

**MOSAIC CLUBHOUSE**  
**(A COMPANY LIMITED BY GUARANTEE)**

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**ANNUAL REPORT AND ACCOUNTS**  
**FOR THE YEAR ENDED 31<sup>st</sup> MARCH 2017**

**COMPANY NO: 3403522**

**REGISTERED CHARITY NO: 1071705**

MOSAIC CLUBHOUSE  
ANNUAL REPORT & FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31ST MARCH 2017

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FOR THE YEAR ENDED 31ST MARCH 2017**

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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)  
Kate Jopling (Appointed 17<sup>th</sup> November 2016)  
Linda O'Neill (Resigned 17<sup>th</sup> November 2016)  
Michael Barrett  
Philippa de Lacy  
Dr Charlotte Augst  
Patrick Gillespie (Appointed 5<sup>th</sup> May 2016)  
Mary Robertson (Appointed 4<sup>th</sup> May 2017)  
Amy Galea (Appointed 17<sup>th</sup> November 2016)  
Aneta Wodyczko (Appointed 17<sup>th</sup> November 2016)  
Lucy Hastings (Appointed 7<sup>th</sup> September 2017)

**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 2017

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The trustees of Mosaic Clubhouse are pleased to present their report together with the audited Financial Statements for the year ended 31 March 2017.

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 381 people, testament to the need for our services and the vision and continued support of the council and NHS in Lambeth.

#### 1. Our values and activities

- 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. 98% 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 708 members benefitted from our Clubhouse services. In 2016/17:

- 708 people attended the clubhouse and enablement programme (674 in 15/16)
- 428 people were referred (307 in 15/16)
- 819 visits to the information services (920 in 15/16)
- 309 people joined the enablement programme (245 in 15/16)
- 159 people joined the Clubhouse programme (103 in 15/16)
- 84 people attended clubhouse on average each day (78 in 15/16)

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Currently 22% of our membership is 35 or under. Receiving funding towards a dedicated youth worker post from child and adolescent mental health services was a huge boost and endorsed the pilot work we had done previously to connect with other youth organisations. Our dedicated youth worker started in June 2016 and has established relationships with our local CAMHS team as well as diverse organisations such as the London Bubble Theatre, Roots + Shoots, Faces in Focus, Oval House Theatre, Raw Sounds, Young Lambeth Co-op and Brook Sexual Health clinic. Presentations about our service have also been made to Knight's Youth Centre and the Streatham Youth and Community Trust. She is working closely with the Well Centre collaborating on facilitating peer support groups for young people experiencing anxiety.

A discussion is on-going with the Young Offender's Team about us having a regular presence at their weekly hub to engage with young offenders and other relevant professionals and organisations.

Having visited Brook sexual health clinic we had discussions about becoming part of the London wide 'Come Correct' scheme. Four members of staff from Mosaic attended the training, which covers sexual health and wellbeing topics pertinent to young people.

Our young people's support worker recently attended a Brook training course on supporting LGBT youth in Lambeth with a focus on making services more accessible and inclusive.

We recently met with City Year who were introduced to us by our joint funders. City Year placed 18-25 year olds into schools to act as tutors, mentors and role models and as a result of our meeting they are exploring the option of running the programme in Lambeth schools. We will be continuing to work with them to explore securing placements for our young adults who would like work experience in schools. Please look at our young adult's page, newly created by young people working side by side with staff

<https://www.mosaicclubhouse.org/young-adults>

An example of what young people at mosaic say:

Jessica – it gets brighter Jessica has suffered from anxiety and depressions since her early teenage years. It has affected her throughout high school, college and in previous employment. In the video below she explains how her mental illness caused her to become isolated and how with help from professionals, her GP and Mosaic Clubhouse she is slowly gaining back her confidence.

<https://www.youtube.com/watch?v=obzM-OpOo60>

We have 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. Bids are being submitted to all relevant grant making bodies, having watched our young people grow and achieve their own self defined recovery goals we want to do more.

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 and on low incomes.

Lambeth is one of the most diverse boroughs of the country with 55% of residents reporting to be white, black residents make up to 25% of the population. At Mosaic 43% are black/British African or Caribbean.

#### **How Our Activities Deliver Public Benefit:**

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 employment and education, i.e. to increase the number of education and employment opportunities for our members. In 2016/17 we, once again, established an apprenticeship in health and social care for a young person for 18 months in partnership with South Thames College.

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

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#### 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 and Maintenance

#### The education and employment programme

Mosaic runs a successful employment programme providing opportunities for members to return to paid and voluntary employment. We also assist members with continuing education and developing new skills. All members have access to education and employment support, and as part of their induction will spend some time in the E,E&I unit to learn what it has to offer. Once again many members had their first taste of work in 2016/17 whilst others were able to return to work; either through our transitional employment programme, supported employment or independent employment.

