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Charity registration number 1071705

Company registration number 03403522 (England and Wales)

**MOSAIC CLUBHOUSE**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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## MOSAIC CLUBHOUSE

### LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	Lucy Hastings	
	Shane Carmichael	(Appointed 1 April 2023)
	Patrick Gillespie	
	Joanna Haworth	
	Segun Jegede	
	James Kavanagh	
	Nash Rajan	
	Mary Robertson	
	Joanne Saunbury	
	Jeffy Wong	
	Mark Hubbard	
	Sharon Brooks	(Appointed 16 June 2023)
<b>Secretary</b>	Chris Thomas	
<b>Senior management</b>	Chris Thomas	Chief Executive Officer
<b>Charity number</b>	1071705	
<b>Company number</b>	03403522	
<b>Registered office</b>	65 Effra Road London England SW2 1BZ	
<b>Auditor</b>	MHA Building 4 Foundation Park Roxborough Way Maidenhead SL6 3UD	
<b>Bankers</b>	NatWest 128 Balham High Road London SW12 9AE	
<b>Solicitors</b>	Bates, Wells & Braithwaite London LLP 2-6 Cannon Street London EC4M 6YH	
<b>Accountants</b>	Ellacotts LLP Countrywide House 23 West Bar Banbury Oxfordshire OX16 9SA England	

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## **MOSAIC CLUBHOUSE**

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## MOSAIC CLUBHOUSE

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2024

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The Trustees present their annual report and financial statements for the year ended 31 March 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "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)" (effective 1 January 2019).

#### **Objectives and activities**

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

Mosaic Clubhouse is a thriving Lambeth-based charity that provides opportunities for people experiencing mental health issues to regain the confidence and skills they need to lead productive and satisfying lives.

#### **Aims of the charity:**

Working on our objectives we strive to ensure that Mosaic Clubhouse:

- Ensures 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.
- Promotes and provides access to real educational and employment opportunities, and assists members in accessing and sustaining their own employment.
- Offers every member a range of support and social opportunities to match their needs and aspirations.
- Provides training and support to other clubhouses both in the United Kingdom and the world.

As well as providing essential community-based mental health support in the heart of Lambeth for 29 years, we are proud to have remained a leading Clubhouse in the Clubhouse International community.

As the only accredited Clubhouse in the UK and one of only twelve international certified training bases, we make it our priority to constantly share and develop our practice. We train other international Clubhouse teams in the Clubhouse model, regularly talk at international Clubhouse conferences and we constantly reach out to colleagues globally.

#### **How we deliver public benefit**

Mosaic Clubhouse exists to provide structure and meaningful activity for people with mental health issues.

Mosaic Clubhouse bases its model on the definition and Standards agreed by the International Clubhouse community. A Clubhouse is:

- A place where people with mental health issues (members) participate in their own recovery process by working and socializing together in a safe, welcoming environment.
- An organisation that operates on proven standards developed over five decades by Clubhouse International and effective in over 320 Clubhouses worldwide.
- A community-based approach that complements available psychiatric and medical interventions.



## MOSAIC CLUBHOUSE

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

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Active member engagement and involvement are critical components of success at Clubhouses:

- Membership is voluntary and lasts as long as someone wants to participate.
- Members have a key role in organising Clubhouse activities. Staff and members work together as colleagues.
- Work, education and social activities in the Clubhouse are meaningful and help members regain self-worth, confidence and purpose.
- Clubhouses provide paid employment opportunities in local businesses for members who want work; we help members become successful employees.

The work of Mosaic Clubhouse is organised into work units (departments), with each member assigned to a unit. Our units are:

- Employment, Education and Information
- Business and Administration
- Café and Gardens

Each unit provides a wide range of tasks appropriate to the capabilities and interests of the individual member. Staff and members work together, side by side, in the daily running of the Clubhouse. This model enables members to gain skills, confidence and self-esteem in a safe environment.

#### **Young Adults**

Our young adults programme supports people who are 16-30 years old. It provides vital support for young adults with an existing mental health condition, and those who are at risk of developing poor mental health and require preventative support. The programme focuses on transitions, including leaving school and making decisions about their future; transferring from child and adolescent (CAMHS) mental health services to adult services, or into the community without any specialist support; and transitioning back into the community after an inpatient psychiatric hospital admission.

**73 young adults engaged with our young adult programme during the year. 11 young adults secured paid employment.**

#### **The Evening Sanctuary**

The Evening Sanctuary is an out-of-hours crisis service, open seven days a week at Mosaic, from 6pm until midnight. It is an alternative to A&E - a safe, non-clinical space for people to come, get support and take part in gentle activities when they do not feel safe being alone or in their own homes.

- **134 people in need of support used our Evening Sanctuary service.**
- **87 Members told us that attending the Sanctuary avoided 856 A&E attendances.**
- **84 Members told us that attending the Sanctuary kept people off the streets on 767 occasions.**

#### **Public benefit**

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.



## MOSAIC CLUBHOUSE

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

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#### **Fundraising**

The Mosaic Clubhouse Community is enormously grateful to its many supporters, without whom we would not be able to deliver any of the work we have over the past year.

