



Creating opportunities,
Realising potential

Standard 37 'The Clubhouse holds open forums and has procedures which enable members and staff to actively participate in decision making, generally by consensus, regarding governance, policy making, and the future direction and development of the Clubhouse.'

Running your Clubhouse





RUNNING YOUR CLUBHOUSE

4 STEPS STARTER GUIDE

What else do you need to think about when setting up?

1 FUNDING

A) Set up costs

- Project management
- Legal fees (company & charity)
- Legal fees (leasing a building)
- Building fit-out
- Equipment (IT / admin)
- Start-up training

B) Annual income and running costs

Whilst across the world clubhouses range in size enormously, the minimum size for a UK clubhouse to have any meaningful impact on a local community is at least 4 to 6 full time staff. 10 years ago Mosaic had 10 staff and a budget of £500,000. Mosaic, currently with 24 staff and a budget of £1m, is a large clubhouse.

C) Funding sources

There are sources of scalability & start-up funding grant which we may access to help support new organisations. New Clubhouse groups will require to access match funding locally assisting with the establishment of their service. Links with commissioners at an early stage are essential for UK Clubhouses, as NHS/Council funding is still a core element for a sustainable model.

An example of the budget for a new clubhouse (using London pay rates) could be as follows:

	Director + 3 f/time staff	Director + 5 f/time staff
Income:	(£)	(£)
Statutory/contract funding	150,000	225,000
Grant funding	50,000	75,000
Total income	200,000	300,000
Expenditure:		
Director	40,000	50,000
Support worker staff costs	95,000	150,000
Non pay costs/ overheads		
(based on 50% on pay cost)	65,000	100,000
Total expenditure	£200,000 budget	£300,000 budget
Potential activity:		
Membership	120	200
Daily attendance	20	30
Contact hours	15,000	23,000
TEPs supported	8	12

It is likely that the principle source of funding will be statutory contract funding. Additional support from grant funding is likely to be required (say 25% of total funding) to ensure that a new clubhouse is both effective and viable.

2 GETTING THE RIGHT BUILDING

The Clubhouse should be designed to facilitate the work ordered day and at the same time be attractive, adequate in size, and convey a sense of dignity and respect (Standard #12).

Some specific tips on building location and size include:

10 square meters (100 square feet) per member is a good size guide. Your building should be as accessible as possible, to accommodate members and visitors who might have mobility problems. The building should have good public transport links. The space should be attractive, open and should lend itself to the work-ordered day. Think about how your membership will grow and try to get a building that is large enough to accommodate more members than you currently have.

Your Clubhouse will need an area where food is prepared, served and eaten. Food preparation is usually performed as the work of a Clubhouse Unit and so the space will need to accommodate people doing a variety of tasks.

Again, plan for the future; if you think you'll have 20 members a day to start, plan for 40 or so, which would mean 6-8 tables. The cost of doing the construction or alterations to an existing building right from the beginning will be far less expensive than if you have to make alterations later.

A conference meeting room is also needed. Clubhouses have regularly scheduled policy meetings and having a large meeting room is helpful.

An administration work unit where members can use computers and work on Clubhouse news is also a regular mainstay in most Clubhouses. A large open space with perhaps a round table in the middle of it is preferable. Partitions can be used to provide more quiet space if needed and these can be re-arranged if needed, rather than putting in many walls.

An office where the Director and members can work is also needed. Room for a desk and computer, filing cabinets and a few chairs is preferred. This provides a more intimate meeting space and a good area to work for people who have difficulties with the noise of the unit in the background.

Space to develop a unit to manage the essential Clubhouse employment and education activities will become useful as your Clubhouse grows.

When designing your space, also think about where people are greeted. The greeting or reception area should be relatively close to the door through which members and visitors enter the building.



Clubhouses are deliberately understaffed to maximise member involvement, but it is key that you have a Director and some Support Staff employed. The following job descriptions should help explain the roles of these members of staff.