#### 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 the past fiscal year, the Info Hub has seen increasing numbers of enquiries with regards to form filling, especially since the introduction of personal Independence payment in Lambeth and a stronger DWP drive to push claimants off disability benefits. Cuts to frontline welfare services effectively means that there is no benefits form filling service available in Lambeth; with the introduction of Universal Credit in the coming year a rise in queries relating to digital form filling is inevitable. We are currently redesigning our use of Info hub resources, including Disability Rights UK and our regular ESA advisor presence to ensure that staff and members, as appropriate, are upskilled to enable them to confidently provide support to complete forms and that Every Pound Counts referrals focus on tribunals, mandatory reconsiderations and other complex benefit problems. We aim to support improved levels of computer literacy with a new Digital Champions programme on Friday afternoons.

Since the introduction of our online contact form, there has been an increasing number of queries by email; accessibility via mobile devices appears to be having an impact, with more than triple the numbers of emails received in March 2017 by comparison to January 2017. The increasing range of queries suggests the Info Hub is reaching a wider audience, including people currently in work but concerned about losing their jobs; there are also indications we are reaching a younger audience, drawn from people disclosing their age within their queries, though there is no date of birth field in the online contact form.

#### 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.

#### 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.

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#### 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 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 differently 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.

Since opening the Sanctuary has provided crises support to **86** people on **956** occasions. (May 2015 to Apr 2017)

Referrals came from a variety of sources in the first year (May 15–Mar 16) with **23** referrals in total from A&E departments at Kings and St Thomas', the Living Well Network Hub, North Lambeth Treatment Team and Street Triage. In the second year (Apr 16-Mar 17) referrals were taken from a wider number of organisations. There were **86** referrals in total; referrals continued to be taken from the sources above and also included Community Mental Health Teams, Amardeep South Asian Community Mental Health Service, Certitude, St Georges and the Maudsley hospital.

There are a variety of reasons why people want to attend. Many state loneliness, isolation and depressions as key factors. Some of the examples below tell a familiar story:

- Personal issues, lack of mental health support, possibly PTSD and impending homelessness.
- I am going through a crisis and I feel suicidal. Most especially in the night.
- I was hearing voices in my head telling me to kill myself and I could not take it no more.
- Needed support due to anxiety of death anniversary.
- Scared at home.
- I feel overwhelmed and in a crisis.
- Feeling Suicidal due to unresolved on going back pain and unsolved issues in the flat- no heating, no gas, no money for food. Desperate to get through the weekend.
- I was very isolated and depressed.
- Fear of taking negative action (self-harm / violence) when not accessing healthy support.
- Feeling fear being followed by enemy, and overwhelmed by stress at work.
- The hospital referred me here and I was having problems.

We ask people 'where would you be tonight if you were not here?' The selection of answers below demonstrate the acute need for a safe space for people to come to in order to avoid escalation of their mental health crises:

- A&E
- Walking the streets
- Very depressed at home
- I would be home alone isolated
- At home alone self-indulging in self-destructive behaviour
- Sitting indoors feeling bad, or in A&E or a pub
- Drinking, getting drunk on the street.

The evening sanctuary service has proved its success in elevating people's mood by the end of their visit. We ask people to rate how they are feeling, on a scale of 1-10, before and at the end of their visit. The average before score is **4**, with the after score showing a marked improvement at **6**.

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People who have used the sanctuary say:

*'When I first used the service I thought "This is too good to be true". Normally everything is nine to five and Monday to Friday. The sanctuary is unusual because there is a consistent group of people every time who you get to know and who get to know you. You do not have to tell your story over and over again. I have found the service invaluable. Being able to come along and speak to someone five nights a week without making an appointment, I don't know of anything comparable.*

*If it wasn't for the sanctuary I wouldn't have had anyone to talk to; I wouldn't have had any support. You're all doing a fantastic job.'*

*'I came to the Sanctuary because I was feeling very depressed. Even though I've managed to do good things it was sad that the positive had come to an end i.e. with my job. I also had external factors that had made me ill. All these factors came to the fore and I was in crisis. At my time of crisis I was not feeling fully supported by my MH care team, as there were changes in the team and staff members were away. My family were not properly in contact so the Sanctuary was a blessing.*

*It was important I had somewhere to come, so I didn't do something stupid with the money I've saved. I would have been at home thinking of doing 'silly things'. I had thoughts of going to A&E, but I don't think that would have been good for me. The speed with which I got access to the Sanctuary was great, I had help from the first day I needed it. Having people around me helped. I didn't have to sit in a waiting area, like A&E, being scared of what might happen and getting tired. Talking to people at the Sanctuary was so important. Activities were great to keep my mind off 'dark thoughts'.*

