

MOSAIC CLUBHOUSE
(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31st MARCH 2014

COMPANY NO: 3403522

REGISTERED CHARITY NO: 1071705

**MOSAIC CLUBHOUSE
ANNUAL REPORT & FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2014**

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REFERENCE AND ADMINISTRATION DETAILS

Governing Document	Memorandum and Articles of Association
Charity Number:	1071705
Company Number:	3403522
Trustees:	Sonia Burke Peter Cardell Sophia Collingwood Charlotte Cowin (Resigned June 2013) Graham Elvy Tamasin Perkins (Resigned June 2013) Carl Snitcher Linda O'Neill Nina Yakimiuk Julie Moon Joanna Moss Michael Barrett Philippa de Lacy (Appointed November 2013) Tamsin Brownell (Appointed November 2013)
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

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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 2014.

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

1. Our objectives and activities

The objects and principal activities of Mosaic as a charitable company are:

- 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. 95% 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 between the ages of 18 and 65, and during this year 489 members benefitted from our services.

Currently, 19% of our membership is 35 or under. We plan to increase this in 2014/15.

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 the Black and Minority Ethnic (BME) community accounting for 37% of the total population. Of this ethnically diverse population, black Caribbean and black African communities form the majority accounting for 25% of the total BME population. At Mosaic 41% are black/British African or Caribbean.

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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 2013/14 we established an apprenticeship in health and social care for a young person for one year in partnership with Redwood Skills.

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
- Hospitality Horticulture and Facilities Unit

The education 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. In 2013/14 we began a new initiative in partnership with South London + Maudsley NHS Foundation Trust to pilot recovery college courses at Mosaic. Several members were trained as peer trainers to co-facilitate courses.

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.

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.

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.

Mosaic Clubhouse is also the host of the Living Well Partnership, a service providing information for the population of Lambeth. Our new information hub uses information provided by Lambeth and Southwark Mind to signpost anyone with a mental health related query to the relevant agency as quickly as possible.

Current Partners include:

- Every Pound Counts;
- Green Man Skills Zone/Jobcentre Plus;
- Lambeth Talking Therapies;

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- Lambeth College;
- Lambeth Smoking Cessation;
- Single Homeless Project;
- Timebanks;
- Worker's Educational Association;
- Brixton Advice Centre;
- GT Stewart Solicitors and Advocates;
- Harris Global;
- South London and Maudsley NHS Foundation Trust;
- Solidarity in a Crisis;
- Connect and Do

With other service other initiatives being explored.

3. The focus of our work in 2013/14

Every year we review our priorities as part of our business plan. Our main objectives for year 2013-14 were to:

- Extend our one year clubhouse accreditation to three years;
- Deliver the new service specification and meet all contract targets;
- Expand and broaden the range of TEP opportunities for members;
- Determine whether Mosaic Clubhouse should reinstate training base services;
- Diversify and increase funding;
- Evaluate the opportunities for service expansion.
- Agree the clubhouse response/approach to personalisation and reablement.

Achievements in 2013-14:

Outcomes

- Three year accreditation fully achieved;
- Intense training of staff and members to meet the demands of the new service specification;
- Series of away days with partner agencies and commissioners to determine the role of the living well partnership at Mosaic Clubhouse.;
- Formal opening of the 'Living Well Partnership';
- Appointment of five new staff and two new trustees;
- Successful bid to Big Lottery. We now have a dedicated support worker to expand our TEP portfolio;
- Board of Trustees and CEO and COO of Clubhouse International fully supportive of plan to reinstate colleague training in Nov 2014;
- Discussion with Pennine Healthcare to provide support and consultancy to them to open a clubhouse in Manchester;
- Successful partnerships with South London and Maudsley recovery college, Institute of Psychiatry, Lambeth College, City Lit and Workers Educational Association leading to a record number of educational outcomes;
- Two staff, one member, and one trustee attended colleague training;
- Established post of apprentice – health and social care – to employ a local unemployed youth.

