

MOSAIC CLUBHOUSE
(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31st MARCH 2018

COMPANY NO: 3403522

REGISTERED CHARITY NO: 1071705

**MOSAIC CLUBHOUSE
ANNUAL REPORT & FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2018**

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REFERENCE AND ADMINISTRATION DETAILS

Governing Document	Memorandum and Articles of Association
Charity Number:	1071705
Company Number:	3403522
Trustees:	Peter Cardell (Chair) Sophia Collingwood (Treasurer resigned 25 th March 2018) Kate Jopling Michael Barrett Philippa de Lacy Dr Charlotte Augst Patrick Gillespie Mary Robertson Amy Galea Aneta Wodyczko Lucy Hastings Jordan Jarrett Bryan (Appointed 3 rd May 2018)
Chief Executive and Company Secretary:	Maresa Ness
Registered Office:	65 Effra Road Brixton London SW2 1BZ
Auditors:	MHA MacIntyre Hudson New Bridge Street House 30-34 New Bridge Street London EC4V 6BJ
Bankers:	National Westminster Bank 128 Balham High Road London SW12 9AE
Accountants:	JS2 Limited One Crown Square Woking Surrey GU21 6HR
Solicitors:	Bates, Wells & Braithwaite London LLP 2-6 Cannon St London EC4M 6YH

Mosaic Clubhouse is a member of Clubhouse International, New York

MOSAIC CLUBHOUSE

REPORT OF THE TRUSTEES

FOR THE YEAR ENDED 31ST MARCH 2018

The trustees of Mosaic Clubhouse are pleased to present their report together with the audited Financial Statements for the year ended 31 March 2018.

Mosaic Clubhouse is a Lambeth based charity that provides opportunities for people who have been socially and vocationally disadvantaged by mental health problems to regain the confidence and skills necessary to lead productive and satisfying lives. It is founded on the belief that all people have the potential as well as right to work, and to be respected as co-workers, neighbours and friends.

As an accredited part of the international clubhouse movement, we are organised around the belief that work and work relationships are restorative and provide a firm foundation for growth and important individual achievement, and that social and recreational opportunities are an important part of a person's path to recovery.

Mosaic was established in 1994 jointly by the London Borough of Lambeth and the then Lambeth Healthcare NHS Trust as an innovative community-based service, becoming an independent charity in 1997. Their principle aim was to reduce the need from people experiencing mental health problems for avoidable and expensive council placements and NHS hospital beds. Today we have an active membership of 470 people, testament to the need for our services and the vision and continued support of the council and NHS in Lambeth.

1. Our charitable objects are:

The charity is established to relieve persons suffering from mental illness by the provision of opportunities to individuals who have been socially or vocationally disabled by mental illness to regain the confidence and skills necessary to achieve their potential and enjoy their right to productive, dignified and satisfying work and relationships and to provide training and support to persons who are or who wish to provide or organise similar services to those provided by the charity both in the United Kingdom and Worldwide.

Derived from our objects we strive to ensure:

- That people who suffer from mental health problems have the right to be productive, achieve their potential and be respected as co-workers, neighbours and friends
- The clubhouse promotes and provides access to real educational and employment opportunities, and assists members in accessing and sustaining their own employment. Mosaic Clubhouse offers every member a range of support and social opportunities to match their needs and aspirations.
- To provide training and support to other clubhouses both in the United Kingdom and worldwide

Ensuring our work delivers our aims:

Mosaic Clubhouse provides opportunities for people in Lambeth with severe and often enduring mental health problems, to regain the confidence and skills necessary to lead productive and satisfying lives. Two central tenets of Mosaic are the concept of membership of the clubhouse, with the clubhouse community helping one another, and that work and the return to paid employment is a key means of regaining confidence and self-esteem. Members are therefore our key stakeholders with the organisation and participate in all our work, decision-making and governance opportunities. Members work on a voluntary basis and can attend Mosaic as little or as often as they are able, or choose. It is the role of our staff to encourage and facilitate members to engage in as wide a range of opportunities at Mosaic as they are able.

Mosaic Clubhouse is therefore an *opportunity centre*, open to people in Lambeth with a history of mental ill health to become members. Members who stop attending Mosaic may return at any time they choose without being re-referred.

2. How we deliver public benefit

Who benefits from our work?

Our services are open access; currently, any person with a mental health problem in Lambeth can join us either as a self-referral, or through referrals from local mental health services, social services, etc. 87% of our current membership resides in the London Borough of Lambeth. Those who don't are likely to have moved out of the Borough after starting with us. Our service is provided to people aged 16+, and during this year 1221 members benefitted from our Clubhouse services. In 2017/18:

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- 699 people accessed the Clubhouse and enablement programme (708 in 16/17) a drop due to us closing to referrals in Jan-Mar 2018
- 972 visits to the Information hub (819 in 16/17)
- 81 people accessed the Clubhouse on average each day (84 in 16/17)
- 13% of membership were aged 16-30, 22% were aged 16-35
- 256 members were involved in the design, delivery, management, review and development of the service (235 in 16/17)
- We hosted 805 partnership activities (602 in 16/17)
- 107 people accessed the evening sanctuary on 1805 occasions (65 and 728 in 16/17)
- Our support staff numbers remained the same despite reduced funding when two initiatives ended.

Currently 22% of our active membership is 35 or under. Over the past year, we have continued to develop our existing relationships, forge new ones, increase our membership and help more young people to access opportunities. Each week members are offered access to support with unit work, CVs, job applications, up to date employment and education opportunities, interview practice, goal planning, individual support, social events, running groups, healthy eating, and lots more.

We continue to have an employment advisor from Westminster Kingsway College who comes to the clubhouse every week, to offer bespoke and one to one support to any of our young people who need additional support. Several referrals have also been made to the Prince's Trust. We have supported members to complete these courses and attended graduation ceremonies.

Following our focus day meeting with the young adults, as well as a young adults' colleague training trip to Sweden, we are beginning to introduce more regular young adult meetings, which will take the form of weekly committees where work will be distributed and opportunities shared.

A few of our newer partners this year include the Prince's Trust, the Well Centre, the Brixton Pound, Pop Brixton, the Running Charity, Arts Admin, and Brooke. In May, we held our young adult Poetry Project performance, where eight young members performed in front of a group of family members, friends, funders, as well as Mosaic members and staff.

Socials this year have included "Wings" at the Young Vic Theatre, Games Nights, picnics, and our Christmas social to Clapham Common Winterville, as well as a summer trip to Magdalen Farm in Dorset.