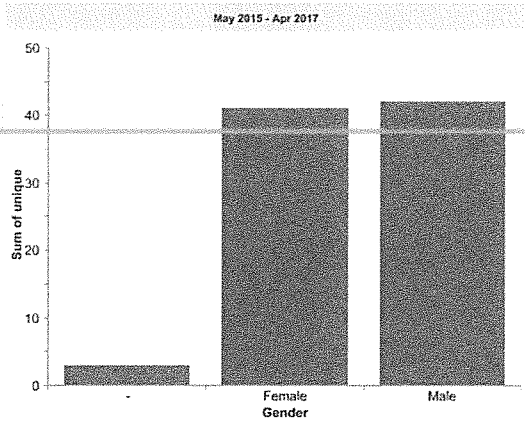
*In the week and a half I have used the Sanctuary I feel I have come to terms with my situation and I have had time to think about what to do in the future. I would recommend the Sanctuary to other people. The Sanctuary is a friendly, safe place, where I can just sit and talk to other Sanctuary members, it is relaxing and takes me away from my mental health problems. I attend the Sanctuary as I am stuck indoors almost 24/7 with my anxiety and depression and I miss being around people. The Sanctuary gives me the opportunity to meet people. The Sanctuary has helped me to open up with Support Workers and trust people again. Also, when I'm at my lowest, I can go to Sanctuary and do stuff like quizzes to having a laugh. The Sanctuary has helped me more than I can say, due to the care, compassion and understanding of support workers and volunteers.'*

*'I came here in crisis - I was not able to leave my house or my room for a week. When I came to Mosaic sanctuary on my first night, it was the first time I had a smile on my face in a long time. Talking to people who understand my situation and being looked after straight away, getting peer support and help around different coping methods, really helped me to bring myself out of my shell and regain my confidence. I am still "making steps forward" to get myself on the right track and am managing better with my mental health. Before I did not see the way out, but now I've got my motivation back to do things. I was scared about university, but am going to smash my degree and apply for film school next year. There should be more services like this around the country. It would be great, if the length of using the crisis service could be tailored according to individual needs.'*

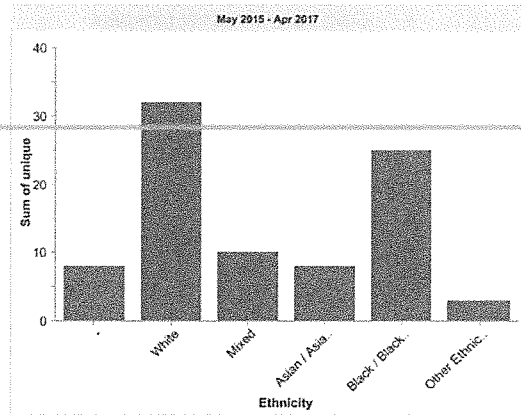


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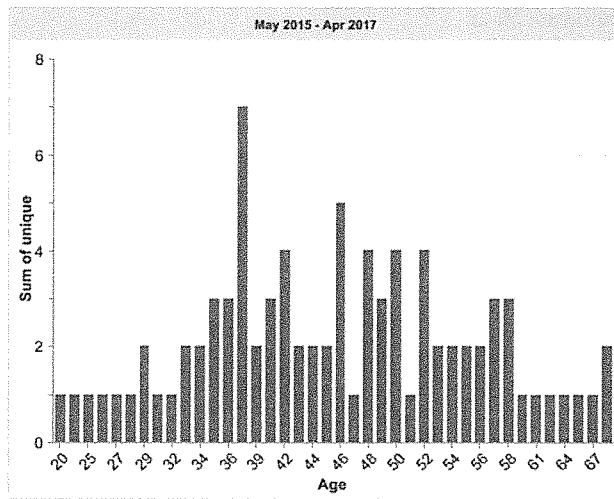
Gender of Sanctuary Visitors



Ethnicity of Sanctuary Visitors



Age Range of Sanctuary Visitors



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Current Partners include:

- Brixton Advice Centre
- Cambian Churchill Hospital
- Clubhouse International
- CNBC (Consumer News Business Channel)
- Community Connectors
- Dress for Success
- Employ SE1
- Every Pound Counts
- Ground force
- GT Stewart Solicitors & Advocates
- Harris Global
- Helplines Partnership
- 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
- Orchard Hill College
- Pret a Manger
- Public Health England
- Reader's Group
- Reemploy
- Sharp Team
- Shelter
- SHP
- SLAM Recovery College
- Solidarity in Crisis
- Spires
- Tree Shepherd
- Volunteering Matters
- Westminster Kingsway Youth Employment Project
- Workers' Educational Association

**3. The focus of our work in 2016/17**

Every year we review our priorities as part of our business plan. Our main objectives for year 2016-17 were:

1. To continue to contribute to peoples wellbeing and demonstrate the impact and evidence of the Clubhouse Model.
2. To adapt our model to broaden our engagement and successfully meet the needs of younger people (16-35) in Lambeth.
3. To promote 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.

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4. To continue to expand and broaden employment opportunities for members.
5. To future proof Mosaic Clubhouse and continue to be agile and alert to possibilities for diversifying income streams.