In 2023/24, we raised £941,805 through donations, grants and contracts to fund our work. £751,686 of this came from our main statutory partners, the South East London Integrated Care Board (NHS) and Lambeth Borough Council. A further £185,576 was generated through other fundraising activities, including from grant-making bodies, charitable donations and challenge events.

#### Trusts & Foundations

We have been privileged to have the ongoing support of a number of Trusts & Foundations who have enabled our work through the challenges of the past year. We have benefited not just from their financial support, but also strong and supportive relationships based on dialogue, mutual learning, flexibility and a commitment to delivering impact together.

We are particularly grateful to our longstanding supporters, The Stone Family Foundation, the Walcott Foundation and Sir Walter St John Educational Charity.

#### Corporate Partnerships

Mosaic's corporate partners have once more played an important role in the work that we have carried out over the past year, offering support ranging from financial support to gifts in kind and opening up employment or training opportunities for our members.

We also continued to benefit from a partnership with Pret a Manger who provided training and employment opportunities to our members.

#### Events

As with everything at Mosaic, our members are an important part of our fundraising work. Our fundraising group continued to provide invaluable research and impact measurement activities over the last year that has informed decision making and our approach to fundraising. Members are learning how to draft applications to prospective funders and identify and plan community events.

Our biggest single fundraising event is The TCS London Marathon. We were fortunate to have 11 runners in the April 2023 edition, who between them raised £21,694.85.

#### Our Fundraising Approach

We are registered with the Fundraising Regulator and adhere to the highest standards of fundraising practice. We continue to promote fundraising good practice and monitor fundraising efforts in line with the Fundraising Regulator and Code of Fundraising Practice and with charity Commission guidance. Mosaic Clubhouse has received no complaints relating to its fundraising activities during the year 2022/2023. We do not employ an external fundraising agency or have any dedicated community fundraising capacity, and only raise a proportionately small amount of funding from community events.

As we look to the future, we are committed to diversifying our income sources to safeguard the organisation's financial future. We are committed to deepening our engagement with all our supporters and will provide new and compelling opportunities for more individuals, organisations and grant-making bodies to be actively involved in Mosaic Clubhouse and our income generation. The Board have allocated further funds invest further in our fundraising capacity. From early April 2024, two full-time staff form the fundraising team, with daily support from our members.



## MOSAIC CLUBHOUSE

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

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#### Our Year in Numbers

- 449 Attended Mosaic over the year
- 87% of members would recommend Mosaic Clubhouse to friends and family.
- 23 members secured paid employment with Mosaic's support.
- 43 members started an external course.
- 70 members accessed classes at Mosaic.
- 99 members were involved in the design, management, review and development of the service.
- 181 peer led workshops were delivered.
- 25 international colleagues trained at Mosaic, from 9 Clubhouses around the world.
- 7 well-being drop ins were hosted during the year, working with a local GP
- 34 people attended these drop ins, getting support with their physical health
- 932 visits were made to the Information Hub

#### **Strategic Objectives for 2023/24 and how they were met.**

1. To secure a long-term contract and position as part of the Lambeth mental health alliance.

We are pleased to report that a new five-year contract was signed between Mosaic Clubhouse and Lambeth Borough Council, to commence on 1st October 2023. The process to agree the contract involved detailed discussions on the contract specification, setting out what Lambeth expect of us. The new contract focuses on employment outcomes for our members. The Council are also keen to see more detail on how we record our impact; setting out the differences in wellbeing we make to our members. We are pleased to also be looking at the feasibility of opening up the café for greater use by the local community. Provision for the Evening Sanctuary Service has been included in the specification. This will give us great flexibility in how we manage the day and evening services and the cross over between the two. The new specification provides the scope to deliver a new, targeted, Hospital In Reach service, targeted at those who are frequently admitted, for whom attendance at the Sanctuary may help to prevent further hospitalisation.

2. To raise our profile, and that of the Clubhouse model; locally, nationally, and internationally.

It has been a very busy year for our Communications Team of staff and members. The team publish stories on our social media channels every day about our member's achievements and about the Clubhouse in action.

Our profile was boosted considerably in June with the visit of HRH Prince William, to launch The Royal Foundation's 'Homewards' initiative to tackle homelessness. We are delighted that the Prince's team chose Mosaic for the launch, and we featured on all national and a range of international broadcast news channels. Clubhouse Colleagues from as far away as USA and Australia congratulated us on the coverage.

Mosaic Clubhouse was pleased to feature in *The Times Healthcare Commission* report in November 2023. We featured in a special section of the mental health chapter, as an example of innovative health care and alternative to hospital and clinical interventions.

Other highlights included the renewal of our Accreditation with Clubhouse International. We were awarded three years full accreditation, providing quality assurance for our funders, supporters and everyone in the Mosaic Community.



## MOSAIC CLUBHOUSE

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

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3. To develop and deliver an employment offer that reflects member aspirations and local employment needs.