<https://www.mosaic-clubhouse.org/young-adults>

"I heard about Mosaic clubhouse through SLAM. I've been a member at Mosaic Clubhouse for 3 months now. I was referred to Mosaic Clubhouse because my foster dad passed away and I have been suffering with PTSD, BPD and Depression and Anxiety. Whilst being a member at Mosaic Clubhouse I have taken part in monthly social activities. I have been trained on the reception. I have also been on a night away trip to Magdalen Farm where I learned a lot about how to maintain a healthy life style. I enjoy coming to Mosaic Clubhouse because I am meeting new people and taking part in the art class, Business and Administration unit where I have learned how to do database and how to do the phones and doors on reception. I also like taking part when Doug the therapy dog that comes to visit. At the moment I am a part time student studying hairdressing and in the time I have been coming to Mosaic Clubhouse I have started a work placement at London Barberhood which I am learning a lot from them. I have had work placements in salons before but my confidence was knocked because I was told that because of my mental illness that I would never make it in the hairdressing industry. That was when I worked at headmasters and they fired me because I had a mental health issue. My confidence went down hill from there. I started isolating myself and wouldn't leave the flat for weeks. I became very depressed and hated myself. I wouldn't understand why I wouldn't be a good hairdresser and why employers could be so horrible. When I came to Mosaic Clubhouse the staff gave me the confidence I needed to get back in to the industry I have always dreamed of working in and I enjoy it so much."

We identified the need for a full time youth worker coordinator and a full time youth worker in our education and employment unit to meet our ambitions for our growing youth worker programme and have succeeded in gaining funding in 2018.

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The majority of our members are referred to us by Community Mental Health Teams (CMHTs) at South London & Maudsley NHS Trust (SLaM), and are therefore in receipt of secondary mental health services. Lambeth has some of the highest prevalence of mental health needs in London. It also has high and increasing deprivation levels. Although we do not currently record data on the income levels of our members, most are in receipt of out of work benefits or on low incomes.

Lambeth is one of the most diverse boroughs of the country with 59% of residents reporting to be white, black residents make up to 25% of the population. At Mosaic 44% are Black/British African or Caribbean, this reflects the over representation of black people in secondary mental health services in Lambeth. We are proud to be engaging this group in a supportive and unrestricted environment.

As enshrined in the International Clubhouse service model, Mosaic's services are structured around a number of work related programmes and work units. However the nature of our services means that all staff and members contribute to the overall aims of increasing member participation in employment and education.

When a member decides to join Mosaic Clubhouse, all of the following services are available to them:

The work day

The Work Day at 65 Effra Road operates between 09:00-17:00.

Each unit provides a wide range of tasks appropriate to the capabilities and interests of the individual member, and engages staff and members, side by side, in the daily running of the clubhouse. This programme enables members to gain skills, confidence and self-esteem in the safe environment of the clubhouse and helps members move towards accessing employment and educational opportunities within the wider community.

The work done is exclusively the work generated by the clubhouse in the operation and enhancement of the Clubhouse community.

The Work Day is organised into busy, lively work units:

- Business and Administration Unit
- Education, Employment and Information Unit
- Café/Garden and Maintenance

The education and employment programme

Mosaic Clubhouse provides, as a right of membership, opportunities to access paid work placements in business and industry and, thereafter, support to enter and thrive in more sustainable employment. Educational courses and workshops provided by colleges and members within the clubhouse are many and varied and offer members the opportunity to claim a new identity as a learner and then to progress into mainstream educational provision. Our employment and education partner organisations regularly compliment Mosaic Clubhouse on its determination to see members succeed, together with the support it provides to promote members' success

"When I first became a member of Mosaic I didn't want to do any courses as I didn't want to be in a classroom again because of bad experiences at school. I felt like I had no sense of direction and I didn't know what I wanted to do.

Eventually, I signed up to the beginners ICT course and the 'Confidence in Maths' course and I found that each week I got more enthusiastic and I really wanted to complete them.

It was also a big thing for me to be in a room full of people I didn't know, as that's when I'm at my worst.

I'm now studying at High Trees- studying for my ICT entry 3. When I turned up at High Trees it was great to see other Mosaic members' there- nice to have familiar faces.

I'm currently looking for work and have worked on my CV at Job Club and I feel like the course I have studied have made me feel more prepared"

"I started the job at CNBC August 2017. I was not sure if I would last the course, but I received a lot of encouragement and assurance from Mosaic staff, which I have appreciated very much. There were few challenges: I had not used trains for a long time, so there was a bit of phobia and anxiety I had to overcome. Also, the area of the city I worked in is very busy, and I am not too keen on crowds. At the workplace, it was difficult to interact with people there at first. Because I was there 5 days a week, eventually I got used to talking to people and I became less paranoid. I was very tired after working 5 days a week, so I could not come to Mosaic as much as before. On reflection, I did not feel like I needed to rely on Mosaic as I did before, because I was working. It has been a big change after not working for so many years.

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When I felt settled at the job, I tried to stay in touch with Mosaic by attending social programmes and Employment & Education dinners. 9 months on, as I just completed my TEP, I feel I have become more confident around people, I gained the work experience and I feel better and more motivated than before. Honestly, I wish could stay another 9 months, but that's the way it goes: it is time for me to move on and for another Clubhouse member to have the opportunity of trying TEP. My plans are to continue with the computer class I just started and to explore the possibility of part time job. Ending the TEP and moving on is a new challenge, but with on-going help from Mosaic I am gradually getting there. It is helpful to know that Evening Sanctuary can provide short term support during a transition period if needed, and that Employment & Education unit can help with job search and CV."

Information hub

This is a service for Lambeth residents who need support and advice with their own or others' mental health. It offers rapid information, signposting and onward referral to a range of organisations including those specialising in benefits, housing advice, physical wellbeing and smoking cessation alongside supporting access to local mental health services. In order to ensure that it continues to offer the most effective referral and signposting service possible, the Information Hub has maintained and strengthened its existing partnerships and developed new ones, most notably in relation to housing which remains the most challenging aspect of our work. For example, the Information Hub now has a partnership with a housing charity which accepts referrals for homeless people to be rehoused which, in the current climate, is a major accomplishment. Supported in its work by a growing band of gifted members, the Information Hub aims to extend its reach by forging closer working relationships with health centres and GP surgeries across Lambeth.

"Mental Health, Taboo, Closet, Stigma ...

All of the above make it difficult for one to seek help, without the fear of being labelled mad. My personal experiences, whilst dealing with PTSD was detachment. This although not healthy allowed me to separate myself from reality by acting as if nothing happened. Denial helped me to get on with life that is what I thought but in reality I was suppressing my emotions and not addressing the issue which made my condition worse. When I finally sought help I was spoken to as if I was ignorant this was my illness and no one knows how I'm feeling more than me but yet my input to the effect on my state of mind was dismissed. Once again I found myself at a familiar place and withdrew myself from the situation. This went on until I attended Mosaic and even then I was not yet ready to accept that my condition came under mental health and it took a while before I attended the centre on a daily basis. Once there I acknowledge that this place is unique, Mosaic is enabling me to find me at my pace. The staff at Mosaic do not talk down to you but with you, you're not a patient but a person. They are there to encourage, support, educate. I was able to utilise skilled acquired although not as a multi tasker as I once was but just by taking once step at a time and knowing that they are there to offer a listening ear ,support, directions. Mosaic for me has been a safe haven where you're not laughed at mocked or ridiculed. Staff here is compassionate, understanding, patience, caring and want to provide you with the tools necessary to rebuild your life. Where else can you find such an establishment that offer so much and even find you employment and support whilst working.

They don't admit to having all the answers but the willingness to assist you the best way they can.