**Achievements in 2016-17:**

**Outcomes**

- Sanctuary opened five nights a week in June 2016
- CAMHS funded a youth worker post; links have now been established with other key youth agencies in the borough.
- We now have a “ young adults “ page on our website, this was created side by side with our young adults
- Employment partnerships have expanded to include;
  - Lambeth working
  - Westminster Kingsway Youth Project
  - Orchard Hill College
  - Remploy
  - ACE (able, capable, employment) administered by “ GroundForce” and funded by the European Social Fund and the Big Lottery
  - KPMG + Volunteering matters (Employment working)
  - Pret a Manger
- Employment related courses in partnership with various external educational providers –all free for members, have also increased
- We have recently set up a pod casting room. Another opportunity to offer new skills to our members
- We delivered colleague training in May and November 2016. We are fully booked for planned training in July and November 2017 and have a waiting list.
- We appointed a development director to work for one year to develop and implement a strategy to establish more clubhouses in England
- In conjunction with our data collection for our theory of change outcomes data. We engaged with London South Bank University to work with the Professor of Mental Health Nursing and Practise Innovation and an Associate Professor from the School of Health and Social Care. They are working with us to interpret our data and produce reports on the impact of the clubhouse model.
- We won the “charity governance award 2016” for the “managing turnaround” category.
- Referrals 428 (15/16 307)  
Members age 16-35 22% (15/16 22%)  
Members involved in design, delivery, management, review and development of service 235 (15/16 127)  
Average daily attendance 84 (15/16 78)  
Members accessing social activity 288 (15/16 217)  
Members completing goal plans 547 (15/16 281)
- Satisfaction survey
  - 80% Stay well mentally
  - 79% Increase my hope for the future
  - 85% Reduce isolation, make friends
  - 82% Increase my self-confidence & self-esteem
  - 85% Feel part of a community
  - 83% Give structure to my day/week
  - 80% Learn new skills & reconnect with forgotten ones
  - 69% Re-engaging with education
  - 66% Make progress towards employment

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**Mosaic Member Achievements**

**Armanda,**

"I started doing the Transitional Employment Placement (TEP) at Morley College in January and I found it to be a very interesting position. I have never worked in this sort of environment before, so at first I found it quite daunting. But now my confidence is growing every day and I am able to enrol students using the in-house database system and carry out other tasks such as issuing and returning items. I know how to set students password on the system, how to reserve items on loan by other students and perform other related tasks. Finding my way round the library and learning how to re-shelve books is also getting much better, and so all in all, I can say, my TEP at Morley College is going quite well. I just want to say thanks to Mosaic Clubhouse for giving me this opportunity. I am presently looking for permanent employment and hope that this experience will boost my prospect and help to fill the gap in my CV"

**John,**

"I feel a lot better coming here, making new friends, being able to talk to people; it's just a great place to be. When I am at home, I am like a recluse in my room all the time. My family don't understand why I come to Mosaic, but I feel safe and comfortable talking to people, and it is a life for me. I can't do without it. Reception work is pretty easy I just do the doors for people coming to the building. When I go to the B & A unit, I put all the details onto the attendance database, which is checked at the end of every month. I am slowly learning as I go along."

**Marcia,**

"My name is Marcia and I have been attending Mosaic for over 10 years. Before coming to Clubhouse I was always in and out of hospitals. My first hospital admission was when I was 14 and half years old and I was there for about a year.

Things I have done in Clubhouse really helped me. It kept me out of hospitals and gave me a purpose in life. My usual activities are helping in the kitchen and cafe and cashing up.

Recently I was offered to try to do TEP. At first, I thought "no way". I have never done any paid work before and I felt I could not handle it. Lenka, one of the Support Workers, told me "Come and JUST have a look at the job, nothing more".

When I got to the TEP site, and was shown the tasks the job involves, it changed my mind. It seemed refreshing, the fear of doing it went away and I felt excited.

Later on I was telling my sister about it and she encouraged me to give it a try. I am now in a process of getting the necessary paperwork ready and will start the training in a few weeks.

I feel so happy now because I am looking forward to starting my very first job and to having a new purpose."

A month into her Transitional Employment Placement:

I really enjoy my first month working at SHARP team doing my general assistant post. The training was very helpful, and I am now doing the job myself only needing occasional reminder of how to do something. I made new acquaintances, speaking often with other staff and Clubhouse members who work at SHARP. They are all very friendly and helpful. I feel I have more confidence now. My family gives me a call in the mornings to make sure I am up and getting ready, but I am getting much better with my routine, challenging myself to get up earlier and doing much more walking. Instead of taking 2 or 3 buses, as I used to before, I walk to Clapham Common and the take 37 bus to Brixton. I also started Keep Fit class. I have the purpose to get up in the morning and I still go to Clubhouse regularly. I think there are many people who would like to try the TEP but they are frightened of losing the benefits etc... To those I would like to say: Do not be frightened, a TEP should not make you lose the benefits. And if you struggle with your confidence, I would say: Do not say "I can't", but say "I can!" Because once I felt frightened, but now I have tried, I enjoy every single day of my new experiences."

