



CHANGE FROM WITHIN

“Being at the Mulberry Bush helped me to shape who I am. No one wanted to change me, they wanted to work with who I am.”

KYLE
Former-Pupil

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INTRODUCTION

Mulberry Bush is the charity that exists to serve people whose lives are profoundly impacted by emotional pain in order that they can thrive.

As we approach our 80th anniversary, we continue to extend the scope of our work beyond the Mulberry Bush School in Standlake, to a wide range of sectors including special and mainstream education, children's homes and youth and criminal justice – not only providing education and holistic therapeutic support, but also training, consultancy, insight and thought leadership. Our work now is not only in the UK, our international work is expanding as our reputation continues to grow.

The need for our services is also growing, with the continuing rise in the incidence of social, emotional and mental health issues in young people as well as adults – sadly, there is no sign of this changing in the foreseeable future.

This is the context that frames our thinking. The last year has been a time of reflection as we have considered where we have come from and where we want to be in future as the foundation for our strategy.

Whilst we need structure and clarity about our ambitions, we want to retain our ability to be flexible – to consider opportunities as they arise and make the most of what we can offer them. So while we have set clear objectives and outcomes, we will keep our eyes and minds open to new opportunities to make change from within – our strategy must enable us to do this, not constrain our work.

We need to be an agile charity – prepared to embrace and enjoy change and challenge and to work collaboratively with others for maximum benefit and impact. To do this we have considered the shape and structure of our charity and our shared culture so that we are set up to do this well.

This overview of our strategic direction draws these threads together and is intended to provide a clear summary of our goals for the coming years, outline how we will organise ourselves to achieve them and how we will be seen in the world.

It's a very important moment in the long history of Mulberry Bush - we hope you will share our enthusiasm and join us on our continuing journey.



John Turberville
CEO
Mulberry Bush

To support the Mulberry Bush please visit www.mulberrybush.org.uk or scan the QR code



OUR IMPACT

Our achievements speak for themselves and provide the foundations for future growth:

20,000 CHILDREN

Over our nearly 80 years we have reached 160,000 children. In 2025 we were working with 30 children in our School at Standlake, and reached 20,000 across all of our activities.

10 COUNTRIES

In 10 countries, our projects include building partnerships in India and Lithuania, supporting education and care workers in Ukraine and launching a new children's home in Latvia.

129 SCHOOLS

We supported 129 schools in 2025 - with 100% of children positively endorsing our work with them.

4M REACHED

Our social media has reached 4m alongside features in press and on TV.

21 COUNTIES

Our work has covered 21 counties – offering training and advice across a range of settings from schools to social care and youth justice.

+£1/2M RAISED

We reached our target for our Great Outdoors school project, launched our new Innovation Fund and funded other important initiatives and events.

7 PROJECTS

7 innovative projects across the charity were approved for funding from our new Innovation Fund, including 3 staff-nominated innovations.

Sometimes the changes that an individual makes can seem small, but the collective impact is significant – and we are confident we can do more, for more people, in future.





OUR IMPACT

Recent innovations & achievements:

Training:

Expansion of our offer to more Local Authorities, professionals and providers.

Education:

Growing adoption of our innovative Emotional Social Curriculum.

Youth Justice:

Training in Oasis Restore – the UK’s first secure school.

Social Care:

Training, support and advice in children’s homes and other settings.

Policy:

Participation in Government consultation and advisory groups.

Innovation:

Establishment of a new fund to support new ideas and thinking.

International:

Targeted work and partnerships including Latvia, Lithuania, Ukraine and India.

Influence:

Host for two House of Lords Forums and major schools Research Conference.

Mulberry Bush School - Standlake:

Flexible 38/52 week integrated therapeutic model.

Mulberry Bush School - Corner School:

Non-maintained primary day school joins Mulberry Bush family.



SUPPORT FOR OUR CHARITY

Mulberry Bush is a charity and although some aspects of our work are funded by Government, partners and clients, we rely on supporters to be able to deliver our ambitious strategy – and importantly to allow us to support organisations who need our help, but cannot afford to fund it themselves.