Living with PTSD is a challenge. Knowing that your personality has changed, even harder to accept but the signs are there. For me it is a battle that continues to affect me maybe because of my physical scars which are long term and has changed my life for ever. A constant reminder everyday but the trick for me now is coming to terms with acceptance of my condition on all levels and through working in the Info Hub I have less time to think about what I cannot do but what I can."

The evening, weekend and holiday programmes

In addition to the work opportunities, Mosaic provides evening, weekend and holiday social and recreational programming. These activities are always scheduled outside of the work day, and are available to all members, including those who are in education and/or employment. Attendance at socials enables members to get to know each other in a different context and many friendship groups are formed as a result.

Community support

People living with mental illness often require a range of on-going support to assist them with their recovery, rehabilitation and reintegration into the community. Through the work day at Mosaic, members are given help in accessing the best quality services in their community, including: acquiring and keeping affordable and dignified housing, good mental health and general medical services, benefits support and any other services they may need. Members and staff from the clubhouse provide this support wherever possible. We also have strong links with other partner organisations.

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Reach out

Part of the daily work at Mosaic involves keeping track of all its members. When a member does not attend the clubhouse or is in hospital, a *reach out* telephone call or visit is made to the absent member. Each member is reminded that he or she is missed, welcome and needed at the clubhouse. This process not only encourages members to participate, but it is an early warning system for those members who are experiencing difficulties and may need extra help.

Wellbeing Programme

We are committed to supporting our members to become healthier in recognition that individuals living with a mental health condition are likely to die 20 years earlier than the general population. We offer keep fit, yoga, Pilates, gym, walking groups, healthy eating group, smoking cessation advice and the services of a dietician to advise on weight management and diabetes.

Housing

Safe, decent and dignified housing is a right of all members, and the clubhouse helps members to access quality housing. Support will also include assistance with Housing Benefit, budgeting and household finance, through to help with home maintenance.

Evening Sanctuary

The evening sanctuary is staffed by two clubhouse members, two clubhouse staff and a peer supporter from Solidarity in a Crisis. Introductions must be made by a health professional, people can access activities such as exercise classes, art, videos or music; can make themselves snacks, or relax in a quiet space with peers to listen and chat to. Opened in May 2015, the evenings were extended to three in December 2015 and from June 2016 the sanctuary opened on five evenings Wednesday- Sunday. This service is part of the Lambeth Living Well Collaborative's ambition to support people with mental health issues more effectively and has been developed in response to the crisis care concordat which encourages the development of alternatives to hospital stays. The sanctuary was co-designed with service users who visited out of hours crisis services elsewhere across the country, the voluntary sector, A&E and the South London and Maudsley NHS Foundation Trust.

During 2017/18 the Sanctuary has provided crises support to 107 people on 1086 occasions.

"I have been a member of Mosaic since 2015. Recently, I started struggling with loneliness and isolation and also my depression, my physical health and my sleep got worse due to so many bad things happening at the same time. I did not enjoy life anymore; it felt like I was carrying a heavy load on my head and it was too much. Yet, I did not directly ask for help and kept these feelings inside struggling through on my own.

One day at Mosaic Bev invited me for a chat and told me she had noticed I was not myself. I poured out my heart and she followed up with the appropriate organizations until I got the help I needed. She also told me about the Evening Sanctuary where people can receive emotional support and always talk to someone which was what I felt I needed the most.

Since the beginning, people at the Sanctuary were welcoming, genuinely cared about my wellbeing and also helped me practical things like writing letters to help me sort out my bills, applying for grants or getting a new microwave. I learnt there is so much support out there for me which I did not know about before. Although the Sanctuary is a temporary short term help with mental health crisis, it can bring a help lasting for a long time. I feel like my load is so much lighter now and I know I am not alone. I also got the courage to finally disclose my disability to my employer which resulted in a reasonable adjustments being made at my work place, what a great relief.

My life was kind of wobbling before, but I feel now I can cope steadily and my sleep improved a lot. I am very thankful to all Mosaic staff for all their support and understanding my feelings."

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Current Partners include:

- Brixton Advice Centre
- Cygnet Churchill Hospital
- Clubhouse International
- CNBC (Consumer News Business Channel)
- Community Connectors
- Dress for Success
- Employ SE1
- Every Pound Counts
- Groundworks
- GT Stewart Solicitors & Advocates
- Harris Global
- Helplines Partnership
- Hope Community Homes
- Impact International
- Jobcentre Plus/ Green Man Skills Zone
- Lambeth College
- Lambeth Law Centre
- Lambeth Living Well Collaborative
- Lambeth Living Well Network Hub
- Lambeth & Southwark Mind
- Lambeth Smoking Cessation
- Lambeth Talking Therapies
- LB Lambeth Business, Growth and Regeneration
- Loughborough Farm
- McPin Foundation
- Media Trust
- Mental Health Provider's Forum
- Morley College
- Nine Elms on the South Bank
- Opportunity Lambeth
- Osborne Clark LLP
- Pop Brixton
- Pret a Manger
- Public Health England
- Reader's Group
- Remploy
- Sharp Team
- Shelter
- SHP
- SLAM Recovery College
- Solidarity in Crisis
- Spires
- Tree Shepherd
- Volunteering Matters
- Westminster Kingsway Youth Employment Project
- Workers' Educational Association

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3. The focus of our work in 2017/18

Every year we review our priorities as part of our business plan. Our main objectives for year 2017-18 were:

1. To continue to contribute to people's wellbeing and demonstrate the impact and evidence of the model
2. To spread the Clubhouse model to enable more people to benefit and achieve a better quality of life. To increase our profile locally and nationally through partnerships. Share the value of the Clubhouse model locally, nationally and internationally using our training experience.
3. To future proof Mosaic Clubhouse; ensuring we maintain our place and funding within the new alliance structure in Lambeth.
4. To continue to expand and broaden employment opportunities for members.
5. To continue to broaden our engagement and successfully meet the needs of younger people (age 16-30) in Lambeth.

Achievements in 2017-18:

- Securing funding for a part time salesforce administrator for three years, enabling us to create more informative reports and streamline systems to reduce the administrative burden on support workers.
- Short listed for Health and Wellbeing Awards 2017- Royal Society of Public Health
- Partnership with London South Bank University established to analyse the "well-being" data we have been collecting since January 2016. We conducted a "theory of change" exercise with NPC (National Philanthropy Capital) during the summer of 2015 and collectively (members, staff & trustees) agreed a measurement framework consisting of:
 - Short Warwick-Edinburgh Mental Well-Being Scale (SWEMWS)
 - Rosenberg Self-Esteem Scale (RSES)
 - Social Perceptions Scale _ Modified (SPS_M)
 - Personal Development Scale (PDS)
 - Aspirations for the Future Scale (AFS)Members were asked to fill out questionnaires at the point of referral, again at twelve weeks and six monthly thereafter. Analysis demonstrated statistically significant improvements over time for all outcome measures. The well-being of all members improves regardless of gender, ethnicity or age.
- Partnership with Magdalen Farms in Somerset established. So far four Mosaic groups have spent 24 hours on the farm with very positive reviews.
- Osborne Clarke LLP invited us to work with them as their charity partner.
- Appointment of a development director for one year to pursue the board's strategy to open more clubhouses in the UK
- Mosaic presentations at an NPC seminar in London, Royal College of Nursing Annual Conference in Cardiff, European Mental Health Conference in Berlin, The Kings Fund conference in London, Clubhouse International in Detroit (via skype) and governance conference in City Hall.
- Increased partnerships, including Pret a Manger, Westminster Kingsway, Princes Trust, Dame Kelly Holmes Trust.