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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 which support Mosaic. Success on the following bids helped us to continue offering the range of services we outlined above: LBL/NHS Lambeth CCG, CAMHS, Big Lottery Fund, Reaching Communities, City Bridge Trust, The Stone Family Foundation, The Mercers' Company, The Henry Smith Charity, The Leathersellers' Company CF, The Drapers' Charitable Fund, Sir Jules Thorn Charitable Trust, The D'Oyly Carte Charitable, The Albert Hunt Trust, The Steel Charitable Trust, March Christian Trust, Lambeth Giving Fund, The Persula Funding, William Allen Young Charitable Trust  
These 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 2017- 2018**

- To continue to contribute to peoples wellbeing and demonstrate the impact and evidence of the Clubhouse model.
- 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 and support other groups to open new clubhouses in the UK. Share the value of the Clubhouse model locally, nationally and internationally using our training experience.
- To future proof Mosaic Clubhouse; ensuring we maintain our place and funding within the new alliance structure in Lambeth.
- To continue to expand and broaden employment opportunities for members.
- To continue to broaden our engagement and successfully meet the needs of younger (age 16-30) 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 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 three forms part of this report.

Mosaic Clubhouse is a Charitable Company Limited by Guarantee, incorporated on July 15<sup>th</sup>, 1997 and registered as a charity on September 25<sup>th</sup>, 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.

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.

# MOSAIC CLUBHOUSE

## REPORT OF THE TRUSTEES

### FOR THE YEAR ENDED 31ST MARCH 2017

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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 sign up for a committee to enable them to get to know their fellow trustees. New trustees are also allocated a mentor. Mentors are more experienced trustees who the new trustee can contact if they have any matters that they need clarification on.

#### **Organisational structure**

The Chief Executive carries out the role of the Company Secretary. Mosaic Clubhouse currently has eight 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 quarterly 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. All of these procedures have been reviewed and updated by the Chief Executive and Board over the last year, ensuring that they continue to meet the needs of the charity.

#### **5. Financial review including remuneration**

Mosaic Clubhouse's total income for 2016/17 was £1,064,404, comprising £95,079 restricted income and £969,325 unrestricted income. This constituted a 8% increase from 2015/17 with the main driver behind the increase being the success in attracting more income from contracts with mental health commissioners.

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 2016/17 year increased by £110,358 to £1,058,662 thus resulting in a £5,742 surplus for the year. The main driver for this increase in expenditure was due to staff costs increasing by £114,000 due to staffing additional contracts, redundancies and higher pension contributions.

# MOSAIC CLUBHOUSE

## REPORT OF THE TRUSTEES

### FOR THE YEAR ENDED 31ST MARCH 2017

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The funding arrangements for NHS providers of mental health services in Lambeth will change when the new alliance contracting arrangement goes live, planned for October 2017. The board undertakes an annual review as to whether Mosaic can be regarded as a going concern. At its meeting on July 6th 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, being its general funds in order to meet the reserves objectives. The closing 2016/17 balance sheet show free reserves of £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 four funds as set out in note 14 to the accounts.

#### Principal funding sources

Funding from Lambeth Social Services and Lambeth Clinical Commissioning Group (CCG) continues to be main source of funds, 31% of the total 2016/17 incoming resources were generated from other sources, including grant making incomes, charitable donations and self-generated incomes. As an organisation, we have known for some time that the nature of our funding will be changing with the upcoming personalisation of service agenda. 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 in October 2017 the planned alliance contracting mechanism will be formalised for all mental health services in Lambeth, our contract continues as normal until March 2018 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 from non-statutory and other sources in 2017/18 and beyond.

The Board of Mosaic therefore places on record its gratitude on behalf of members for the financial support received in 2016/17 from a number of charities. In 2016/17, the charitable grants received from the following grant-making trusts have enabled us to fund core services or create additional staff posts.

- Big Lottery Fund, Reaching Communities
- City Bridge Trust
- The Stone Family Foundation
- The Mercers' Company
- The Henry Smith Charity
- The Leathersellers' Company CF
- The Drapers' Charitable Fund
- Sir Jules Thorn Charitable Trust
- The D'Oyly Carte Charitable
- The Albert Hunt Trust
- The Steel Charitable Trust
- Marsh Christian Trust
- Lambeth Giving Fund
- The Persula Funding
- William Allen Young Charitable Trust

Thank you so much for your commitment to improving the lives of individuals living with serious mental health conditions!!

**MOSAIC CLUBHOUSE**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31ST MARCH 2017**

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**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 7 September 2017 and signed on its behalf by:



Peter Cardell  
Chair



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

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We have audited the financial statements of Mosaic Clubhouse for the year ended 31 March 2017, which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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.

### **Respective responsibilities of trustees and auditor**

As explained more fully in the Statement of Trustees' Responsibilities in the Trustees' 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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### **Opinion on financial statements**

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 2017, and of the charitable company's 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.

### **Opinion 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' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees Annual 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)

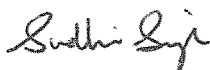
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**Matters on which we are required to report by exception**

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 Trustees Annual Report.