Work and education:

Our outcomes continue to improve year-on-year. In 2013/14, through Mosaic:

- 94 members took up education and training opportunities;
- 30 members successfully accessed employment;
- 2 found voluntary placements;
- 5 new TEP's were added.

Mosaic continues to demonstrate a strong employment and educational focus.

We are exploring further employment activities and hope to report a further increase in 2014/15. There follows some examples of feedback from both members and volunteers during this year.

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Mosaic Member Achievements

Tracey GT - personal

'When I first came to Mosaic Clubhouse I was overwhelmed by all the different rooms (units) and what they had to offer. There are a number of people who were my first contact and they made me very welcome and I am happy to call them my friends. I had trouble in getting here and going back to my hostel as I suffer from severe anxiety which is a nuisance. Mosaic offered me supported transport where I met a guy who helps out with the driving. I have low confidence in myself this is because I self harm and think I am not worthy and with severe anxiety travelling was an added extra I didn't need. So this member would pick me up from my hostel and "Our Mantra" was that I had to say I LIKE MYSELF! And had to mean it. I started to take care of myself more by putting make up on. And started to "Like myself" it didn't stop there I started to push myself more into independent travelling and it's all thanks to people at Mosaic who gave me the boost I so needed. I admit I do get tired but that's because my body is adjusting to the new Tracey. A word to those who find travelling a bit overwhelming - go talk to someone at Mosaic and in a few months you will be writing this for others'.

Steven Y - TEP

How long have you been working as a general assistant at SHARP?

I trained for a month, and have been working for a month so far. I do one hour, three days a week.

What made you want to do a TEP?

I wanted to get back into the rhythm of work. I've worked before in factories, shops, as a labourer, I have two forklift licences, but I haven't worked for 10 years.

How did you feel about starting?

I was a bit nervous but once I saw the job and did the training I just went for it. It's got me back into getting up in the mornings and motivated me to do something and get better in myself. With Mosaic there is a great support network so if there are problems there is someone to help.

How are things going in general?

I have my manual handling course next week. I have the job down to a 'T' now, I am getting used to the job, getting quicker. It's good experience after being out of work for so long.

What would you say to someone thinking about doing a TEP?

Give it a try, you've got nothing to lose. It's got me back into getting up in the mornings, given me routine. It means you get to meet people in the workplace and build up new relationships, the more people you meet and get to know the easier it becomes. I feel motivated to look for something else when this ends, I don't want to go back to not doing anything. I'm going to add this to my CV.

My TEP Experience by Paul M

'After only a short time attending Mosaic they began to involve me in the reception and other duties such as the charitable garden party. After several years unable to work due to my bipolar, Mosaic could see the benefit these experiences were having on my confidence and suggested I take another step forward and start a TEP. Initially I was apprehensive as I was not sure if it would be a success and if it would be the right working environment for me. However, I was persuaded to give it a try and assured I would have all the support I would need from Mosaic.

I soon began employment as a receptionist at SHARP, part of the South London and Maudsley NHS Foundation Trust. SHARP stands for Social Inclusion, Hope and Recovery Project. It is a small multidisciplinary team of highly skilled professionals that provide psychological (Cognitive Behavioural Therapy, Family and Motivational Interventions) and social (Social Inclusion, Healthy Living Programme) interventions. These interventions aim to increase social inclusion and facilitate recovery.

I had great training from the Mosaic Support Workers and my initial concerns about the job were soon forgotten. Working with people that understand some of the difficulties we have faced in our lives makes it so much easier to conquer the personal anxieties we face when considering entering back in to employment.

Before long I was trusted to open the building as part of my morning shift, start up the reception, liaise with the relevant staff member regarding any information and messages received and set up for the requirements of the meeting rooms. Some of the classes held at SHARP include Healthy Living, Mindfulness, Creative Writing, Art, Aqua and Gym Group. Working on reception really helped my confidence grow and it was not long before I was

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in regular direct communication with SHARP team members, clients, GP Practices and other hospitals, as well as internal departments.