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"I chose to go to the farm because I needed a break and some timeout. My favourite thing about the farm was the whole experience and the connection with nature, the farm environment and others. I learnt that I can still have enjoyable experiences of the unexpected or unknown. It made me happy being able to connect with the earth, nature, animals, vegetation, people, the sky, the horizon and the stars above in a friendly and hospitable atmosphere. I enjoyed being in a group. I saw that everyone is important and played a part of the whole unit in whatever job they were doing and to help run and maintain a sustainable farm. In the farm environment everyone has an important role to play in the team. It was challenging to be amongst others needs and getting along with them was a challenge. We all did activities that helped to build rapport."

"Hi! My name is [...]. I like cooking, watching films and listening to music. I have Bi-polar affective disorder which started 21 years ago. I had a major relapse to my illness sometime ago and was recommended to join Mosaic Clubhouse via my Community Mental Health Team base. I was a bit reluctant to go at first as I felt that I could only stay in my room and not go out. I didn't feel a reason to do anything in life. In the end I made the first step to Mosaic Clubhouse and I'm glad I did. Here's my story and how I made progress in life."

When I first joined Mosaic Clubhouse in July 2017, I spent the first few days just wondering from unit to unit and sitting in the Café and having cups of tea. Until, I met Sinead in the Employment and Education Unit. She helped me to engage in tasks in the Employment and Education Unit. I did tasks such as: displaying educational prospectuses in the department, keeping the departmental room neat and tidy, updating the newsletter, entering birthdays, typing information into the newsletter, typing and distributing departmental memos to other departments within the Clubhouse and setting up tables and chairs within the Clubhouse.

I later joined the Business Administration Unit in January 2018, I gained even more experience in doing tasks such as: recording member attendances on the database, making birthday cards for Clubhouse members, entering events onto the database system, making outreach phone calls to Mosaic Clubhouse members, completing financial paper entries, reception duty where I answered the intercom system and welcoming members and completing their sign-in detail for the day, typing and sending out welcome letters to send out with welcome packs and creating welcome packs.

I'm so glad that I made the first step in attending Mosaic Clubhouse as it makes me feel confident, that I had meaning to life and my concentration improved rapidly. Whilst at Mosaic Clubhouse I went from only concentrating on tasks for 20 minutes to being able to concentrate on tasks for 2 hours which is such an achievement!

I am currently doing a TEP which is a Transitional Employment Placement with the Living Well Network. The role involves: inputting referrals onto a database, creating letters on the Word software package and sending them out and the creation of welcome packs.

I found out about the TEP as I had suggested to my support worker Katie at Mosaic Clubhouse that I would like to look for some work someday. She suggested a TEP and said that some of the tasks that I do at Mosaic Clubhouse in the various units will come in handy when starting a TEP.

At first, I was worried about starting the TEP, I was worried that I wouldn't wake up early to be ready for work or that the TEP would be difficult. I was worried that I wouldn't know how to get to the TEP workplace. Luckily Katerina from Mosaic Clubhouse went with me on a first trip and travelled with me to see the workplace and to meet the staff there and to have a tour of the department. When I started the TEP, what a surprise! I woke up early every day to start my morning shift as there are 2 shifts- morning and afternoon. The staff at the TEP workplace were so friendly and welcoming and they still are one month into my TEP. I had great help from Katerina who sat beside me every day during my training for two weeks to make sure I got to know my TEP work inside out. Which was amazing and very helpful. I am still able to call on her if I need extra support or more training but otherwise the other staff at the TEP workplace are always easy to approach for help. My TEP with the Living Well Network is a wonderful starting point after I thought I would never work again. It gives me confidence in myself, a reason to wake up in the morning, gives me more work experience and is rewarding and its paid employment.

As my TEP is only for 9 months, well once it's finished I will attend job club at Mosaic Clubhouse and I would like to register with Remploy which is UK's leading disability specialist-transforming lives through sustainable employment. I want to attend Mosaic Clubhouse and register with Remploy to keep my work options open, so I have more chances of employment. I would like to look for a job in administration"

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Identify and develop diverse sources of income:

- We are a Lambeth based charity and depend on a variety of statutory and charitable sources for our income. We are very grateful to a number of local and national charitable trusts (as outlined later in this report) which support Mosaic and helped us to continue offering the range of services outlined above. They have enabled Mosaic to confidently respond to the many challenges faced by an increasing number of individuals living with serious mental health conditions.

Plans for the future 2018- 2019

1. To continue to contribute to people's wellbeing and demonstrate the impact and evidence of the model
2. To increase our profile locally and nationally through partnerships. Share the value of the Clubhouse model locally, nationally and internationally using our training experience. Encourage start up Clubhouses to enable more people to benefit and achieve a better quality of life.
3. To future proof Mosaic Clubhouse; ensuring we maintain our place and funding within the new alliance structure in Lambeth.
4. To continue to expand and broaden employment opportunities for members.
5. To continue to broaden our engagement and successfully meet the needs of younger people (age 16-25) in Lambeth.

4. Structure, governance and management

Partnership working

Decision-making and governance are an important part of the clubhouse work. Members and staff meet in open forums to discuss policy issues and future planning for the clubhouse. Mosaic has an independent board of trustees who have ultimate responsibility for the clubhouse, and two trustee subcommittees.

The trustees are satisfied that Mosaic Clubhouse demonstrably meets the Charity Commission's guidelines with regard to delivering public benefit.

The Financial Statements comply with current statutory requirements and the current Statement of Recommended Practice, *Accounting and Reporting by Charities* (revised 2015), and are subject to annual external audit in line with the Charities Commission requirements. We have referred to the Charity Commissioner's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, we have considered how planned activities will contribute to the aims and objectives that we have set.

The reference and administrative information set out on page one forms part of this report.

Mosaic Clubhouse is a Charitable Company Limited by Guarantee, incorporated on July 15th, 1997 and registered as a charity on September 25th, 1998. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company, and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £10.

Appointment and recruitment of trustees

The directors of the company are also charity trustees for the purposes of charity law. Under the requirements of the Memorandum and Articles of Association, one third of the trustees who are subject to retirement by rotation retire from office. The trustees to retire by rotation are those who have been longest in office since their last appointment, after which they may be re-elected at the next Annual General Meeting.

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The board seeks to ensure that the skills they have are what is needed to ensure the best services for the clubhouse members. In order to do this, a skills audit is completed by all trustees annually. This audit gives an up to date picture of the skills currently on the board. These are measured against the skills that are needed on the board.

Trustees of Mosaic Clubhouse have adopted a recruitment and induction process. The process includes the following steps:

- Interested parties are sent an information pack
- They are then invited to an informal meeting with the Chief Executive and members of the community
- After this, they meet with at least two trustees. The trustees then nominate the successful candidates to the whole board for approval and appointment.