We have nothing to report in respect of the following matters where 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 trustees' 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 exemption in preparing the directors' report and take advantage of the small companies exemption from the requirement to prepare a strategic report.



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

Date: 11 October 2017

**MOSAIC CLUBHOUSE**

**STATEMENT OF FINANCIAL ACTIVITIES (includes income and expenditure account)**

**FOR THE YEAR ENDED 31ST MARCH 2017**

	Note	Unrestricted Funds 2017 £	Restricted Funds 2017 £	Total Funds 2017 £	Total Funds 2016 £
<b>INCOME</b>					
Donations	3	187,298	92,079	279,377	288,236
Income from charitable activities					
Grants and Contracts	3	722,858	3,000	725,858	636,511
Café Mosaic		43,311	-	43,311	39,218
Clubhouse Model Training		13,877	-	13,877	17,839
Other Income		1,598	-	1,598	1,925
Income from investments		383	-	383	509
<b>TOTAL INCOME</b>		<b>969,325</b>	<b>95,079</b>	<b>1,064,404</b>	<b>984,238</b>
<b>EXPENDITURE</b>					
Expenditure on raising funds		21,769	-	21,769	22,112
Expenditure on charitable activities		933,073	103,820	1,036,893	926,192
<b>TOTAL EXPENDITURE</b>	4	<b>954,842</b>	<b>103,820</b>	<b>1,058,662</b>	<b>948,304</b>
Net income / (expenditure)		14,483	(8,741)	5,742	35,934
Transfers between funds	13	-	-	-	-
<b>NET MOVEMENT IN FUNDS</b>		<b>14,483</b>	<b>(8,741)</b>	<b>5,742</b>	<b>35,934</b>
<b>TOTAL FUNDS BROUGHT FORWARD</b>		<b>461,021</b>	<b>12,610</b>	<b>473,631</b>	<b>437,697</b>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>475,504</b>	<b>3,869</b>	<b>479,373</b>	<b>473,631</b>

All of the Charity's operations are continuing.

MOSAIC CLUBHOUSE (REGISTERED COMPANY NO. 03403522)

BALANCE SHEET

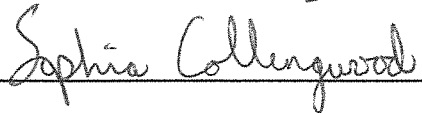
AS AT 31ST MARCH 2017

	Note	£	2017 £	£	2016 £
<b>FIXED ASSETS</b>					
Tangible assets	10		43,686		64,216
<b>CURRENT ASSETS</b>					
Debtors	11	227,178		150,765	
Cash at bank and in hand		<u>350,022</u>		<u>415,881</u>	
		577,200		566,646	
Creditors: amounts falling due within one year	12	(141,513)		(157,231)	
<b>NET CURRENT ASSETS</b>			<u>435,687</u>		409,415
<b>NET ASSETS</b>			<u><u>479,373</u></u>		<u><u>473,631</u></u>
<b>FUNDS</b>					
Restricted funds	13		3,869		12,610
Unrestricted funds					
Designated funds	14	116,933		119,924	
General fund	15	<u>358,571</u>		<u>341,097</u>	
			475,504		461,021
			<u><u>479,373</u></u>		<u><u>473,631</u></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 7 September 2017 and signed on their behalf by:-

  
Peter Cardell, Chair

  
Sophia Collingwood, Treasurer

**MOSAIC CLUBHOUSE**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31ST MARCH 2017**

	2017		2016	
	£	£	£	£
<b>Cash provided by operating activities</b>				
Net movement in funds	5,742		35,934	
Add back depreciation charge	25,073		23,797	
Less interest income	(383)		(509)	
(Increase)/ Decrease in debtors	(76,413)		55,054	
(Decrease)/ increase in creditors	(15,718)		37,761	
<b>Net cash (used in) / provided by operating activities</b>		<b>(61,699)</b>		<b>152,037</b>
<b>Cash flows from investing activities</b>				
Interest income	383		509	
Purchase of tangible fixed assets	(6,689)		(40,467)	
Disposals of tangible fixed assets	2,146		-	
<b>Net cash (used in) / provided by investing activities</b>		<b>(4,160)</b>		<b>(39,958)</b>
(Decrease) / increase in cash and cash equivalents in the year		<b>(65,859)</b>		<b>112,079</b>
Cash and cash equivalents at the beginning of the year		<b>415,881</b>		<b>303,802</b>
<b>Total cash and cash equivalents at the end of the year</b>		<b>350,022</b>		<b>415,881</b>

**MOSAIC CLUBHOUSE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31ST MARCH 2017**

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**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 2017**

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**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

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 2017**

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**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 2017