We are delighted to report that our programme of Transitional Employment Placements (TEP) has steadily risen during the year. We are working with South London and Maudsley NHS Trust and Morley College on the development of new placements. The Employment, Education and Information Unit have produced regular Job Bulletins to highlight vacancies available in the community. CV writing drop-ins and other job-related skills workshops were available to members throughout the year.

A total of 22 members gained paid employment during the year, including TEP, supported placements, independent employment, and self-employment and apprenticeships, both full and part-time. By March 2024, we were supporting a total of 46 members in work.

Employment will continue to be a focus, especially helping those with the greatest barriers to finding work. We are keen to strengthen our focus on sustainable employment, ensuring that members who experience TEP for six to nine months can continue to reap the financial and health benefits of working. Other opportunities, including our work with Cygnet Churchill have been revived and we hope that in 2024-2025, we will continue to grow our employment work and aim to offer 20 TEP by March 2025.

4. To strengthen and diversify our fundraising and sources of income.

We were delighted that many of our funders pledged to continue their support during the year. This especially ensured that our work with young adults could continue to grow. We would like to thank Sir Walter St John Charitable Trust for continuing to support our young adults programme by renewing a three-year grant.

After many years of very valuable support, we were delighted that The Stone Family Foundation were able to support us for another year.

During the year, the board made the decision to invest in fundraising through the creation of a new role of Fundraising Co-ordinator. The focus of this role will be to look at areas of fundraising that have remained under explored by Mosaic in the past. These include developing a group of individual donors, looking at community fundraising and developing stronger links with local business and corporate supporters.

By March 2024, our London Marathon Team of 7 runners had raised over £18,000 ahead of the event in April and were set to beat the total raised by our 11 runners in 2023. (Further details are in the fundraising section of this report).

5. To implement the recommendations of the 2021 Community Conversation on Race Inequalities.

Our work on inequalities at Mosaic strengthened with the continued hard work of our Equalities and Diversity Working Group, featuring members and staff from across the work Units. The group had a clear agenda to help Mosaic develop improved staff recruitment processes, better member induction, improved board recruitment and induction and developing our monitoring systems.

Our 'Pride In Practice' Award, recognising our work in support of LGBTQIA+ members was renewed in early 2024.

We continue to celebrate the cultural diversity of Mosaic Clubhouse through the Cultural Events Calendar, a Trustee-led initiative. This well-established program engages staff and members in sharing national dishes and cultural traditions, strengthening our inclusive community and raising Mosaic's profile in promoting diversity.

#### Priorities for 2024/25

1. To renew our strategic plan for a further three to five years.
2. To strengthen and diversify our fundraising and sources of income.
3. To develop and deliver an employment offer that reflects member aspirations and local employment needs.
4. To increase access to the Clubhouse for Lambeth residents.





## MOSAIC CLUBHOUSE

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

#### Partners

Our partners offer a range of services including support around employment opportunities and social and creative activities that are vital to overall well being, as well as crisis advice and financial support.

B	I	P
Barclays	Iconic Steps	The Pret Foundation
Brixton and Clapham Park Primary Care Network	King's College Hospital	The Prince's Trust
Brixton Reel	King's College London	Pathwaze
Brockwell Park Community Greenhouses	Knecco Training	Paws and Pause
Brook	L	R
	Lambeth Living Well Network Alliance	Raw Sounds
C	Lambeth Hospital	Redthread
Centrepont	Lambeth Living Well Collaborative	S
Centre 70	Lambeth Made	Shelter
Clubhouse International	Lambeth Smoking Cessation Confronting Conflict	SHARP Gallery
Creative Voices Collective	LGBT Foundation (Pride in Practice)	LEAPSLaM Recovery College
Cygnets Churchill Hospital	Liverty	SLaM Vocational Services Solidarity in Crisis
D	London City Mission	South London Grassroots Football League
Dress For Success	Lorraine Hewitt House Loughborough Farm	SPEAR Resurgo
Department for Work and Pensions	M	Spiral
E	Magdalen Farm	St Lukes Hub
Every Pound Counts	Media Trust	St Matthew Project
G	Morley College	T
198 Gallery	National Voices	Thames Reach
Good People	Naz Project	Trussell Trust
Good Things Foundation (National Database Initiative) GT Stewart Solicitors & Advocates	O	Tulse Hill Community Advice Centre
Guys and St Thomas Foundation Trust (Healthier Lifestyles Project)	Opportunity Lambeth	V
H	Only A Pavement Away	Volunteering Matters
Healthwatch Lambeth		W
Hood Mentality		The Well Centre
The Harbour		We Rise
Homewards – The Royal Foundation		Y
		Young Carers



## MOSAIC CLUBHOUSE

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

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#### **Financial review**

Mosaic Clubhouse's total income for 2023/24 was £1,057,042 (2022/23 £1,077,826) comprising £48,735 restricted income (2022/23 £44,960) and £1,008,307 unrestricted and designated income (2022/23 £1,032,836).

Total expenditure decreased by £3,336 compared to the prior year. Expenditure being consistent with the prior year is in line with expectations as operations and attendance has matured following the return from lockdown.

The Trustees have considered whether possible events or conditions might cast significant doubt on the ability of the Charity to continue as a going concern. This assessment has been made for a period of at least one year from the date of approval of the financial statements.