Main Responsibilities

- To lead and develop the Clubhouse in line with the agreed vision and strategy, and to foster and maintain the ethos and culture of a member-led organisation
- Together with the Board of Trustees, develop and implement strategy , nurture partnerships and activities in furtherance of the organisation's activities
- To manage and direct the day-to-day running of the Clubhouse, ensuring we deliver on our objectives, achieve or exceed our funders activity and quality targets and achieve our income and expenditure budgets each year
- To establish and maintain a good formal and informal network, representing the Clubhouse's best interests in the local community and further afield, with our funders and others that influence policies that may affect us, locally, nationally and internationally
- Develop and grow strategic relationships with providers, commissioning organisations and service users
- Develop and implement a fundraising strategy to secure capital and revenue funding
- Lead and manage all aspects of the operation of the Clubhouse, ensuring the maintenance of the philosophy and standards of the Clubhouse model and the running of all its programmes. Ensure the Clubhouse accreditation is renewed and maintained. This leadership and management should be achieved both through delegation to other staff members and also by direct involvement of and with Clubhouse Members

Job Title: Chief Executive

Leadership and Operational Management

- Supervise, lead and monitor the work of Clubhouse staff
- Working with staff to plan, develop, implement, monitor and evaluate programmes and services to reflect Board policy
- To lead the necessary changes to the staffing structure to meet the needs of the new service specification
- To manage and ensure achievement of the Clubhouse strategic objectives and performance targets required in service contracts with funders
- To establish strong partnership working, owning and managing key strategic relationships including, but not limited to, commissioners, local authorities, stakeholders

Governance

- Advise and provide information (including quarterly reports) as necessary to the Board
- Enable proper monitoring and accountability of all aspects of the running of the organisation, in particular finance, audit and regulation
- Assist the Trustees in fulfilling their responsibilities with legislative guidelines and promote and secure the future development of the Clubhouse
- Ensure the organisation maintains and operates a sound system of risk assessment and risk management
- Ensure that all health and safety requirements are met



3 STAFFING

Job Title: **Chief Executive**

Finance

- To be accountable for the overall sound financial management and control of the organisation including preparing annual budgets for Income and expenditure and cash flow for approval by the Board, and regular, timely and accurate in-year reporting to the Board
- Ensure a sound strategy and programme of income generation is in place across statutory and other sources (including periodic renegotiation of, and compliance with, contracts as required) to support expenditure plans
- Ensure adequate financial reserves are maintained as a minimum at all times in accordance with the Board's policy on reserves

Human Resources

- Act on behalf of and be responsible to the organisation on HR issues
- Responsible for overseeing the establishment and maintenance of appropriate HR systems (eg staff contracts, equal opportunities, recruitment processes, professional guidelines, supervision and appraisal systems)
- Be primarily responsible for the Clubhouse building and its safe operation, risk assessment and crisis management

Job Title: **Support Worker**

Based within work units, Support Workers' main responsibility is the engagement of members in the running of the Clubhouse, the Work-Ordered Day. Additional duties may include advocacy and mediation, goal planning; mentoring and employment support.

Unit support

- Motivate and engage members in the work of the unit, identifying and delegating tasks, providing supervision and support needed by the members
- Collect and submit data reports in a timely manner as agreed with the senior administrator of the unit
- Ensure that agreed systems are adhered to in the management of cash and bill payments
- Ensure that deadlines are met as agreed for the production of agendas, minutes, reports etc.
- Work alongside members, respecting and promoting the ethos and philosophy of the Clubhouse
- Help members and staff to create a welcoming atmosphere for visitors and members; assisting induction and training of new members and staff
- Promote positive understanding, awareness and attitudes of mental health issues amongst others and promote the Clubhouse Model within the wider community