Trustee induction and training

All new trustees receive a comprehensive induction pack. The pack contains further information about Mosaic Clubhouse including: recent management accounts; recent board minutes and agendas; business plans; clubhouse standards and recent newsletters.

Trustees are encouraged to spend some time in the clubhouse, and to join a board sub-committee to enable them to get a better understanding of the Clubhouse.

Organisational structure

The Chief Executive carries out the role of the Company Secretary. Mosaic Clubhouse currently has eleven trustees. This year, the board agreed to continue to meet every other month

Trustees are provided with relevant background information before board meetings, enabling well-informed decisions to be made.

The day-to-day responsibility for the provision of services rests with the Chief Executive. The Chief Executive is responsible for ensuring that the Clubhouse delivers against its objectives and the service requirements of its main contractual relationship

Principal risks and uncertainties

The Board of Trustees conducts regular reviews of the major risks to which the charity is exposed and the corporate risk register is amended accordingly. Where appropriate, systems or procedures have been established that mitigate the risks the charity faces. The trustees have identified the following as the two key risks and uncertainties that the charity faces:

- Statutory funders are under increasing financial pressure. In addressing this risk, Mosaic seeks to achieve a diversity of funding sources;
- New models of partnership working are being developed within the local mental health environment which could involve different ways of working in the future. Mosaic engages with these developments with the Chief Executive regularly attending local collaborative meetings. We have taken a decision to ensure that we are at the forefront of developments in delivering innovative services and our theory of change work is instrumental in providing us with a solid evidence base to support the effectiveness of our model and how it can help other delivery partners.

Internal control risks are minimised by the procedures that are in place. These procedures ensure compliance with health and safety of staff, volunteers, clients and visitors. Procedures are also in place for delivering the services of the charity. These procedures are regularly reviewed and updated by the Chief Executive and Board, ensuring that they continue to meet the needs of the charity.

5. Financial review including remuneration

Mosaic Clubhouse's total income for 2017/18 was £1,050,517 (2016/17: £1,064,404) comprising £74,062 restricted income (2016/17 £95,079) and £976,455 unrestricted income (2016/17 £969,325).

Expenditure incurred by Mosaic Clubhouse includes staffing, facilities and equipment required to run the services it provides. This includes salaries and employer on-costs, utilities, insurance, service charges and other running costs. Overall expenditure for the year was £1,083,183 (2016/17: £1,058,662) thus resulting in a deficit for the year of £32,666 (2016/17: Surplus £5,724). The main driver for this increase in expenditure was due to staff costs increasing due to staffing additional contracts and higher pension contributions.

MOSAIC CLUBHOUSE

REPORT OF THE TRUSTEES

FOR THE YEAR ENDED 31ST MARCH 2018

The funding arrangements for NHS providers of mental health services in Lambeth will change when the new alliance contracting arrangement goes live, planned for during 2018. The board undertakes an annual review as to whether Mosaic can be regarded as a going concern. At its meeting on 3rd May the board considered the re-structuring of funding arrangements together with any other relevant issues. Having taken into account the ongoing grant funding secured and the level of reserves the Board agreed that whilst there is some uncertainty about the precise timing of changes that will affect Mosaic there were no material uncertainties over the foreseeable future period, defined as 12 months from the date of this and therefore Mosaic remains a going concern.

Remuneration Policy

Our remuneration policy for key management personnel is consistent with our pay policy for all employees: we pay slightly above London market rates for charity staff at a similar job level to ensure that we continue to employ good quality staff. We have found that this approach leads to cost savings as a result of a low turnover of staff and facilitates knowledge and skill development amongst our employees, hence leading to the delivery of a better quality service for our beneficiaries. Pay for the Chief Executive and employees is reviewed annually by the Board. The key management personnel of the Charity comprises the trustees (who are not remunerated), the Chief Executive, the Resource Development Manager and the Programme Manager.

Reserves Policy

To meet the Charity Commission's guidance on reserves and in line with best practice, Trustees are required to build and maintain free reserves available to meet potential general commitments (as opposed to restricted funds given for specific purposes). These reserves need to be distributable reserves and relatively quickly realisable for the charity; these are represented by its undesignated unrestricted funds. The closing balance sheet show free reserves of £370,958 (2016/17: £358,571) which would allow the charity to continue operations for up to six months with a reduced total expenditure in line with the reserves policy. This enables us to meet our responsibilities to place our members in other services during the six month notice period in our current contract. The board of trustees review this policy annually. In addition to the general fund the Trustees have designated funds totalling £75,749 set aside for specific purpose as set out in note 14 to the accounts.

Principal funding sources and Fundraising

Funding from Lambeth Social Services and Lambeth Clinical Commissioning Group (CCG) continues to be main source of funds, 32% of the total 2017/18 incoming resources were generated from other sources, including grant making incomes, charitable donations and self-generated incomes. As a board we are working with partners to support and respond to the new agenda, and expect to maintain similar levels of funding. We are also aware that during 2018 the planned alliance contracting mechanism will be formalised for all mental health services in Lambeth, our contract continues as normal until March 2019 when it is anticipated that all existing voluntary sector mental health contracts in the borough will be moved into the new arrangement. This and other increasing restraints on statutory expenditure are the reason for our continued exploration of other possible income streams. Based on our track record of fundraising to date, the board is confident that we will continue to achieve similar levels of funding from non-statutory and other sources in 2018/19 and beyond.

The Board of Mosaic therefore places on record its gratitude on behalf of members for the financial support received in 2017/18 from a number of charities. In 2017/18, the charitable grants received from the following grant-making trusts have enabled us to fund core services or create additional staff posts.

- London Borough of Lambeth/NHS Lambeth CCG (Joint commissioners)
- NHS Lambeth CCG
- NHS Lambeth CCG- CAMHS
- Big Lottery Fund, Reaching Communities
- The Stone Family Foundation
- The Henry Smith Charity
- The Leathersellers' Company CF
- LCF Youth Social Action Fund
- The Progress Foundation
- LCF Lambeth Giving Fund
- Walcot Foundation
- The Worshipful Company of Basket Makers
- Sir Jules Thorn Charitable Trust
- Integrated Personalised Support Alliance Lambeth
- Corporate partner Osborne Clarke LLP who run fundraising initiatives for us with their staff

MOSAIC CLUBHOUSE
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2018

Mosaic only raise a small amount of funding from the public from sponsored events and do not employ an external fundraising agency. We thank all our funders for their continuing commitment to improving the lives of individuals living with serious mental health conditions!

Statement of trustees' responsibilities

The trustees (who are also directors of Mosaic Clubhouse for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which 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 these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Preparation of the report

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

Auditors

The charity's auditors, MHA MacIntyre Hudson, have indicated their willingness to continue in office and offer themselves for re-appointment.