The primary area of uncertainty under review has been concerns over the level of support from our main funder, the contract with Lambeth/NHS. It has been known for some time that funding arrangements for NHS providers of mental health services in Lambeth will change with the new 'Alliance' arrangement. Originally anticipated to go live in 2020, contracting activity was delayed due to Covid-19. The commissioning team at Lambeth renewed the Charity's existing contract and at that time extended its term by 24 months from October 2020. Since December 2021, the charity had been in detailed discussions with commissioners and the commissioning team about a future contract. These discussions have concluded and resulted in a five year contract (3 year, plus 2), commencing on 1st October 2023.

Previous concerns over the level of support from our main funder, the contract with Lambeth/NHS have significantly reduced. The award of a five year contract, (3 years + 2 years) in October 2023 provides the Trustees with a greater level of assurance that the charity will remain a going concern.

To help with the Trustees' assessment, stress scenarios were considered as part of the budget building process, which included estimates for realistic worst case financial consequences for the Charity from a reduction in income and/or increase in expenses. These were updated prior to approval of the financial statements and demonstrated continuing strong levels of cash reserves.

The Charity therefore continues to adopt the going concern basis in preparing its financial statements.

#### *Remuneration policy*

The remuneration policy for key management personnel is consistent with the pay policy for all employees: Mosaic Clubhouse aims to pay slightly above London market rates for charity staff at a similar job level to ensure that we continue to employ and retain good quality staff. We believe this approach leads to long term cost savings as a result of reduced staff turnover and facilitates knowledge and skill development among our employees, leading to the delivery of a better quality service for our beneficiaries. The Board of Trustees reviews pay for the Chief Executive and employees annually. The senior management personnel of the charity currently comprises the trustees (who are not remunerated), the Chief Executive, the Grants and Trusts 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 (represented by its undesignated unrestricted funds). Mosaic Clubhouse's policy is to build and maintain reserves that would allow continuation of operations for up to six months, possibly with a reduced total expenditure. The Board of Trustees reviews this policy annually.

As at the date of the closing balance sheet there were free reserves of £206,484 (2022/23: £367,647). In extremis, were income from all sources to cease, the closing reserves would allow Mosaic to continue all core services for a period of approximately three months. This could extend towards six months when taking account of the reduction in services that would occur, together with related expenditures, during a gradual placing of members in other services across the period. The Board therefore considers the current level of reserves to be in line with the policy.

In addition to free reserves in the general fund, the trustees have designated funds totalling £34,052 set aside for specific purposes. These are set out in notes 19 & 20 to these accounts.



## MOSAIC CLUBHOUSE

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

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#### *Principal funding sources and fundraising*

Funding from Lambeth Borough Council and South East London Integrated Care Service (formerly Lambeth Clinical Commissioning Group (CCG)) continues to be our main source of funds. 26.5% of the total 2023/2024 incoming resources was generated from other sources (2022/23: 25.5%), including grant making income, charitable donations and self-generated income from the Mosaic Cafe, room hire and training fees.

#### *Factors likely to affect future financial performance*

As a Board we are working with partners to support our priorities. We are aware that there may be increasing restraints on statutory expenditure, which is a key reason for our continued exploration of other possible income streams. Based on our track record of fundraising to date, the Board is confident that we will continue to achieve similar levels of funding from non-statutory and other sources in the year ahead.

The Board of Trustees therefore places on record its gratitude on behalf of members for the financial support received in the year ended 31 March 2024 from all of our funders including trusts, foundations, grant-making bodies, companies and individuals listed earlier in this report (Partners & Supporters).



## MOSAIC CLUBHOUSE

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

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#### **Structure, governance and management**

Shared decision-making and shared governance are an important part of Clubhouse work. Mosaic Clubhouse has an independent Board of Trustees that has ultimate responsibility for the Clubhouse. This is supported by two subcommittees focused on Communication and Development and Finance and Performance. Members of the Clubhouse are also Trustees on the Board and its sub-committees. Members and staff regularly meet in open forums to discuss policy issues, and day-to-day operational activities of the Clubhouse and these inform Board discussions.

The Board of Trustees are satisfied that Mosaic Clubhouse demonstrably meets the Charity Commission's guidelines regarding delivering public benefit.

The financial statements comply with current statutory requirements and the current Statement of Recommended Practice, Accounting and Reporting by Charities, and are subject to annual external audit in line with the Charities Act and Company Law requirements. We have referred to the Charity Commission'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 details set out on page two forms part of this report.

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

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Lucy Hastings

Shane Carmichael

William Brett

Patrick Gillespie

Joanna Haworth

Segun Jegede

James Kavanagh

Nash Rajan

Mary Robertson

Joanne Saunbury

Jeffy Wong

Mark Hubbard

Sharon Brooks

(Appointed 1 April 2023)

(Resigned 1 April 2023)

(Appointed 16 June 2023)



## MOSAIC CLUBHOUSE

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

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#### *Recruitment, appointment and training 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.

