2026 £000
Restricted Funds					
National Lottery Community Fund (Reaching Communities programme)	**3**	**132**	**(135)**	**-**	**-**
Welcome Assessment and Key Support Services (incl. Counselling, Complementary Therapies, Wellbeing Classes)					
Public Authorities					
LBH: End of Life and Bereavement support services in Hounslow	-	49	(49)	-	-
LBH: Welfare & Benefits advice and support in Hounslow	19	-	(19)	-	-
LBH: Building improvements and IT equipment	-	45	(11)	(13)	21
	19	**94**	**(79)**	**(13)**	**21**
Charitable Trusts and Foundations, Charities					
Hampton Fund: Staff costs for services to residents in Hampton Fund postcodes	-	40	(40)	-	-
Richmond Foundation: Support services, and End of Life support in LBRuT	10	20	(20)	-	10
City Bridge Trust: Support to Londoners over 65	-	12	(12)	-	-
Other: Welcome Assessment, Key Support Services	5	-	(5)	-	-
Northumberland Estates Community Fund: Counselling and Coaching	-	15	(15)	-	-
The February Foundation: Counselling	1	6	(6)	-	1
The Childwick Trust: All Services	8	-	(8)	-	-
Isleworth & Hounslow Charity: Community Engagement in Hounslow	3	-	(3)	-	-
London Marathon Foundation: Exercise activities for people affected by cancer	10	-	(10)	-	-
The Hampton Wick United Charity: Support to Hampton Wick & Teddington residents	3	6	(6)	-	3
Inspire Hounslow: Welcome Assessment & Information	1	2	(2)	-	1
The Munro Charitable Trust: Counselling and Coaching	-	1	(1)	-	-
Community Foundation for Surrey: Support to Surrey residents	-	7	(1)	-	6
Smile of Hope Charity: Counselling support for younger adults under 25	-	3	(1)	-	2
The John and Ruth Howard Charitable Trust: Upgrade client toilets	-	3	-	(3)	-
Middlesex Province Relief Fund: Building improvements	-	26	(6)	(1)	19
	41	**141**	**(136)**	**(4)**	**42**
Other					
Richmond May Fair: Welcome Assessments for Richmond residents	-	2	(2)	-	-
Individual donation to fund purchase of Mulberry canvas bags	-	6	(6)	-	-
	-	**8**	**(8)**	**-**	**-**
Total Restricted Funds	**63**	**375**	**(358)**	**(17)**	**63**
Unrestricted Funds	**283**	**269**	**(371)**	**17**	198
Investments: Unrealised loss					(13)
					185
Total Funds	**346**	**644**	**(729)**	**-**	**248**

Notes:

LBH: London Borough of Hounslow

LBRuT: London Borough of Richmond upon Thames

Other: Donor anonymity requested

£74,000 grants for essential improvement and maintenance works at the Centre, and to replace obsolete desktop PCs, are included above. £34,000 was spent in 2025-26 (including £17,000 on fixed assets – note 8). The balance will be spent in early 2026-27.

Transfers from Restricted to Unrestricted Funds: Expenditure on fixed assets, to fulfil the purpose of the grants.

The Mulberry Centre (05349202) (Limited by Guarantee)

Notes forming part of financial statements for the year ended 31 March 2026

14. Movements of Funds (continued) – Prior Year

	Balances at 1 April 2024 £000	Income £000	Expenditure £000	Transfers £000	Balances at 31 March 2025 £000
Restricted Funds					
National Lottery Community Fund (Reaching Communities programme)					
Welcome Assessment and Key Support Services	6	129	(132)	-	3
Additional funding for IT Cloud Migration project	-	12	(12)	-	-
	6	**141**	**(144)**	**-**	**3**
Public Authorities					
LBH: End of Life and Bereavement support services in Hounslow	-	46	(46)	-	-
LBH: End of Life support in Hounslow	13	25	(38)	-	-
LBH: Community Engagement in Hounslow	11	-	(11)	-	-
LBH: Welfare & Benefits advice & support in Hounslow	-	46	(27)	-	19
	24	**117**	**(122)**	**-**	**19**
Charitable Trusts and Foundations					
Hampton Fund: Staff costs for services to residents in Hampton Fund postcodes	-	40	(40)	-	-
Richmond Foundation: Support services, and End of Life support in LBRuT	-	20	(10)	-	10
City Bridge Trust: Support to Londoners over 65	-	28	(28)	-	-
Other: Welcome Assessment, Key Support Services	-	10	(5)	-	5
The February Foundation: Counselling	1	6	(6)	-	1
St James's Place Charitable Foundation: Counselling	9	-	(9)	-	-
Pink Ribbon Foundation: Emotional support at breast cancer clinics	1	-	(1)	-	-
The D'Oyly Carte Charitable Trust: Welcome Assessment & Information	-	3	(3)	-	-
The Shanly Foundation: Counselling & Coaching	-	3	(3)	-	-
The Childwick Trust: All Services	-	10	(2)	-	8
Isleworth & Hounslow Charity: Community Engagement in Hounslow	-	3	-	-	3
London Marathon Foundation: Exercise activities for people affected by cancer	-	11	(1)	-	10
Heathrow Community Trust: Volunteer development	1	3	(4)	-	-
Clare King Charitable Trust: Therapies	1	-	(1)	-	-
The Hampton Wick United Charity: Support to Hampton Wick & Teddington residents	-	6	(3)	-	3
The Hospital Saturday Fund: Therapies in Outpatients	-	2	(2)	-	-
Inspire Hounslow: Welcome Assessment & Information	-	2	(1)	-	1
The Hobson Charity: New Boiler	-	6	(3)	(3)	-
	13	**153**	**(122)**	**(3)**	**41**
Total Restricted Funds	**43**	**411**	**(388)**	**(3)**	**63**
Unrestricted Funds	**385**	**237**	**(337)**	**3**	288
Investments: Unrealised loss					(5)
					283
Total Funds	**428**	**648**	**(725)**	**-**	**346**

Notes:
LBH: London Borough of Hounslow
LBRuT: London Borough of Richmond upon Thames
Other: Donor anonymity requested

Transfer from Restricted to Unrestricted Funds: Expenditure on fixed assets, to fulfil the purpose of the grant.

15. Analysis of net assets between funds

	Restricted funds	Unrestricted funds	2026 Total funds	2025 Total funds
	£000	£000	£000	£000
Tangible fixed assets	0	52	52	43
Fixed asset investments	0	132	132	145
Current assets	119	33	152	199
Current liabilities	(56)	(32)	(88)	(41)
Total net assets	**63**	**185**	**248**	**346**

16. Capital commitments

At 31 March 2026, there were capital commitments of £35,000 for improvement works at the Centre, which will be funded from restricted funds received in 2025-26. There were no capital commitments at 31 March 2025.

17. Related Party transactions

During the year ended 31 March 2026, the trustees made donations to the charity of £17,000 (2025: £15,000).

18. Legal status of charity and guarantee

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.