I soon began to realise what I could achieve with the TEP. With the support of Mosaic and SHARP I trained and achieved certificates in many subjects including:

- Minute Taking.
- First Aid.
- Safety Awareness and Infection Control.
- Safeguarding Adults.
- Understanding Personal Safety and Security.
- Principles of Infection Prevention.
- Health and Safety in the Workplace.
- Fire Training.

SHARP were confident I could develop my training further and offered to sponsor me to study a Diploma in Business and Administration NVQ via Bromley College. The course required me to attend college for one day each month, whilst continuing my employment at SHARP and carrying out coursework with the support of the TEP. I initially had anxieties about the course but it was not long before I was enjoying this as much as my work at SHARP.

In October 2013 I received confirmation that I had passed the Diploma in Business and Administration NVQ. This was such an important milestone for me, after all those years spent without the confidence to work, I now knew that I was ready to move on from SHARP to new independent employment.

In January I will be starting a new position, this time as Project Administrator at Metropolitan, one of the leading providers of integrated housing services, care and support and community regeneration. I am incredibly excited about my new job and although I will miss everyone I worked with at SHARP and the support I had from Mosaic, I move on knowing that I leave behind an opportunity for someone else to benefit from all the amazing experiences and training that was given to me.

Should you be reading my story and considering a TEP, I would urge you to give it a go. Hopefully in the future other Mosaic Clubhouse members will have the benefit of reading your success story and be inspired to do the same'.

Eric C - Looking for Work

'My experiences with Mosaic have been very good over the years. They have helped me regain my confidence of applying for courses and work during a long period of mental illness.

The staff are very good when it comes to the allocation of jobs within the centre itself and I am looking forward to starting a TEP which will be on a paid part-time basis.

I tend to try to do things myself within the community including work application ,but I always seem to go round in circles when it comes to applying for jobs outside of Mosaic.

The most important aspect that the day centre offers is the link to meaningful occupation of jobs during the day. It also provides excellent meals during the day at a subsidised cost.

The staff are always approachable if you have problems, either at home, at our TEP or whenever you feel threatened in the community.

I am also full of praise by the way the staff manage something difficult situation before something serious happens.

It might be an idea for the future to have a medical backup unit or support where people can talk about medication problems if they can't get past doctors decision'.

Daniel S - Young Adults

'The activities which we do within the youth programme at Mosaic are thing such as research project on different organizations to find out whether they support people age between 18-30 years who has had a experience with mental health problems. The reason why we ask them questions about their organizations is so we could find out which places are available for the young people within the Mosaic, so that they would get extra support in the area of their interest. We also made a questionnaire for the young people in the Mosaic so

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that we could find out what they are interested in. The reason why we ask the young people what they are interested in is because we want to be able to help the Mosaic to provide activities which the young people could get involved in for example, sports, music, outings, projects, etc.

I have taken part in few classes at the Mosaic, one of the classes which am currently taking is the photography class which helps young people to know how to take photos and filming professionally, which was one of the ideas which came from the youth project. I also will be going away to America for a week to train with the young people at the Genesis Clubhouse so that I can attain information on how they operate in the states. When I receive the information I will then bring it back to the UK and share it with those who are in the young people's group so that there may be improvement in that area of the Clubhouse if necessary. Another which is about to go ahead is the social that will be involving the youths, we will be visiting the Tate gallery and then the following week we will be going to the cinema'.

Anne F - Education

'In the Clubhouse I have completed the Introduction to BSL (British Sign Language) course, run by CityLit, which lasted for ten weeks. I hope to move on to the second level of this course (studying at City Lit in Holborn), but getting a place is hard because it is currently over-subscribed as it's very popular. I have applied; it starts in September so fingers crossed I get in.

I have also taken the three-day Train the Trainers course run by the Central & North West London NHS Recovery College. This course provides the tools in which to create, develop and deliver recovery college courses.