We are committed to developing a robust and sustainable funding model which combines financial planning and commercial disciplines with effective charitable fundraising:

Funding from Government

We continue to work with Government to access funds to support our work where possible.

From our roots in Education, we now work in Youth and Adult Justice and Social Care, where our training programmes, skills, advice and experience have impact.

Funding from Partners

We aim to provide realistic, well-priced and high value training programmes and consultancy to those who need our support – with individuals, in schools, local Government and organisations – in the UK and overseas.

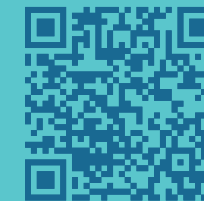
Fundraising from Supporters

Fundraising support comes from individuals, corporates, trusts and foundations. Raising income through events, campaigns, grants and matched-funding appeals.

Innovation Fund

Our new Innovation Fund has been established to allow us to explore new opportunities and improve what we can offer to more people who need us.

We are grateful to all of those who have supported us in the past – we couldn't do what we do without them and hope that we can maintain and grow our relationships as we embark on the next stage in our journey.



**Visit www.mulberrybush.com
or scan to find out how you
can support us:**

“There is so little support for disadvantaged young people in the local and national community. With your help, we are able to support the 100s, if not 1,000s of people who need us most.”



CHANGE FROM WITHIN



INTRODUCING OUR STRATEGY

Our Strategy sets the course for our continuing development in the coming years and provides the framework to enable us to take decisions and prioritise our focus.

Transformational Change

Our long-term vision is that there will be a transformed landscape of support for the people who need it most, where Mulberry Bush is recognised as a pioneer, thought-leader, innovator, and preferred collaborator.

Significant Growth

Our strategy will drive the ambition for collaborative, organic growth to reach and meet the needs of more people whose lives are profoundly impacted by emotional pain and, in doing so, to achieve national and international leadership status.

Challenging Work

Our thinking is rooted in the seriousness of our work and the profound emotional pain and experience of the people we support. Our work is hard and not for the faint-hearted. Our strategy acknowledges, and is sensitive to, the tension between the therapeutic roots and practice of the charity & the need for a more commercial approach to achieve our ambitions.

Shared Ambition

We are in a period of transition from our past model and its organic development to a new mature, deliberate, strategic and intentional future - this will require everyone in the charity to share those ambitions and embrace the change it will demand.

Flexibility and Agility

Embracing and fully committing to this future strategy will require the charity to be flexible to changing needs, open to new opportunities and be adaptable, agile and responsive.

Valued Heritage

In making this step-change, it is essential to recognise the value of the past and build on this without jeopardising what makes Mulberry Bush special.

“Our heritage is so important to us all – Mulberry Bush was born from innovative thinking and we will continue to be change-makers.”

MIKE STAINES

Consultancy and Networks Lead



INTRODUCING OUR STRATEGY

“There is an almost endless need for more support for people who are affected by trauma – we know we can make a difference and we want to reach more of them – both directly and in partnership with others.”

RUSSELL MCIVER
Fundraising Manager

“Coming here was hard, but they taught me the boundaries around life – it was hard, but it helped me a lot.”

Former-Pupil

RESHAPING OUR OFFER

Our thinking around future direction strategy has required us to reshape our services to be fit for our future:



Our heritage and unmatched reputation:

Child and individual-centred, holistic care.
Early Years, Primary and Secondary Education
Therapeutic Residential/Day Care



Our training and professional development offer:

Training – In-person & Online
Advice
Resources
Events



Our unique lens and expertise:

Research
Consultancy
Thought-leadership
Events



VISION, MISSION, PRINCIPLES AND VALUES

Mulberry Bush is a national charity that exists to serve people whose lives are profoundly impacted by emotional pain and advise, train and enable others who care for and support them.

Our Vision

A society where all those whose lives are profoundly impacted by emotional pain can thrive.

By driving transformative change and extending our reach to more people in more settings, supporting professionals and practitioners and influencing thinking and policy, we will raise awareness, increase understanding and establish higher standards.