This report was approved and authorised for issue by the Board of Trustees on 6 September 2018 signed on its behalf by



Peter Cardell, Chair

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MOSAIC CLUBHOUSE (REGISTERED COMPANY NO. 03403522)

Opinion

We have audited the financial statements of Mosaic Clubhouse (the 'charitable company') for the year ended 31 March 2018 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2018, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
MOSAIC CLUBHOUSE (REGISTERED COMPANY NO. 03403522) (continued)**

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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

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

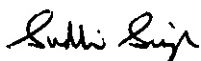
Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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



Sudhir Singh FCA (Senior Statutory Auditor)
For and behalf of MHA MacIntyre Hudson
Chartered Accountants and Statutory Auditors
New Bridge Street House
30-34 New Bridge Street
EC4V 6BJ

Date *4 October 2018*

MOSAIC CLUBHOUSE

STATEMENT OF FINANCIAL ACTIVITIES (includes income and expenditure account)
FOR THE YEAR ENDED 31ST MARCH 2018

	Note	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £	Total Funds 2017 £
INCOME					
Donations	3	187,068	34,729	221,797	279,377
Income from charitable activities					
Grants and Contracts	3	715,167	39,333	754,500	725,858
Café Mosaic		40,879	-	40,879	43,311
Clubhouse Model Training		31,358	-	31,358	13,877
Other Income		1,880	-	1,880	1,598
Income from investments		103	-	103	383
TOTAL INCOME		976,455	74,062	1,050,517	1,064,404
EXPENDITURE					
Expenditure on raising funds		23,087	-	23,087	21,769
Expenditure on charitable activities		982,165	77,931	1,060,096	1,036,893
TOTAL EXPENDITURE	4	1,005,252	77,931	1,083,183	1,058,662
Net (expenditure)/ income		(28,797)	(3,869)	(32,666)	5,742
Transfers between funds	13	-	-	-	-
NET MOVEMENT IN FUNDS		(28,797)	(3,869)	(32,666)	5,742
TOTAL FUNDS BROUGHT FORWARD		475,504	3,869	479,373	473,631
TOTAL FUNDS CARRIED FORWARD		446,707	-	446,707	479,373

All of the Charity's operations are continuing.

MOSAIC CLUBHOUSE (REGISTERED COMPANY NO. 03403522)

BALANCE SHEET

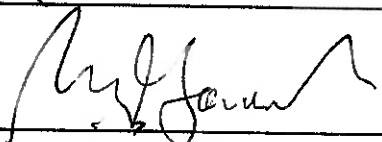
AS AT 31ST MARCH 2018

	Note	£	2018 £	£	2017 £
FIXED ASSETS					
Tangible assets	10		23,771		43,686
CURRENT ASSETS					
Debtors	11	192,631		227,178	
Cash at bank and in hand		<u>342,414</u>		<u>350,022</u>	
		535,045		577,200	
Creditors: amounts falling due within one year	12	(112,109)		(141,513)	
NET CURRENT ASSETS			<u>422,936</u>		435,687
NET ASSETS			<u>446,707</u>		<u>479,373</u>
FUNDS					
Restricted funds	13		-		3,869
Unrestricted funds					
Designated funds	14	75,749		116,933	
General fund	15	<u>370,958</u>		<u>358,571</u>	
			446,707		475,504
			<u>446,707</u>		<u>479,373</u>

These financial statements are prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The financial statements were approved, and authorised for issue, by the trustees on 6 September 2018 and signed on their behalf by:-


Peter Cardell, Chair


Michael Barrett, Trustee

MOSAIC CLUBHOUSE
 STATEMENT OF CASH FLOWS
 FOR THE YEAR ENDED 31ST MARCH 2018

	2018		2017	
	£	£	£	£
Cash (used in) operating activities				
Net movement in funds	(32,666)		5,742	
Add back depreciation charge	19,912		25,073	
Less interest income	(103)		(383)	
Decrease/ (increase) in debtors	34,550		(76,413)	
(Decrease) in creditors	(29,404)		(15,718)	
Net cash (used in) operating activities		(7,711)		(61,699)
Cash flows from/(used in) investing activities				
Interest income	103		383	
Purchase of tangible fixed assets	-		(6,689)	
Disposals of tangible fixed assets	-		2,146	
Net cash provided by/ (used in) investing activities		103		(4,160)
(Decrease) in cash and cash equivalents in the year		(7,608)		(65,859)
Cash and cash equivalents at the beginning of the year		350,022		415,881
Total cash and cash equivalents at the end of the year		342,414		350,022

MOSAIC CLUBHOUSE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2018

1. CHARITY INFORMATION

Mosaic Clubhouse is a private limited company (registered number 03403522) which is incorporated and domiciled in the UK. The address of the registered office is 65 Effra Road, London, SW2 1B2.

2. ACCOUNTING POLICIES

The principal accounting policies are summarised below. The accounting policies have been applied consistently in dealing with items considered material in relation to the financial statements.

2.1 Basis of accounting

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014, the Companies Act 2006, and UK Generally Accepted Practice as applied from 1 January 2015.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. In making their assessment, the trustees have considered the uncertainty surrounding forthcoming changes to funding arrangements for NHS providers of mental health services in the area of benefit (as outlined further in the Report of the Trustees), and the potential impact of those changes on the Charity. They have concluded there are no material uncertainties regarding going concern over the foreseeable future.

The trustees have made their assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the Charity's forecasts and projections. After making enquiries the trustees have concluded that there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing its financial statements.

The functional currency of Mosaic Clubhouse is considered to be in pounds sterling because that is the currency of the primary economic environment in which the charity operates. The financial statements are also presented in pounds sterling, rounded to the nearest £1.

2.2 Income and Expenditure

Fund Accounting

Unrestricted funds comprise accumulated surpluses and deficits on general funds. They are available for use at the discretion of the trustees in accordance with the charitable objectives of the charity.

Designated funds comprise unrestricted funds set aside by the trustees for specific future purposes or projects.

Restricted funds comprise monies raised for, and their use restricted to, a specific purpose, or donations subject to conditions imposed by the donor or through the terms of an appeal.

MOSAIC CLUBHOUSE

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31ST MARCH 2018

Income

Income is included in the Statement of Financial Activities when the charity is legally entitled to the income, it is probable that the income will be received and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income.

Donations and gifts where entitlement is not conditional on the delivery of a specific performance by the charity are recognised when the charity becomes unconditionally entitled to the income. Donated professional services and facilities are recognised on the basis of the value of the gift to the charity, which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market. A corresponding amount is then recognised in expenditure in the period of receipt. Payroll services are provided by South London and Maudsley NHS Foundation Trust, of which the value is immaterial and has not been recognised in the accounts. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised.

Income from charitable activities received by way of grants and contracts is included in full in the Statement of Financial Activities when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met these amounts are deferred.

Bank interest receivable is fully accrued at the balance sheet date.

Expenditure

Expenditure is recognised on an accruals basis when there is a legal or constructive obligation committing the charity to the expenditure. Expenditure includes any VAT which cannot be recovered and is reported as part of the expenditure to which it relates.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly; others are apportioned on the basis of estimates of the proportion of time spent by staff on those activities.

2.3 Operating Leases

Rentals payable under operating leases are charged as incurred over the term of the lease.

2.4 Pension Costs

Contributions are charged in the year in which they are payable.

2.5 Tangible Fixed Assets and Depreciation

Tangible fixed assets are stated at cost less accumulated depreciation. The capitalisation threshold for fixed assets is £500.