3 STAFFING

Job Title: **Support Worker**

Unit support

- Attend, participate and chair meetings within the Clubhouse, encouraging and facilitating participation of members in governance and decision-making
- Attend and participate in the social and leisure activities of the Clubhouse in the spirit of the clubhouse philosophy. This will include some evening, weekend and public holiday work on a rota basis
- Participate in routine cleaning and maintenance tasks as required

Information governance and confidentiality

- All staff will be given training in information governance and its importance, and will be expected to undertake and successfully complete an online assessment to demonstrate their competence in this area

Goal Planning and Mentoring

- Provide one-to-one support to oversee the development of goal plans, encouraging regular meetings and progress review, identifying the needs and difficulties of members they support
- Support members to regain self-confidence, self-belief, and self-esteem, identify their strengths through involving them in the work of the clubhouse
- Identify members' interests and encourage them to engage in community, volunteering, social and leisure activities as part of their recovery plans

Advocacy and mediation

- Working with other units, support members to gain access to appropriate community services, housing and welfare benefits, and advocacy as necessary. Provide support brokerage as required

Employment Support

- Assist members to access and maintain employment and education opportunities
- Assist in the overall management of the Transitional Employment Programme, providing individual mediation, support and placement cover as required
- Facilitate opportunities for members to develop skills and readiness for work and, where appropriate, identify potential supported employment opportunities

4 LEGAL STRUCTURES & GOVERNANCE

Legal Status

The legal status of your Clubhouse will affect how you can be funded as well as the activities in which you can engage. There are several 'not for profit' options to consider.

Whichever structure you choose, you must draw up a set of rules stating how your group will work (known as the governing document). There is a different type of governing document for each structure.



The options available include;

- Charitable Incorporated Organisation (CIO)

A CIO is a charity which is also incorporated. In law, it is recognised as a legal entity which can enter into contracts, buy or lease property and employ people. The trustees/committee members benefit from having limited liability

- Charitable Company

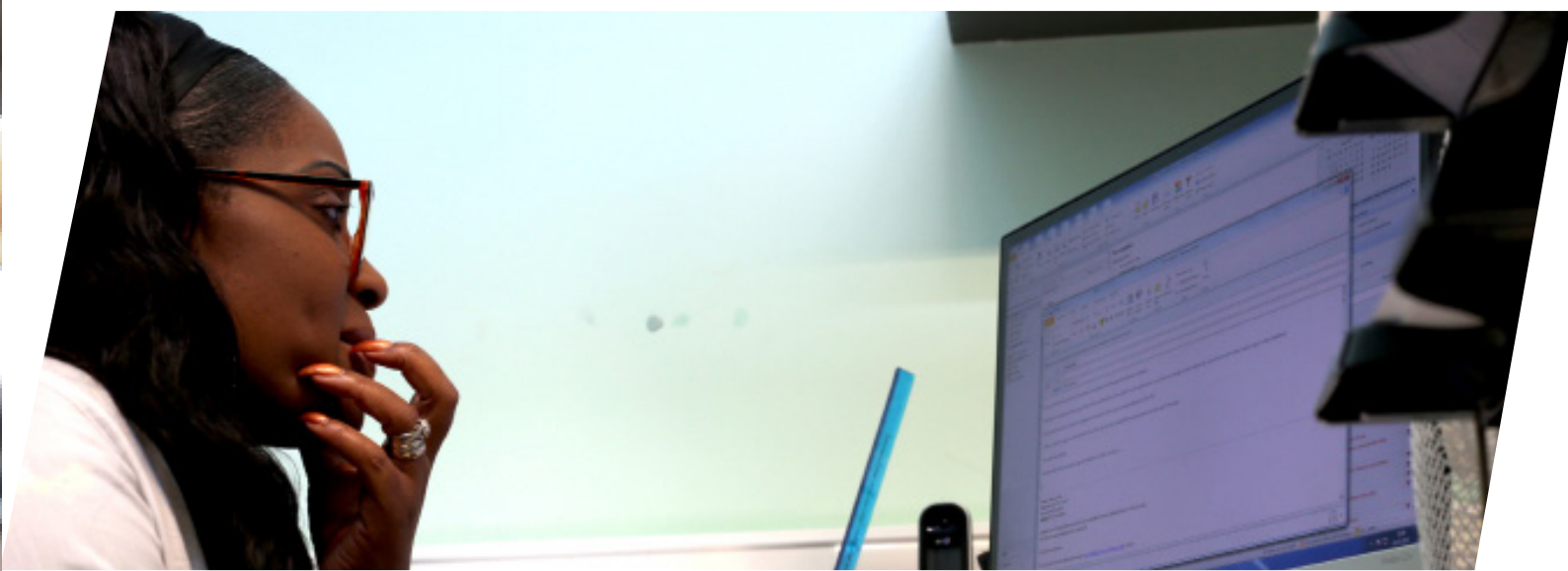
A charitable company is a limited company with charitable aims. It is an incorporated organisation which means that it has a legal identity separate from its members. In law, a limited company is considered to be a person and it can therefore own land or enter into contracts. The directors are agents of the company and are not personally liable for its debts