Trustees of Mosaic Clubhouse have adopted the following recruitment process for new trustees:

- All vacancies are externally advertised via local channels (e.g. social media, local community boards)
- Interested parties are invited to have an informal conversation with the Chief Executive
- They are invited to complete an application form.
- They are given a tour and the opportunity to meet members of the community.
- They formally meet with at least two trustees and a Clubhouse member for an interview.
- The interview panel then nominate the successful candidate to the whole Board for approval and appointment.

All new trustees receive 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 are appointed to a Board sub-committee to enable them to get a better understanding of the Clubhouse. On an ongoing basis trustees are also given the opportunity to attend and take part in Clubhouse Colleague Training abroad, or in-house.

The Board of Trustees also seeks to ensure that the skills and experience held across the Board's membership are appropriate to meet the needs of the Clubhouse and its members. In order to do this, all trustees complete an annual skills audit, which gives an up-to-date picture of skills currently on the Board. These are measured against the skills that are needed. A quarter of Trustees are elected from the Clubhouse membership. At the time of writing, three trustees are members of Mosaic Clubhouse out of a total of twelve.

Day-to-day responsibility for operational delivery is delegated to the Chief Executive. The Chief Executive is responsible for ensuring that the Clubhouse delivers against its objectives and the service requirements of the funders and meets Clubhouse Standards

The company's current policy concerning the payment of trade creditors is to follow the CBI's Prompt Payers Code (copies are available from the CBI, Centre Point, 103 New Oxford Street, London WC1A 1DU).

The company's current policy concerning the payment of trade creditors is to:

- settle the terms of payment with suppliers when agreeing the terms of each transaction;
- ensure that suppliers are made aware of the terms of payment by inclusion of the relevant terms in contracts; and
- pay in accordance with the company's contractual and other legal obligations.

Trade creditors of the company at the year end were equivalent to 15 day's purchases, based on the average daily amount invoiced by suppliers during the year.



## MOSAIC CLUBHOUSE

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

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#### *Other matters*

##### Organisational Structure

Day-to-day responsibility for operational delivery is delegated to the Chief Executive. The Chief Executive is responsible for ensuring that the Clubhouse delivers against its objectives and the service requirements of the funders and meets Clubhouse Standards

##### Principal risks and uncertainties

The Board of Trustees conducts regular semi-annual reviews of the major risks to which the charity is exposed, and all other risks contained in the corporate risk register. These reviews include consideration of appropriate control systems and procedures to mitigate risks to acceptable levels, where relevant and possible.

As part of this process the Board reviews and approves relevant policies on at least a biennial basis. Current policies include, for example, controls that seek to secure the charity's finances against risk of fraud and ensure compliance with health and safety regulations for staff, volunteers, clients and visitors.

In its most recent review, the trustees identified the following as the key risks and uncertainties currently faced together with their mitigating actions:

1. Our top risk is that we will not raise sufficient funds in an increasingly challenging environment.

Our Grants and Trusts Fundraiser has developed a detailed plan and pipeline for funds to run into the 2024-2025 financial year. The situation was further mitigated by the recruitment of a Fundraising Officer, which has increased our capacity to explore new income sources.

2. Staff recruitment continues to present a challenge to Mosaic Clubhouse and others in health and social sector. Our turnover does not present a cause for concern but we are aware that applications for vacant posts are fewer than in recent years.

Several aspects of the recruitment process are under review; where we advertise, the quality and clarity of the Information packs and job descriptions, the speed of the process etc. The market is currently favourable for job seekers and we are aware that we need to maintain an attractive offer to potential candidates. Benchmarking against similar roles locally shows that the salary for an Engagement Worker compares favourably with others available, which typically offer a starting salary of around £27k, compared to our offer of £33k. We plan to introduce other staff benefits and policies during 2024 to aid recruitment and retention of staff.

3. Management and control of staff costs can cause spikes in cost, particularly with the need to maintain a service for our Evening Sanctuary Crisis support service. We are contracted to have the service available seven nights a week and cover staff illness and holidays with bank staff.

The staff costs in the budget for 2024-2025 was the result of detailed assessment of our staffing needs. Longer term decisions will be made once we know the outcome of key funding requests.

4. Cost of living – the continuing high cost of living presents challenges for our members and staff alike.

We are looking at ways to cut our spending and recent 'climate friendly' actions have helped (stopping the use of packaged, individual portions of condiments in the café for example). Wherever possible, we will support members to access financial support, and as ever will help with food when needed.



## MOSAIC CLUBHOUSE

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

#### Statement of Trustees' responsibilities

The Trustees, who are also the directors of Mosaic Clubhouse for the purpose of company law, are responsible for preparing the Trustees' 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity 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 charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as they 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 information and to establish that the auditor is aware of that information.

#### Auditor

In accordance with the company's articles, a resolution proposing that MHA be reappointed as auditor of the company will be put at a General Meeting.

#### Preparation of the report

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

The Trustees' report was approved by the Board of Trustees.

*L. Hastings*

Lucy Hastings

Date: *14/11/24*



## MOSAIC CLUBHOUSE

### INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF MOSAIC CLUBHOUSE

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#### Opinion

We have audited the financial statements of Mosaic Clubhouse (the 'charitable company') for the year ended 31 March 2024, which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the Trustees' assessment of the entity's ability to continue to adopt the going concern basis of accounting included critical reviews of budgets and forecasts provided.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

#### Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report other than the financial statements and our Auditor's Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.