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

Fixtures and Fittings	25% straight line
Office Equipment	25% straight line
Computer Equipment	33.33% straight line
Leasehold Equipment	20% straight line
Vehicles	25% straight line

MOSAIC CLUBHOUSE

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31ST MARCH 2018

2.6 Financial Instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously. With the exceptions of prepayments and deferred income all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See Note 20.

2.7 Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

2.8 Cash and Cash Equivalents

Cash and cash equivalents in the balance sheet comprise cash at banks and in hand and short term deposits with an original maturity date of three months or less. For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and cash equivalents as defined above.

2.9 Creditors

Short term trade creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method. Deferred income represents grants, contract funding and training fees relating to future period.

MOSAIC CLUBHOUSE
 NOTES TO THE FINANCIAL STATEMENTS (Continued)
 FOR THE YEAR ENDED 31ST MARCH 2018

3. DONATIONS, GRANTS AND CONTRACTS

	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £	Total Funds 2017 £
The Stone Family Foundation	134,000	-	134,000	110,000
South London and Maudsley NHS Foundation Trust	-	-	-	22,904
The Henry Smith Charity	20,000	-	20,000	20,000
The Clothworkers' Company	-	-	-	5,000
The Leathersellers' Company	12,500	-	12,500	12,500
City Bridge Trust	-	-	-	24,150
The Mercers' Company	-	-	-	10,000
The Big Lottery Fund	-	34,729	34,729	34,025
Steel Charitable Trust	-	-	-	5,000
The Worshipful Company of Basketmakers	1,000	-	1,000	-
London Community Foundation	2,000	-	2,000	-
Southside Partnership	9,600	-	9,600	-
Other donations	7,282	-	7,282	20,262
Legacies	686	-	686	15,536
Donations and Legacies	187,068	34,729	221,797	279,377
London Borough of Lambeth and Lambeth Primary Care Trust	571,000	-	571,000	571,000
NHS Lambeth	144,167	-	144,167	151,858
Battersea Foundation	-	5,000	5,000	-
The Progress Foundation	-	13,500	13,500	-
London Community Foundation Youth Social Action Fund	-	7,500	7,500	-
Walcot Educational Fund	-	8,333	8,333	-
The Smith and Mount Charitable Trust	-	5,000	5,000	-
Other grants	-	-	-	3,000
Grants and contracts	715,167	39,333	754,500	725,858

Income above includes the following grants from government towards the running of the Clubhouse:
 2018
 £

London Borough of Lambeth and Lambeth Primary Care Trust	571,000
The Big Lottery Fund	34,729

All conditions relating to these grants have been fulfilled in the year.

MOSAIC CLUBHOUSE

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31ST MARCH 2018

4. EXPENDITURE

	Direct Staff costs £	Other Direct costs £	Support costs £	Total 2018 £	Total 2017 £
Raising funds	21,073	-	2,014	23,087	21,769
Charitable activities	705,861	286,785	67,450	1,060,096	1,036,893
	<u>726,934</u>	<u>286,785</u>	<u>69,464</u>	<u>1,083,183</u>	<u>1,058,662</u>

Support costs are detailed in Note 6. As members are involved in all aspects of operating Mosaic Clubhouse, support costs are considered to be any costs not directly associated with member activities. Such costs are allocated between operations and governance on the basis of staff time.

5. NET MOVEMENT IN FUNDS

This is stated after charging:

	2018 £	2017 £
Auditors' remuneration for audit (including VAT)	10,200	9,900
Rent of land and buildings	56,500	56,500
Other operating lease payments	-	3,907
Depreciation	19,913	25,860
	<u>106,113</u>	<u>96,167</u>

6. SUPPORT COSTS

	2018 £	2017 £
Governance costs:		
Audit	10,200	9,900
Board meetings	256	474
	<u>10,456</u>	<u>10,374</u>
Other support costs:		
Staff costs	6,903	6,749
Financial and Legal	20,078	15,066
Consultancy and HR	32,027	6,954
	<u>69,464</u>	<u>39,143</u>

MOSAIC CLUBHOUSE
 NOTES TO THE FINANCIAL STATEMENTS (Continued)
 FOR THE YEAR ENDED 31ST MARCH 2018

7. STAFF COSTS

	2018 £	2017 £
Wages and salaries	640,654	595,707
Redundancy	-	15,725
Social security	62,892	57,404
Pension and healthcare	30,291	27,085
	<u>733,837</u>	<u>695,921</u>
	2018 No.	2017 No.
	<u>23.8</u>	<u>23.7</u>

The average headcount during the year was as follows:

The number of employees whose emoluments amounted to over £60,000 in the year (exclusive of employer pensions and employer National Insurance contributions) was as follows:

	2018 £	2017 £
£60,000 - £69,999	<u>1</u>	<u>1</u>

Employee benefits payable to key management personnel, defined as trustees together with the Chief Executive, Programme Manager and Resources Development Manager, inclusive of employer pensions and employer National Insurance contributions, was £160,142 (2017: £156,969).

8. TRUSTEES' REMUNERATION AND REIMBURSEMENT OF EXPENSES AND RELATED PARTY TRANSACTIONS

No out of pocket expenses were reimbursed in the year to trustees (2017: £593 to 2 trustees). No Trustees received nor waived any remuneration for their services during the year (2017: Nil).

There were no related party transactions during the year (2017: Nil).

9. PENSION COMMITMENTS

Mosaic Clubhouse operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £28,553 during the year (2017: £25,545).

MOSAIC CLUBHOUSE
 NOTES TO THE FINANCIAL STATEMENTS (Continued)
 FOR THE YEAR ENDED 31ST MARCH 2018

10. TANGIBLE FIXED ASSETS

	Fixtures & Fittings, Vehicles and other equipment £	Computer Equipment £	Total £
Cost			
At 1 April 2017			
At 31 March 2018	<u>124,601</u>	<u>50,983</u>	<u>175,584</u>
	<u>124,601</u>	<u>50,983</u>	<u>175,584</u>
Depreciation			
At 1 April 2017			
Charge for the year	90,115	41,785	131,900
At 31 March 2018	<u>16,539</u>	<u>3,374</u>	<u>19,913</u>
	<u>106,654</u>	<u>45,159</u>	<u>151,813</u>
Net book value			
At 31 March 2018	<u>17,947</u>	<u>5,824</u>	<u>23,771</u>
At 31 March 2017	<u>34,488</u>	<u>9,198</u>	<u>43,686</u>

11. DEBTORS

	2018 £	2017 £
Due within one year		
Trade debtors	155,469	169,687
Grants receivable and other accrued income	2,918	18,394
Prepayments	30,809	35,662
Other debtors	<u>3,435</u>	<u>3,435</u>
	<u>192,631</u>	<u>227,178</u>

12. CREDITORS

	2018 £	2017 £
Due within one year		
Expense creditors	71,880	83,187
Deferred income	23,667	32,430
Accruals	11,628	14,182
Other creditors	<u>4,934</u>	<u>11,714</u>
	<u>112,109</u>	<u>141,513</u>
Deferred income:		
Deferred income brought forward	32,430	73,703
Released in the year	(32,430)	(73,703)
Deferred in the year	<u>23,667</u>	<u>32,430</u>
Deferred Income carried forward	<u>23,667</u>	<u>32,430</u>

Deferred income represents grants, contract funding and training fees relating to future periods.