The recovery college uses a recovery-based approach to provide a range of educational courses and resources to people with experience of mental illness, from service users to their family, friends and Trust staff. One of the main features of the recovery college is that all courses are co-facilitated by a peer trainer and a mental health practitioner trainer. This ensures that the expertise of service users and mental health professionals is combined to deliver courses.

Mosaic Clubhouse will be the venue for many recovery college courses this year giving our members and people in the local area a great opportunity to get involved.

On top of these fairly short courses, I am currently taking a computer course at Lambeth College in Clapham, which ends in July. I am progressing so well that my teacher has suggested I move to the next level. I have really enjoyed taking part in all the courses Mosaic have offered. I suggest you get involved'.

Feedback from a Mosaic Volunteer:

My Testimony– Michael A

'Before Mosaic, I was working as a door-to-door fundraiser. The job was very rewarding, meeting loads of nice people that cared about the charities I was representing. A few years ago, someone very close to me was diagnosed with a mental illness. They have since recovered but the experience I had supporting them opened my eyes.

I started volunteering at Mosaic Clubhouse in January 2014. I did that for three months then started a level 3 health and social care apprenticeship in April. When I first walked in to the Clubhouse, I kept asking myself "This is a mental health service, where are the members?" Reception was smoothly run and the business department was full of people busy working on tasks. What I really liked about it straight away was everyone worked side-by-side with each other.

The members and staff have been very welcoming towards me, making my first few weeks easier to settle in. My personal challenge on entering the Clubhouse was self-confidence. I feel after a very short time I have grown comfortable with the people around me in the business department. I am coming out of my shell.

I really hope to be taken on as a full time staff member after my apprenticeship ends. I definitely want to stay in the mental health sector and look at evening courses I can do so I can continue working'.

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: South London and Maudsley NHS Foundation Trust; Stone Foundation; The Tudor Trust; Henry Smith Foundation; Big Lottery Fund – Reaching Communities and

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Awards for All; City Bridge Trust; Lloyds TSB.; We also received two donations; Lambeth Giving Fund and Stand to Reason.

These have enabled Mosaic to confidently respond to the many challenges faced by an increasing number of individuals living with serious mental health conditions since September 2013.

New contract and relocation

2013-14 has been the most exciting year since the initial buzz when we were established in 1994. Since we moved on 30th April 2013, we have been totally immersed in health and safety initiatives, training, equipping the building, building partnerships and updating policies. We are immensely proud that we have an internal space that we were able to plan to fit our model beautifully. We are also taking great pride in our external areas, much smaller than we're used to but nevertheless engages members who love gardening and provides quiet, calm areas for socialising or simply enjoying the trees, plants and flowers we have planted.

Plans for the future

We are still working extremely closely with our partners in the Lambeth Living Well Collaborative to establish the role of the Living Well Partnership as part of the newly reconfigured mental health services for working age adults in the borough. As a strong, thriving clubhouse our priorities are now:

- To increase the engagement of 18-30 year olds;
- To increase our profile nationally and internationally;
- To continue to develop the clubhouse response to personalisation and enablement;
- To demonstrate the impact and evidence base of the clubhouse model;
- To expand and broaden the TEP opportunities for members.
-

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 2005), 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 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.

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:

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- 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 committee then nominate the successful candidates to the whole board for approval and to appoint.

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 twelve trustees. This year, the board agreed to continue to meet regularly every month. This was in response to the need to discuss the new service specification and its implementation.

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 charity delivers against its objectives and the service requirements of its main contractual relationship. To ensure that the new service is bedded down, the Chief Executive gives individual supervision to the Business and Administration, and Employment, Education and Information Coordinators. Responsibility for the day-to-day operational management of the clubhouse and individual supervision of the Hospitality and Horticulture and Facilities Coordinators rests with the Programme Manager. This ensures that staff are supported effectively, and that all work is carried out in compliance with good practice.