## MOSAIC CLUBHOUSE

### INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF MOSAIC CLUBHOUSE

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#### **Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the Trustees' report has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

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

#### **Responsibilities of Trustees**

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

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

#### **Auditor's responsibilities for the audit of the financial statements**

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.



## MOSAIC CLUBHOUSE

### INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF MOSAIC CLUBHOUSE

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Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Evaluation of the design of management's controls designed to prevent and detect irregularities,
- Reviewing minutes of meetings of those charged with governance,
- Testing unusual or unexpected journal entries, particularly those impacting revenue, and
- Challenging assumptions and judgements made by management in respect of significant accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

#### Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Bianca Silva BA ACA DChA (Senior Statutory Auditor)

for and on behalf of  
MHA, Statutory Auditor  
Maidenhead, United Kingdom  
Date: 9 December 2024

MHA is the trading name of MacIntyre Hudson LLP, a limited liability partnership in England and Wales (registered number OC312313)



## MOSAIC CLUBHOUSE

### STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

Current financial year		Unrestricted funds general 2024 £	Unrestricted funds designated 2024 £	Restricted funds 2024 £	Total 2024 £	Total 2023 £
	Notes					
<b>Income from:</b>						
Donations and legacies	3	141,339	-	-	141,339	119,064
<u>Charitable activities</u>						-
Grants and Contracts	4	751,731	-	48,735	800,466	892,137
Café Mosaic	4	38,640	-	-	38,640	35,830
Clubhouse Model Training	4	-	70,613	-	70,613	24,148
Other Income	4	1,695	-	-	1,695	4,899
Investments	5	4,289	-	-	4,289	1,748
<b>Total income</b>		<u>937,694</u>	<u>70,613</u>	<u>48,735</u>	<u>1,057,042</u>	<u>1,077,826</u>
<b>Expenditure on:</b>						
Raising funds	6	44,313	-	-	44,313	32,916
Charitable activities	7	1,054,927	62,655	41,246	1,158,828	1,173,561
<b>Total expenditure</b>		<u>1,099,240</u>	<u>62,655</u>	<u>41,246</u>	<u>1,203,141</u>	<u>1,206,477</u>
<b>Net income/(expenditure)</b>		<u>(161,546)</u>	<u>7,958</u>	<u>7,489</u>	<u>(146,099)</u>	<u>(128,651)</u>
Transfers between funds		383	(383)	-	-	-
<b>Net movement in funds</b>	9	<u>(161,163)</u>	<u>7,575</u>	<u>7,489</u>	<u>(146,099)</u>	<u>(128,651)</u>
<b>Reconciliation of funds:</b>						
Fund balances at 1 April 2023		367,647	26,477	10,615	404,739	533,390
<b>Fund balances at 31 March 2024</b>		<u>206,484</u>	<u>34,052</u>	<u>18,104</u>	<u>258,640</u>	<u>404,739</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.



## MOSAIC CLUBHOUSE

### STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

Prior financial year		Unrestricted funds general 2023 £	Unrestricted funds designated 2023 £	Restricted funds 2023 £	Total 2023 £
	Notes				
<b>Income from:</b>					
Donations and legacies	3	119,064	-	-	119,064
<u>Charitable activities</u>					-
Grants and Contracts	4	847,177	-	44,960	892,137
Café Mosaic	4	35,830	-	-	35,830
Clubhouse Model Training	4	-	24,148	-	24,148
Other Income	4	4,899	-	-	4,899
Investments	5	1,748	-	-	1,748
<b>Total income</b>		<u>1,008,718</u>	<u>24,148</u>	<u>44,960</u>	<u>1,077,826</u>
<b>Expenditure on:</b>					
Raising funds	6	32,916	-	-	32,916
Charitable activities	7	1,078,929	49,130	45,502	1,173,561
<b>Total expenditure</b>		<u>1,111,845</u>	<u>49,130</u>	<u>45,502</u>	<u>1,206,477</u>
<b>Net income</b>		<u>(103,127)</u>	<u>(24,982)</u>	<u>(542)</u>	<u>(128,651)</u>
Transfers between funds		41,611	(42,487)	876	-
<b>Net movement in funds</b>	9	<u>(61,516)</u>	<u>(67,469)</u>	<u>334</u>	<u>(128,651)</u>
<b>Reconciliation of funds:</b>					
Fund balances at 1 April 2022		429,163	93,946	10,281	533,390
<b>Fund balances at 31 March 2023</b>		<u>367,647</u>	<u>26,477</u>	<u>10,615</u>	<u>404,739</u>



# MOSAIC CLUBHOUSE

## BALANCE SHEET AS AT 31 MARCH 2024

	Notes	2024 £	£	2023 £	£
<b>Fixed assets</b>					
Tangible assets	13		26,094		26,477
<b>Current assets</b>					
Debtors	14	56,001		59,298	
Cash at bank and in hand		382,519		428,976	
		438,520		488,274	
<b>Creditors: amounts falling due within one year</b>	15	(205,974)		(110,012)	
<b>Net current assets</b>			232,546		378,262
<b>Total assets less current liabilities</b>			258,640		404,739
<b>Net assets excluding pension liability</b>			258,640		404,739
<b>The funds of the charity</b>					
Restricted income funds	18		18,104		10,615
Unrestricted funds - general	20		206,484		367,647
Unrestricted funds - designated	19		34,052		26,477
			258,640		404,739

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2024, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 14/11/24.