MOSAIC CLUBHOUSE

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31ST MARCH 2018

13. RESTRICTED FUNDS

	Brought Forward £	Income £	Expenditure £	Transfers £	Carried Forward £
Support Worker	3,869	74,062	(77,931)	-	-
TOTAL RESTRICTED FUNDS	3,869	74,062	(77,931)	-	-

Details of restricted fund

The support worker fund is funding to allow us to expand our staffing. We bid for costs specifically to add to our number of support workers in response to the significant rise in referrals and activity we have experienced year on year. Without these funds we would have had to introduce a waiting list for referrals.

14. DESIGNATED FUNDS

	Brought Forward £	Income £	Expenditure £	Transfers £	Carried Forward £
1. Business Development	50,000	5,000	(24,988)	-	30,012
2. Fixed Asset Fund	43,686	-	-	(19,915)	23,771
3. Clubhouse Model Training	7,711	31,358	(30,381)	-	8,688
4. Sonia Burke legacy Fund	15,536	686	(2,944)	-	13,278
TOTAL DESIGNATED FUNDS	116,933	37,044	(58,313)	(19,915)	75,749

Details of designated funds

1. Business Development Fund

A fund set up to explore the possibilities to expand the Clubhouse model throughout the UK. This was used to fund a development director to develop a plan to open additional clubhouses in the UK.

Mosaic Clubhouse is ambitious about the potential of the Clubhouse model and wants to see more clubhouses opening up and working towards accreditation. We want to play a role in promoting the clubhouse model, encouraging others to share our vision and supporting the development of new clubhouses wherever there is local opportunity and appetite.

Following an intense period of activity during 2017/18, through which a range of new resources were developed, this work will now be pursued through our ongoing programme of communications and marketing activity. Messaging around the potential of clubhouses to change lives, for others to learn from Mosaic experience, and for new clubhouses to be created will be rolled into our "business as usual" communications.

We will also continue to identify and respond to potential opportunities and interest in the development of new clubhouses- whether they come from commissioners, funders, or potential providers- and will consider, on a case by case basis the dedication of specific resource to support these efforts, as is deemed proportionate and appropriate to the potential for development.

MOSAIC CLUBHOUSE

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31ST MARCH 2018

14. DESIGNATED FUNDS (continued)

2. Fixed Asset Fund

The fund represents the net book value of tangible fixed assets in use by Mosaic Clubhouse and therefore not available to meet future operational expenditure. A transfer is made each year to reflect the change in net book value.

3. Clubhouse Model Training Fund

Mosaic Clubhouse is an accredited training base for the Clubhouse model, receiving income and incurring expenditure in providing training to other Clubhouses. Surpluses arising on this training are taken to a designated fund to provide for ongoing staff training to ensure delivery of this international training is maintained at a high standard.

4. Sonia Burke legacy Fund

Funds designated towards a new partnership with Magdalen Farms in Somerset, who provide breaks for disadvantaged groups. Magdalen Farms give the opportunity to engage with the life of a farm, participate in rural activities and experience life away from the inner city for the purposes of broadening horizons, learning new skills and challenges and providing time for fun, reflection and rest from daily pressures.

15. MOVEMENT OF FUNDS

Current year

	Brought Forward 1 April 2017 £	Income £	Expenditure £	Transfers £	Carried Forward 31 March 2018 £
Designated funds	116,933	37,044	(58,313)	(19,915)	75,749
General fund	358,571	939,411	(946,939)	19,915	370,958
	<u>475,504</u>	<u>976,455</u>	<u>(1,005,252)</u>	-	<u>446,707</u>
Restricted funds	3,869	74,062	(77,931)	-	-
TOTAL FUNDS	<u>479,373</u>	<u>1,050,517</u>	<u>(1,083,183)</u>	-	<u>446,707</u>

Prior year

	Brought Forward 1 April 2016 £	Income £	Expenditure £	Transfers £	Carried Forward 31 March 2017 £
Designated funds	119,924	29,413	(36,947)	4,543	116,933
General fund	341,097	939,912	(917,895)	(4,543)	358,571
	<u>461,021</u>	<u>969,325</u>	<u>(954,842)</u>	-	<u>475,504</u>
Restricted funds	12,610	95,079	(103,820)	-	3,869
TOTAL FUNDS	<u>473,631</u>	<u>1,064,404</u>	<u>(1,058,662)</u>	-	<u>479,373</u>

Total income for the year to 31st March 2017 comprised donations of £279,377 (including restricted income of £92,079), unrestricted income from charitable activities of £781,644, restricted income from charitable activities of £3,000 and £383 of unrestricted investment income. Total expenditure comprised costs of charitable activities of £1,036,893 (including restricted expenditure of £103,820) and unrestricted expenditure of £21,769 on raising funds.

MOSAIC CLUBHOUSE
 NOTES TO THE FINANCIAL STATEMENTS (Continued)
 FOR THE YEAR ENDED 31ST MARCH 2018

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Current year	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £
Tangible fixed assets	23,771	-	23,771
Net current assets	422,936	-	422,936
	<u>446,707</u>	<u>-</u>	<u>446,707</u>
Prior year	Unrestricted Funds 2017 £	Restricted Funds 2017 £	Total Funds 2017 £
Tangible fixed assets	43,686	-	43,686
Net current assets	431,818	3,869	435,687
	<u>475,504</u>	<u>3,869</u>	<u>479,373</u>

17. LEASE COMMITMENT

At the reporting end date the charity had the following future minimum lease commitments under non-cancellable operating leases which fall due as follows:

	Land and buildings		Other leases	
	2018 £	2017 £	2018 £	2017 £
Less than 1 Year	14,125	56,500	-	-
Between 2 and 5 years	-	14,125	-	-
	<u>14,125</u>	<u>70,625</u>	<u>-</u>	<u>-</u>

18. TAXATION

Mosaic Clubhouse is a registered charity and therefore is not liable to income tax or corporation tax on income or gains derived from its charitable activities, as they fall within the various exemptions available to registered charities.

19. LIABILITY OF MEMBERS

Mosaic Clubhouse is constituted as a company limited by guarantee and has no share capital. The liability of the members in the event of the company being wound up is limited to a sum not exceeding £10 each. Members of the company are always the current Trustees of the charity.

MOSAIC CLUBHOUSE
 NOTES TO THE FINANCIAL STATEMENTS (Continued)
 FOR THE YEAR ENDED 31ST MARCH 2018

20. FINANCIAL INSTRUMENTS

	2018	2017
	£	£
Financial Assets		
Cash at bank and in hand – held at face value	342,414	350,022
Debt instruments measured at amortised cost:		
- Trade debtors	155,469	169,687
- Other debtors	3,435	3,435
- Accrued Income	2,918	18,394
	<u>504,236</u>	<u>541,538</u>
	2018	2017
	£	£
Financial Liabilities		
Measured at amortised cost:		
- Trade creditors	71,880	83,187
- Other creditors	4,934	11,714
- Accruals	11,628	14,182
	<u>88,442</u>	<u>109,083</u>