- Social Enterprises

A social enterprise is a business which makes its money from selling goods and services, and reinvests profits back into the business or the local community. Unlike charities and community groups, social enterprises can be owned and run by paid staff, or by people who have invested money in them. “Social enterprise” isn’t a single legal structure – social enterprises can adopt different legal structures depending on their needs and the way they work

This website has more detailed information on considering the options for your legal structure.

<https://www.resourcecentre.org.uk/information/legal-structures-for-not-for-profit-organisations/>



Trustees

A Clubhouse will normally have a Board of Trustees to help to steer its strategic direction. It is useful to have a good mix of skills on the Board, to have the benefit of a range of experience.

Some useful areas to cover are as follows (it is likely Trustees may have knowledge of more than one);

- Leadership
- Accounting
- Financial management skills
- Mental health experience/expertise
- Contacts within mental health networks
- Press and PR
- Business administration
- **Legal**
- Voluntary sector experience
- Marketing
- Project Management
- Fundraising
- Business development
- Human Resources
- Performance management / Risk management
- Local community
- Political

Policies & procedures

It's important to remember that you will need to adhere to legal & regulatory requirements in the running of your Clubhouse. This means formulating, following and reviewing the various policies and procedures that ensure the safety and sustainability of your organisation. We can assist by providing template policies for the following business areas;

Human resources

- Disciplinary Procedure & Rules
- Disclosure & Barring Service Policy
- Dress policy
- Equal Opportunities Policy
- Grievance Procedure
- Mobile Computing Policy

Human resources

- Performance Improvement
- Policy on the Storage, Handling, Use, Retention of Disclosures & Disclosures Information
- Recruitment of Ex-Offenders Policy
- Retirement Policy
- Sickness policy
- Supervision policy
- Termination of Employment
- Whistleblowing Policy

Health & Safety

- Access Control Procedures
- Adverse Weather Policy
- Health & Safety Policy
- Lone Working Procedure
- Manual handling
- Safeguarding children
- Safeguarding Adults Policy
- Fire Evacuation Policy

Finance & Governance

- Code of Conduct
- Complaints Procedure
- Confidentiality Audit Policy
- Confidentiality Policy
- Emergency & Business Continuity Plan
- Finance Policy
- Information Governance Policy
- Policy for implementation of new Services, Processes & Systems

Our members are always happy to arrange tours of the Clubhouse. For further information, please contact us at:

Mosaic Clubhouse,
65 Effra Road, Brixton, London,
SW2 1BZ
Tel: 020 7924 9657

c.thomas@mosaic-clubhouse.org

www.mosaic-clubhouse.org



Creating opportunities,
Realising potential

Sign Up for our newsletter @ <https://www.mosaic-clubhouse.org/>