Risk management

The Board of Trustees has conducted a review of the major risks to which the charity is exposed. There is a risk register in operation which is currently reviewed quarterly. Where appropriate, systems or procedures have been established that mitigate the risks the charity faces.

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

Mosaic Clubhouse's total incoming resources for 2013/14 was £806,665 (2013: £579,826), which comprised £79,255 (2013: £69,241) restricted income, and £727,410 (2013: £510,585) unrestricted income. The surplus of income over expenditure for the year 2013/14 was £47,960 (2013: £11,081 deficit).

Expenditure incurred by Mosaic Clubhouse includes staffing, facilities and equipment required to run the services it provides. This includes salaries and employers on costs, utilities, insurance, service charges and other running costs in addition to meeting the relevant and increasing statutory and Charity Commission obligations as an employer and a charity.

Reserves Policy

To meet the Charity Commission's guidance on reserves and in line with best practice, Trustees are required to build and maintain general 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 (such as cash deposits or other accessible and reasonably secure investments) in order to meet the reserves objectives. The closing 2013/14 balance sheet shows £393,831 which would allow the charity to continue operations for up to 6 months with a reduced total expenditure.

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Mosaic Clubhouse is an accredited training base for the Clubhouse model, receiving income and incurring expenditure in providing training to other Clubhouses. The Trustees have decided that surpluses arising on this training should be taken to a designated fund to provide for ongoing staff training to ensure delivery of this international training is maintained at a high standard. As all expenditure relating to the move to new premises and preparation for a new service contract was completed during the 2013/14 year, the board consider that the Relocation and Service Transition Designated Funds are no longer required.

Principal funding sources

Funding from Lambeth Social Services and Lambeth Primary Care Trust (NHS) continues to be the main source of funds. 27% of the total 2013/14 incoming resources was generated from other sources, including grant making incomes, charitable donations and self-generated incomes. As an organisation, we know that the nature of our funding is changing with the upcoming personalisation of services 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. However, with increasing constraints on statutory expenditure, the charity is looking to develop other income streams.

In addition, the board recognises that income from the statutory sector will continue to be our principal source of income, and will seek to decrease our dependency over time through its programme of fundraising from other sources. Based on our track record of fundraising to date, the board is confident that we will continue to achieve funding from non-statutory and other sources in 2014/15 and beyond.

The Board of Mosaic therefore places on record its gratitude on behalf of members for the financial support received in 2013/14 from a number of charities. In 2013/14, 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
- The Tudor Trust
- South London and Maudsley NHS Foundation Trust
- The Stone Family Foundation
- Henry Smith Foundation
- NHS Lambeth
- City Bridge Trust
- Lloyds TSB

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.

**MOSAIC CLUBHOUSE
ANNUAL REPORT & FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2014**

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 4 September 14 and signed on its behalf by:

A handwritten signature in black ink, appearing to read 'P. Cardell', with a horizontal line underneath the signature.

Peter Cardell
Chair

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

We have audited the financial statements of Mosaic Clubhouse for the year ended 31 March 2014 which comprise the Statement of Financial Activities, the Balance Sheet, 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).

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 Trustees' Responsibilities Statement set out on page 10, 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 (APB'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. 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 2014, 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 (applicable to smaller entities); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion 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.

(Continued)

**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

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.

MHA MacIntyre Hudson is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.



James Gare (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: 7/10/14

MOSAIC CLUBHOUSE

STATEMENT OF FINANCIAL ACTIVITIES (includes income and expenditure account)