Our Mission

To enable everyone we support to make transformative change from within.

By delivering intentional interventions and providing specialist therapeutic services, education, training, advice, support and insight we will drive widespread adoption of effective approaches.

Our Principles

The way we work is as important as the work we do and we value and share key principles:

Collaborative

We seek to work with, and learn from, others who share our vision and principles.

Psychodynamic

We promote an approach which enables us to understand the meaning of behaviour as communication.

Reflective

We believe in the value of learning through reflection and experience.

Our Values

We live by our values:

Expertise

We are pioneers, thought-leaders, influencers and change-makers.

Empathy

We care, support and work with professional, practitioners and the people we serve to enable them to make their own change.

Everyone

We are a community, we collaborate and are here for everyone who needs us.

“We know we have the potential to make meaningful change – to help people to make the change they need and, in time, to bring about change to the attitudes of society as a whole as well as to the individual experiences of the people who need us most”.

KATHY

Charity Administrator and CEO PA



IMPACT GOALS & OUTCOMES

1. Transformative Change

To support and drive transformative change in the long-term life outcomes of people affected by Social and Emotional Mental Health (SEMH) by addressing their underlying needs, rather than behaviour.

> Improved long-term life outcomes and experiences.

2. Raise Standards

To professionalise and upskill the workforce to enable practitioners to make change for those who need it most through training, consultancy, support and collaboration.

> Increased inclusion and better support available for those in need.

3. Break the Cycle

To enable more interventions that change life trajectories by providing the necessary training and resources to organisations working in mainstream and specialist settings.

> Improved life chances along with significant financial and societal benefits.

4. Innovative Models

To challenge current thinking and enable organisations to develop new models of work and change ways of working to be therapeutic and effective.

> Effective organisations and shared approaches and practice.

Our strategy focuses on our Impact Goals – we are committed to making meaningful and measurable change to the people we serve – as individuals making their own change from within and collectively on society.





ORGANISATIONAL OBJECTIVES AND OUTCOMES

In order to deliver our Strategy, we know that we need to further develop our charity in order to maximise our success:

1. Our Brand

To maximise our impact and reputation through presentation of our brand which will enable and support the full scope of our activities and our new strategic direction:

> Brand relaunch and clear, consistent communication across all we do.

2. Marketing & Communication

To develop and evolve our approach to marketing and communications to ensure effective and consistent messaging and impact with key audiences.

> Strategic approach and consistent, impactful communications

3. Thought Leadership

To build our networks and reputation as trusted experts and leaders, recognised for our innovative ideas.

> Strategic approach to sharing insight and raising our profile.

4. Business Development

To develop our approach to future growth and ensure that our appetite to take on new opportunities is supported by appropriate systems, capabilities and capacity.

> Fit for purpose charity and effective management of capacity.

5. Financial Stability

To build on our new sustainable financial model and ensure secure funding of existing commitments and have the potential to support new initiatives.

> Strategic approach, shared funding & deployment of Innovation Fund



ENABLING OUR STRATEGY

Our strategy challenges us to put in place the enabling structures, systems and processes that will make it possible to achieve our ambitions.

Shared Culture

This strategy requires the charity to create a shared positive culture around delivery of the strategy.

Our culture will reflect our Values. We will commit to:

Demonstrating our pioneering **Expertise**

Working at all times with care and **Empathy**

Modelling a community that is for **Everyone**

Fit-for-purpose Charity

This strategy requires the charity to create a fit-for-purpose charity which is capable of delivering our considerable strategic ambitions.

Geographical Expansion

The strategy requires the charity to maintain heartland/ local profile, build national presence and become known and respected internationally as a leading voice and thought-leader/ influencer.

This will require a significant shift from the heritage that is rooted in Oxfordshire and significant expansion of reach.

Financial Stability

The strategy is ambitious & requires the charity to develop a realistic funding model to enable significant, sustainable growth.

SUPPORTING OUR STRATEGY

Our strategy requires us to address the essential aspects of our operation to ensure we can achieve our ambitions.