3. DONATIONS, GRANTS AND CONTRACTS

	Unrestricted Funds 2017 £	Restricted Funds 2017 £	Total Funds 2017 £	Total Funds 2016 £
The Tudor Trust	-	-	-	2,500
The Stone Family Foundation	110,000	-	110,000	110,000
South London and Maudsley NHS Foundation Trust	-	22,904	22,904	22,904
The Henry Smith Charity	20,000	-	20,000	20,000
Lloyds TSB	-	-	-	8,750
The Clothworkers' Company	5,000	-	5,000	15,000
The Leathersellers' Company	12,500	-	12,500	12,500
City Bridge Trust	-	24,150	24,150	21,217
London Catalyst	-	-	-	5,000
The Mercers' Company	-	10,000	10,000	10,000
The Drapers' Company	-	-	-	10,000
The Big Lottery Fund	-	34,025	34,025	33,336
Steel Charitable Trust	5,000	-	5,000	-
Other donations	19,262	1,000	20,262	17,029
Legacies	15,536	-	15,536	-
<b>Donations and Legacies</b>	<b>187,298</b>	<b>92,079</b>	<b>279,377</b>	<b>288,236</b>
London Borough of Lambeth and Lambeth Primary Care Trust	571,000	-	571,000	564,993
NHS Lambeth	151,858	-	151,858	62,718
Other grants	-	3,000	3,000	8,800
<b>Grants and contracts</b>	<b>722,858</b>	<b>3,000</b>	<b>725,858</b>	<b>636,511</b>

Included within other grants is government funding of £3,000 (2016: Nil) towards the recruitment of 2 young individuals through their apprenticeship programme. The grants were spent in full in the year for the purposes intended.

MOSAIC CLUBHOUSE  
 NOTES TO THE FINANCIAL STATEMENTS (Continued)  
 FOR THE YEAR ENDED 31ST MARCH 2017

4. EXPENDITURE

	Direct Staff costs £	Other Direct costs £	Support costs £	Total 2017 £	Total 2016 £
Raising funds	20,599	-	1,170	21,769	22,112
Charitable activities	668,573	330,347	37,973	1,036,893	926,192
	<u>689,172</u>	<u>330,347</u>	<u>39,143</u>	<u>1,058,662</u>	<u>948,304</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 allocated between operations and governance on the basis of staff time.

5. NET MOVEMENT IN FUNDS

This is stated after charging:	2017 £	2016 £
Auditors' remuneration for audit (including VAT)	9,900	8,520
Rent of land and buildings	56,500	56,500
Other operating lease payments	3,907	7,815
Depreciation	<u>25,860</u>	<u>23,797</u>

6. SUPPORT COSTS

	2017 £	2016 £
Staff costs	6,749	6,681
Governance	10,374	6,707
Financial and Legal	15,066	15,019
Consultancy and HR	6,954	20,195
	<u>39,143</u>	<u>48,602</u>

MOSAIC CLUBHOUSE  
 NOTES TO THE FINANCIAL STATEMENTS (Continued)  
 FOR THE YEAR ENDED 31ST MARCH 2017

7. STAFF COSTS

	2017	2016
	£	£
Wages and salaries	595,707	521,713
Redundancy	15,725	-
Social security	57,404	48,668
Pension and healthcare	27,085	11,437

<u>695,921</u>	<u>581,818</u>
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	2017	2016
	No.	No.
The average headcount during the year was as follows:	<u>23.7</u>	<u>21.2</u>

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:

	2017	2016
	£	£
£60,000 - £69,999	<u>1</u>	<u>-</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 £156,969 (2016: £149,076).

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

Out of pocket expenses totalling £593 were reimbursed in the year to 2 Trustees (2016: Nil). No Trustees received nor waived any remuneration for their services during the year (2016: Nil).

There were no related party transactions during the year (2016: 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 £25,545 during the year (2016: £10,129).

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10. TANGIBLE FIXED ASSETS

	Fixtures & Fittings, Vehicles and other equipment £	Computer Equipment £	Total £
<b>Cost</b>			
At 1 April 2016	125,640	45,402	171,042
Additions in the year	1,108	5,581	6,689
Disposals in the year	(2,146)	-	(2,146)
At 31 March 2017	<u>124,602</u>	<u>50,983</u>	<u>175,585</u>
<b>Depreciation</b>			
At 1 April 2016	68,847	37,979	106,826
Charge for the year	22,054	3,806	25,860
Released on disposal	(787)	-	(787)
At 31 March 2017	<u>90,114</u>	<u>41,785</u>	<u>131,899</u>
<b>Net book value</b>			
At 31 March 2017	<u>34,488</u>	<u>9,198</u>	<u>43,686</u>
At 31 March 2016	<u>56,793</u>	<u>7,423</u>	<u>64,216</u>

11. DEBTORS	2017	2016
Due within one year	£	£
Trade debtors	169,687	113,680
Grants receivable and other accrued income	18,394	4,402
Prepayments	35,662	27,247
Other debtors	3,435	5,436
	<u>227,178</u>	<u>150,765</u>

12. CREDITORS	2017	2016
Due within one year	£	£
Expense creditors	83,187	62,629
Deferred income	32,430	73,703
Accruals	14,182	11,095
Other creditors	11,714	9,804
	<u>141,513</u>	<u>157,231</u>
Deferred income:		
Deferred income brought forward	73,703	97,284
Released in the year	(73,703)	(97,284)
Deferred in the year	32,430	73,703
Deferred Income carried forward	<u>32,430</u>	<u>73,703</u>