FOR THE YEAR ENDED 31ST MARCH 2014

	Notes	Unrestricted Funds £	Restricted Funds £	2014 Total £	2013 Total £
INCOMING RESOURCES :					
Incoming Resources from Generated Funds.					
Voluntary Income:					
Donations and gifts		12,167	-	12,167	4,319
Bank interest receivable		226	-	226	178
Incoming Resources from Charitable Activities					
Operation of Mosaic Clubhouse programme:					
Grants and contracts	2	684,345	79,255	763,600	557,704
Café Mosaic		28,975	-	28,975	14,819
TEP Development training		-	-	-	561
Sale of assets		1,447	-	1,447	2,165
Other income		250	-	250	80
Total Incoming Resources		727,410	79,255	806,665	579,826
Resources Expended					
Operation of Mosaic Clubhouse programme	3	661,932	84,757	746,689	578,928
Governance Costs	3	12,016		12,016	11,979
Total Resources Expended	3	673,948	84,757	758,705	590,907
Net Incoming / (Outgoing) Resources		53,462	(5,502)	47,960	(11,081)
Total Funds brought forward	12	337,369	8,502	345,871	356,952
Total Funds carried forward		390,831	3,000	393,831	345,871

The statement of financial activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

The (deficit)/surplus for the year for Companies Act purposes comprising the net movement of funds in the year was £47,960 surplus (2013: £11,081 deficit).

The accompanying notes are an integral part of this statement of financial activities.

MOSAIC CLUBHOUSE (REGISTERED COMPANY NO. 03403522)

BALANCE SHEET

AS AT 31ST MARCH 2014

	Notes	£	2014	£	2013	£
FIXED ASSETS						
Tangible Assets	9			44,308		9,025
CURRENT ASSETS						
Debtors	10	152,726			63,449	
Cash at Bank and in Hand		349,208			314,902	
		501,934			378,351	
Creditors : Amounts falling due within one year	11	(152,411)			(41,505)	
Net Current Assets				349,523		336,846
Total Assets less Current Liabilities				393,831		345,871
Funds						
Unrestricted Funds :						
General Fund		379,468			287,512	
Designated Fund		11,363			49,857	
	12			390,831		337,369
Restricted Funds	12			3,000		8,502
				393,831		345,871

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The financial statements were approved by the trustees on 4 September 2014 and signed on their behalf by:



Peter Cardell
Chair



Sophia Collingwood
Treasurer

The accompanying notes are an integral part of this balance sheet.

MOSAIC CLUBHOUSE
ANNUAL REPORT & FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2014

1. 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.

1.1 Basis of accounting

The financial statements have been prepared under the historical cost convention in accordance with the Companies Act 2006 and the provisions applicable to companies subject to the small companies' regime and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008) and follow the recommendations in the Statement of Recommended Practice "Accounting and Reporting by Charities" issued by the Charities Commission in 2005.

1.2 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.

Incoming Resources

All incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income, it is certain 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.

Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities.

Incoming resources from charitable activities are received by way grants and contracts and are included in full in the Statement of Financial Activities. Grants and contracts 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. Bank interest receivable is fully accrued at the balance sheet date.

Resources Expended

Resources expended are recognised on an accruals basis when a liability is incurred, as soon as 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.

Governance costs include those costs primarily associated with meeting the constitutional and statutory requirements of the charity and include the auditors' remuneration and legal fees and costs linked to the charity's compliance with regulations and good practice.

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.

MOSAIC CLUBHOUSE
ANNUAL REPORT & FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2014

1. ACCOUNTING POLICIES (Continued)

1.3 Operating Leases

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

1.4 Pension Costs

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

1.5 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

1.6 Cashflow

The financial statements do not include a cash flow statement because the charity, as a small reporting entity, is exempt from the requirement to prepare such a statement under Financial Reporting Standard 1 "Cash Flow Statements".