People and Resources

The charity will adopt a strategic approach to ensure that Mulberry Bush has the right people in place, with the skills, capabilities and development and succession plans to enable us to deliver the strategy.

Digital and Data

Data will have an increasingly critical role to play in the delivery of the strategy. The charity will be digital and data enabled.

EDIB

(Equality, Diversity, Inclusion and Belonging and Wellbeing)

EDIB and wellbeing will be embedded in the culture of the charity. We will foster a safe, inclusive and welcoming environment and hold the wellbeing of all as a key priority.

ESG

(Environmental Social and Governance/Sustainability)

The charity will embrace ESG principles – environmental, social and governance – and commit to a sustainable future. The charity will be resilient and fit for the future – in organisational structure, operations, compliance, governance and financial security.

OUR EMERGING PLANS

We are clear that this strategy is not just a means of setting our long-term vision for the coming years, but about identifying tangible plans for what we will do in practice to achieve our ambitions.



Our Schools in Standlake and London/Brent will provide the secure base for further growth of our network of specialist therapeutic settings.

- Expand our offer to include more schools in the UK – including primary and secondary provision.
- Develop more flexible service models across residential and day settings, with both 38 and 52-week options, to meet evolving demand.
- Expand provision for older children close to existing schools - allowing seamless transition and continuing support.
- Extend our work with families close to schools to extend our impact.
- Be open to expansion opportunities through collaboration with local authorities and other networks.



Our existing courses and services will provide the base for development of new, more accessible and affordable options.

- Develop regional Hubs to replicate the Mulberry Bush model and extend our reach. Initially in areas where networks are already established.
- Launch an online learning platform for training, journals, resources and networking.
- Further develop our offer across different sectors so we are consistently seen as the 'go-to' provider - to include Level 4-7 courses and directly linked to Government requirements.
- Develop our financial model to fund increased work with organisations that cannot afford to pay - in the UK and overseas.
- Develop opportunities to offer non-clinical work with families.



Our reputation as a thought-leader and collaborative partner delivering consultancy and insight will support our future plans.

- Ensure a link between breadth of our research and all areas of our practice.
- Extend consulting offer to other organisations across the sector, in the UK and internationally.
- Increase our reach and capacity through the development of a network of associate consultants.
- Expand and promote publications, tools and resources.
- Continue to build on relationships with policymakers and relevant organisations in order to influence decisions and create opportunities for more partnership working across the sector.
- Develop links with researchers and universities working in our areas of expertise.

“ For many, Mulberry Bush is often the first place that was home, where they felt safe and the first place where they trusted themselves to engage in learning.”

JESS HOOPER

Head Teacher at Mulberry Bush - Corner School



OUR PEOPLE



“ We can be a hugely valuable voice in the sector – we have the experience, people of right calibre and the ability to contribute to policy at the highest level.”

Chris Pugh
Chair of Trustees



“ When you see the connections between the children and the staff you see the special relationships and understand more about how they help them to make the progress they do.”

Lee Wright
Director of Practice



“ There is a close link between all the work we do with organisations and individuals - we draw on our insight and experience to enable them to change their organisations from within.”

Sarah Paget
Director of Insight



“ We have seen the demand for our training grow beyond expectations as more people in more settings need to learn how to support young people and adults. We are able to transfer our understanding and enable them to change how they work.”

Dr Dave Roberts
Director of Training



“We want to enable everyone who needs our support and we have structured our approach to extend our reach far beyond our schools to a broad spectrum of organisations for maximum impact.”

Sarah Archer
Director of Finance



“We all need to commit to this future vision – there is much to be done to achieve it and we must work together to make it a reality”.

Joanna Mitchell
Director of Marketing
and Development



“We see the impact of childhood pain and trauma on the adult – I can see the inner child sitting on the knee of the prisoner – they are the same people, they just didn’t get the support and understanding they needed to make change.”

John Turberville
Chief Executive Officer





“There have been so many adults in my life who couldn’t do this, but somehow they managed to achieve this... and that’s what I really wanted to thank them for”



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**FUNDRAISING
REGULATOR**

Registered charity number (309565)