Lucy Hastings

Lucy Hastings

Company registration number 03403522 (England and Wales)



**MOSAIC CLUBHOUSE**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

	Notes	2024 £	£	2023 £	£
<b>Cash flows from operating activities</b>					
Cash absorbed by operations	24		(36,283)		(72,754)
<b>Investing activities</b>					
Purchase of tangible fixed assets		(14,463)		(1,374)	
Investment income received		4,289		1,748	
<b>Net cash (used in)/generated from investing activities</b>			(10,174)		374
<b>Net cash used in financing activities</b>			-		-
<b>Net decrease in cash and cash equivalents</b>			(46,457)		(72,380)
Cash and cash equivalents at beginning of year			428,976		501,356
<b>Cash and cash equivalents at end of year</b>			382,519		428,976



## MOSAIC CLUBHOUSE

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

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#### 1 Accounting policies

##### Charity information

Mosaic Clubhouse is a private company limited by guarantee incorporated in England and Wales. The registered office is 65 Effra Road, London, SW2 1BZ, England.

##### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

##### 1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

##### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

##### 1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Government grants have been accounted for under the accrual model as permitted by FRS102.

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



## MOSAIC CLUBHOUSE

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

#### 1 Accounting policies

(Continued)

##### 1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

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 activities are allocated directly; others are apportioned on the basis of estimates of the proportion of time spent by staff on those activities.

##### 1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses. The capitalisation threshold for fixed assets is £500.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings	Between 20% and 25% straight line
Computers	33.33% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

##### 1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

##### 1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

##### 1.9 Financial instruments

The charity 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.





## MOSAIC CLUBHOUSE

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

#### 1 Accounting policies

(Continued)

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

##### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

#### 1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

#### 1.12 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

#### 2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.



## MOSAIC CLUBHOUSE

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

#### 2 Critical accounting estimates and judgements

(Continued)

##### Critical judgements

##### Depreciation

The depreciation rate of tangible and intangible fixed assets as detailed above.

##### Support Costs

Support costs are apportioned to direct activities based on the direct staff costs allocated to those activities.

#### 3 Income from donations and legacies

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Donations and gifts	141,339	119,064
<b>Donations and gifts</b>		
The Stone Family Foundation	128,781	111,503
London Marathon	6,155	2,112
Quartet Community - Osborne Clarke LLP	-	333
Other	6,403	5,116
	141,339	119,064



# MOSAIC CLUBHOUSE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

### 4 Income from charitable activities

	Unrestricted funds general 2024 £	Unrestricted funds designated 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds general 2023 £	Unrestricted funds designated 2023 £	Restricted funds 2023 £	Total 2023 £
<b>Grants and Contracts</b>								
Grants and contracts	751,731	-	48,735	800,466	847,177	-	44,960	892,137
<b>Café Mosaic</b>								
Ancillary trading income	38,640	-	-	38,640	35,830	-	-	35,830
<b>Clubhouse Model Training</b>								
Other income	-	70,613	-	70,613	-	24,148	-	24,148
<b>Other Income</b>								
Other income	1,695	-	-	1,695	4,899	-	-	4,899
	<u>792,066</u>	<u>70,613</u>	<u>48,735</u>	<u>911,414</u>	<u>887,906</u>	<u>24,148</u>	<u>44,960</u>	<u>957,014</u>



## MOSAIC CLUBHOUSE

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

#### Performance related grants analysis

	Grants and Contracts 2024 £	Grants and Contracts 2023 £
London Borough of Lambeth and Lambeth Primary Care Trust	669,448	591,661
NHS Lambeth	82,283	177,116
London Borough of Lambeth: Grant re rent increase	-	25,900
NHS South East London ICB	-	50,000
Walcot Educational Fund	7,500	12,500
Sir Jules Thorn Charitable Trust	-	2,500
Brixton Voices: Sir Walter St John	30,735	30,736
Jack Petchey Foundation	-	1,724
Mazars Young Members Fund	10,000	-
Members Grant	500	-
Other	-	-
	<u>(800,466)</u>	<u>(892,137)</u>

#### 5 Income from investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Interest receivable	<u>4,289</u>	<u>1,748</u>

#### 6 Expenditure on raising funds

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
<b>Fundraising and publicity</b>		
Other fundraising costs	7,080	6,300
Staff costs	37,233	26,616
	<u>44,313</u>	<u>32,916</u>