MOSAIC CLUBHOUSE
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FOR THE YEAR ENDED 31ST MARCH 2014

2. GRANTS AND CONTRACTS

	Unrestricted	Restricted	Total 2014	Total 2013
	£	£	£	£
London Borough of Lambeth and Lambeth Primary Care Trust	563,000	-	563,000	393,463
Lambeth Law Centre	1,012	-	1,012	-
South London and Maudsley NHS Foundation Trust	-	22,904	22,904	22,904
The Tudor Trust	-	30,000	30,000	27,500
The Stone Family Foundation	70,000	-	70,000	70,000
NHS Lambeth	3,000	3,000	6,000	-
The Henry Smith Charity	20,000	-	20,000	20,000
Effra-Drop in	-	-	-	10,000
The Drapers Charitable Fund	-	-	-	5,000
Big Lottery Fund	-	23,351	23,351	8,837
City Bridge Trust	18,583	-	18,583	-
Lloyds TSB	8,750	-	8,750	-
	<u>684,345</u>	<u>79,255</u>	<u>763,600</u>	<u>557,704</u>

3. TOTAL RESOURCES EXPENDED

	Staff Costs £	Direct Costs £	Support Costs £	Total 2014 £	Total 2013 £
Operation of Mosaic Clubhouse	445,231	279,422	22,036	746,689	578,928
Governance Costs	6,423	5,316	277	12,016	11,979
	<u>451,654</u>	<u>284,738</u>	<u>22,313</u>	<u>758,705</u>	<u>590,907</u>

4. SUPPORT COSTS

	Financial & Legal £	Consultancy & HR £	Total 2014 £	Total 2013 £
Operation of Mosaic Clubhouse	19,181	2,855	22,036	16,825
Governance Costs	277	-	277	233
	<u>19,458</u>	<u>2,855</u>	<u>22,313</u>	<u>17,058</u>

Basis for support costs allocation

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.

MOSAIC CLUBHOUSE
ANNUAL REPORT & FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2014

5. NET MOVEMENT IN FUNDS FOR THE YEAR

This is stated after charging:

	Total 2014 £	Total 2013 £
Auditors' remuneration - audit	5,000	5,000
Auditors' remuneration – other	-	1,130
Rent of land and buildings	55,271	44,000
Depreciation	7,917	9,409
	<u>55,271</u>	<u>44,000</u>

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

No trustees received nor waived any remuneration for their services during the year (2013: nil). However one trustee received reimbursement for out of pocket expenses totalling £255 during the year (2013: nil).

7. STAFF COSTS

	Total 2014 £	Total 2013 £
Wages and Salaries	395,851	314,251
Social Security Costs	39,602	31,345
Pension and Healthcare Costs	16,201	8,452
	<u>451,654</u>	<u>354,048</u>

The average number of employees was :	<u>15</u>	<u>11</u>
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The number of employees whose emoluments as defined for taxation purposes amounted to over £60,000 in the year was Nil (2013: Nil).

8. 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 £15,085 during the year (2013: £7,976).

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9. TANGIBLE FIXED ASSETS

	Fixtures & Fittings and other equipment £	Computers £	Total £
Cost			
At 1 st April 2013	35,457	33,886	69,343
Additions	39,935	3,265	43,200
Disposals	-	-	-
At 31 st March 2014	75,392	37,151	112,543
Depreciation			
At 1 st April 2013	28,936	31,382	60,318
Charge for the year	5,930	1,987	7,917
Disposals	-	-	-
At 31 st March 2014	34,866	33,369	68,235
Net Book Values			
At 31 st March 2014	40,526	3,782	44,308
At 1 st April 2013	6,521	2,504	9,025

10. DEBTORS

	Total 2014 £	Total 2013 £
Grants receivable and other accrued income	121,632	56,603
Prepayments	28,111	6,846
Other Debtors	2,983	-
	152,726	63,449

11. CREDITORS : Amounts falling due within one year

	Total 2014 £	Total 2013 £
Expense Creditors	22,957	4,518
Deferred Income - grants	82,400	8,226
Other Creditors and Accruals	47,054	28,761
	152,411	41,505

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11. CREDITORS : Amounts falling due within one year (Continued)

	Total 2014 £	Total 2013 £
Deferred Income Brought Forward	8,226	-
Deferred in the year	82,400	8,226
Released in the year	(8,226)	-
	<u>82,400</u>	<u>8,226</u>