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

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13. RESTRICTED FUNDS

	Brought Forward £	Income £	Expenditure £	Transfers £	Carried Forward £
<b>UK</b>					
1. Support Worker	12,610	69,175	(77,916)	-	3,869
2. Hospital Outreach	-	22,904	(22,904)	-	-
3. Apprenticeship fund	-	3,000	(3,000)	-	-
<b>TOTAL RESTRICTED FUNDS</b>	<b>12,610</b>	<b>95,079</b>	<b>(103,820)</b>	<b>-</b>	<b>3,869</b>

Details of restricted funds

1. Support Worker 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.

2. Hospital Outreach Fund

This is funding to allow us into the specialist rehabilitation ward in our local mental health hospital to encourage the patients there to leave the ward during the day as part of their plan of recovery and re-entry into the local community. We pick them up in our people carrier and bring them back to the clubhouse, take them shopping, take them to social events etc.

3. Apprenticeship fund

Government funding received in the year towards the recruitment of 2 young individuals through their apprenticeship programme.

14. DESIGNATED FUNDS

	Brought Forward £	Income £	Expenditure £	Transfers £	Carried Forward £
1. Business Development	50,000	-	-	-	50,000
2. Fixed Asset Fund	64,216	-	(25,073)	4,543	43,686
3. Clubhouse Model Training	5,708	13,877	(11,874)	-	7,711
4. Sonia Burke legacy Fund	-	15,536	-	-	15,536
<b>TOTAL DESIGNATED FUNDS</b>	<b>119,924</b>	<b>29,413</b>	<b>(36,947)</b>	<b>4,543</b>	<b>116,933</b>

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 will include funding a development director to develop a plan to open additional clubhouses in the UK.

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.

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**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 IN THE YEAR**

**Current 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>-</u>	<u>475,504</u>
Restricted funds	12,610	95,079	(103,820)	-	3,869
<b>TOTAL FUNDS</b>	<b><u>473,631</u></b>	<b><u>1,064,404</u></b>	<b><u>(1,058,662)</u></b>	<b><u>-</u></b>	<b><u>479,373</u></b>

**Prior year**

	Brought Forward 1 April 2015 £	Income £	Expenditure £	Transfers £	Carried Forward 31 March 2016 £
Designated funds	69,940	17,839	(58,322)	90,467	119,924
General fund	367,757	838,942	(775,135)	(90,467)	341,097
	<u>437,697</u>	<u>856,781</u>	<u>(833,457)</u>	<u>-</u>	<u>461,021</u>
Restricted funds	-	127,457	(114,847)	-	12,610
<b>TOTAL FUNDS</b>	<b><u>437,697</u></b>	<b><u>984,238</u></b>	<b><u>(948,304)</u></b>	<b><u>-</u></b>	<b><u>473,631</u></b>

Total income for the year to 31<sup>st</sup> March 2016 comprised donations of £288,236 (including restricted income of £127,457), unrestricted income from charitable activities of £695,493 and £509 of unrestricted investment income. Total expenditure comprised costs of charitable activities of £926,192 (including restricted expenditure of £114,847) and unrestricted expenditure of £22,112 on raising funds.

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16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Current 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>

Prior year

	<i>Unrestricted Funds 2016 £</i>	<i>Restricted Funds 2016 £</i>	<i>Total Funds 2016 £</i>
<i>Tangible fixed assets</i>	<i>64,216</i>	<i>-</i>	<i>64,216</i>
<i>Net current assets</i>	<i>396,805</i>	<i>12,610</i>	<i>409,415</i>
	<u><i>461,021</i></u>	<u><i>12,610</i></u>	<u><i>473,631</i></u>

17. LEASE COMMITMENT

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

	Land and buildings		Other leases	
	2017 £	2016 £	2017 £	2016 £
Less than 1 Year	56,500	56,500	-	3,908
Between 2 and 5 years	14,125	70,625	-	-
	<u>70,625</u>	<u>127,125</u>	<u>-</u>	<u>3,908</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.

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 NOTES TO THE FINANCIAL STATEMENTS (Continued)  
 FOR THE YEAR ENDED 31ST MARCH 2017

20. FINANCIAL INSTRUMENTS

	2017 £	2016 £
<b>Financial Assets</b>		
Cash at bank and in hand – held at face value	350,022	415,881
Debt instruments measured at amortised cost:		
- Trade debtors	169,687	113,680
- Other debtors	3,435	5,436
- Accrued Income	18,394	4,402
	<u>541,538</u>	<u>539,399</u>
<b>Financial Liabilities</b>		
Measured at amortised cost:		
- Trade creditors	83,187	62,629
- Other creditors	11,714	9,804
- Accruals	14,182	11,095
	<u>109,083</u>	<u>83,528</u>