12. STATEMENT OF FUNDS

	Balance at 31st March 2013 £	Incoming Resources £	Resources Expended £	Transfers £	Balance at 31st March 2014 £
Unrestricted Funds					
General Fund	287,512	727,410	(632,204)	(3,250)	379,468
Designated Funds:					
- Clubhouse Model Training	14,857	-	(3,494)	-	11,363
- Relocation	17,500	-	(20,750)	3,250	-
- Service Transition Fund	17,500	-	(17,500)	-	-
	<u>337,369</u>	<u>727,410</u>	<u>(673,948)</u>	<u>-</u>	<u>390,831</u>
Restricted Funds					
Support Worker in Social Inclusion	-	30,000	(30,000)	-	-
Hospital Outreach	-	22,904	(22,904)	-	-
Café Furniture & Equipment Fund	8,502	-	(8,502)	-	-
Reaching Communities Fund	-	23,351	(23,351)	-	-
NHS Innovation Unit	-	3,000	-	-	3,000
	<u>8,502</u>	<u>79,255</u>	<u>(84,757)</u>	<u>-</u>	<u>3,000</u>
	<u>345,871</u>	<u>806,665</u>	<u>(758,705)</u>	<u>-</u>	<u>393,831</u>

Clubhouse designated funds comprise:

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.

Relocation Fund

The purpose of this fund is to provide for the costs of relocating Mosaic Clubhouse to its new premises in Effra Road. Relocation was completed in July 2013 and all relocation costs have now been recognised. The remaining balance on the fund has been release back to general reserves.

Service Transition Fund

The purpose of this fund is to provide for the costs associated with the transition to a new service contract for the provision of vocational rehabilitation and day centre services. The expanded service started in summer 2013 with additional costs being incurred to support the recruitment of staff and equipping the building..

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Clubhouse restricted funds comprise:

Support Worker Fund
(The Tudor Trust)

A grant of £90,000 over three years towards support worker costs at Mosaic.

Café Furniture and Equipment Fund
(Big Lottery Fund – Awards for All)

A grant of £8,837 over 12 months for café furniture and equipment.

Hospital Outreach Fund
(South London and Maudsley NHS Foundation Trust)

A grant of £22,904 over 12 months towards the costs of hospital outreach work.

Reaching Communities Fund
(Big Lottery Fund)

A grant of £172,916 over 5 years to fund an employment worker dedicated to the task of finding new TEP opportunities.

NHS Innovation Unit

To fund a pilot recovery college in the community.

13. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	Total £
Fund balances at 31st March 2014 are represented by			
Tangible Fixed Assets	44,308	-	44,308
Current Assets	498,934	3,000	501,934
Current Liabilities	(152,411)	-	(152,411)
Net Assets	390,831	3,000	393,831

14. OBLIGATIONS UNDER OPERATING LEASES

As at 31 March 2014 the charity had annual commitments under operating leases as follows:

	Land and Buildings		Other Leases	
	2014 £	2013 £	2014 £	2013 £
Less than One Year	-	-	-	-
One to Two Years	-	-	6,413	6,413
Two to Five Years	56,500	44,000	7,815	7,540
	56,500	44,000	14,228	13,953

In July 2013 the contract for the provision of services from Effra Road was signed alongside a five year lease. Annual lease commitments on the new lease are £56,500 per year. At the same time the rental lease for 126 Atkins Road was surrendered, cancelling the lease commitments of £44,000.

15. 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.

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16. 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.

17. CONTINGENT LIABILITY

During the year, an employee claimed to have met with an accident whilst working at the Clubhouse, and after the year-end initiated a claim for damages against Mosaic. At the time of signing the accounts, the amount of the claim was still being calculated and was therefore unknown. Mosaic intends to contest the claim and believes that it will not be deemed liable as it considers that it has been compliant with health and safety regulations. However, in the event that the claimant is successful, Mosaic believe that their own insurance will cover any liability that crystallises. No accrual has been made in these accounts in respect of this claim.