# MOSAIC CLUBHOUSE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

### 7 Expenditure on charitable activities

	Charitable activities 2024 £	Charitable activities 2023 £
<b>Direct costs</b>		
Staff costs	675,431	689,442
Depreciation	14,846	13,850
Charitable activities	369,448	340,488
	<u>1,059,725</u>	<u>1,043,780</u>
<b>Share of support and governance costs (see note 8)</b>		
Support	26,299	88,319
Governance	72,804	41,462
	<u>1,158,828</u>	<u>1,173,561</u>
<b>Analysis by fund</b>		
Unrestricted funds - general	1,054,927	1,078,929
Unrestricted funds - designated	62,655	49,130
Restricted funds	41,246	45,502
	<u>1,158,828</u>	<u>1,173,561</u>

### 8 Support costs allocated to activities

	2024 £	2023 £
Staff costs	48,911	56,873
Financial and Legal	23,260	24,306
Consultancy and HR	3,039	7,140
Governance costs	23,893	41,462
	<u>99,103</u>	<u>129,781</u>
<b>Analysed between:</b>		
Charitable activities	<u>99,103</u>	<u>129,781</u>

### 9 Net movement in funds

	2024 £	2023 £
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	16,684	15,438
Depreciation of owned tangible fixed assets	14,846	13,850



## MOSAIC CLUBHOUSE

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

#### 10 Trustees

None of the Trustees (or any persons connected with them) received any remuneration during the year, but a total of £88.70 travelling expenses were reimbursed to one trustee (2023 - £nil was reimbursed).

#### 11 Employees

The average monthly number of employees during the year was:

	2024 Number	2023 Number
Average headcount	26	25

#### Employment costs

	2024 £	2023 £
Wages and salaries	683,507	705,390
Social security costs	61,907	66,864
Other pension costs	23,370	26,701
	768,784	798,955

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2024 Number	2023 Number
£60,000 to £70,000	1	1

#### Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2024 £	2023 £
Aggregate compensation	179,603	200,386

#### 12 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.



# MOSAIC CLUBHOUSE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

### 13 Tangible fixed assets

	Fixtures and fittings £	Computers £	Total £
<b>Cost</b>			
At 1 April 2023	130,718	34,503	165,221
Additions	10,532	3,931	14,463
At 31 March 2024	141,250	38,434	179,684
<b>Depreciation and impairment</b>			
At 1 April 2023	104,310	34,434	138,744
Depreciation charged in the year	12,593	2,253	14,846
At 31 March 2024	116,903	36,687	153,590
<b>Carrying amount</b>			
At 31 March 2024	24,347	1,747	26,094
At 31 March 2023	26,408	69	26,477

### 14 Debtors

	2024 £	2023 £
<b>Amounts falling due within one year:</b>		
Trade debtors	2,462	455
Other debtors	1,008	6,174
Prepayments and accrued income	52,531	52,669
	56,001	59,298

### 15 Creditors: amounts falling due within one year

	Notes	2024 £	2023 £
Other taxation and social security		11,123	16,245
Deferred income	16	108,854	56,378
Trade creditors		49,807	11,086
Other creditors		11,580	4,400
Accruals and deferred income		24,610	21,903
		205,974	110,012

### 16 Deferred income

	2024 £	2023 £
Other deferred income	108,854	56,378



## MOSAIC CLUBHOUSE

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

#### 16 Deferred income

(Continued)

Deferred income is included in the financial statements as follows:

	2024 £	2023 £
Deferred income is included within:		
Current liabilities	108,854	56,378
Movements in the year:		
Deferred income at 1 April 2023	56,378	58,648
Released from previous periods	(56,378)	(58,648)
Resources deferred in the year	108,854	56,378
Deferred income at 31 March 2024	108,854	56,378

#### 17 Retirement benefit schemes

	2024 £	2023 £
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	23,370	26,701

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

At the year end £4,964 (2023: £564) was payable to the scheme. This is included within other creditors.

#### 18 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2024 £
Support Workers	-	38,235	(38,235)	-	-
Bridgepoint Hardship Fund	9,681	-	-	-	9,681
Asda Foundation	600	-	-	-	600
Young Members	334	-	-	-	334
Mazars Young Members Fund	-	10,000	(2,661)	-	7,339
Member Grants	-	500	(350)	-	150
	10,615	48,735	(41,246)	-	18,104





## MOSAIC CLUBHOUSE

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

#### 18 Restricted funds

(Continued)

Previous year:	At 1 April 2022 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2023 £
Support Worker	-	43,236	(43,236)	-	-
Bridgepoint Hardship Fund	9,681	-	-	-	9,681
Asda Foundation	600	-	-	-	600
Jack Petchey	-	1,724	(1,724)	-	-
Young members	-	-	(542)	876	334
	<u>10,281</u>	<u>44,960</u>	<u>(45,502)</u>	<u>876</u>	<u>10,615</u>

#### 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. Bridgepoint Hardship Fund

The funding we received from the Hardship Fund, distributed by Bridgepoint, was towards costs relating to digital inclusion.

##### 3. Asda Foundation Fund

The Asda Foundation supports local grassroots organisations to transform communities and improve the lives of people living within the ASDA Community. The Feeding Communities grant we received from the Asda Foundation funded food parcels we put together for members who were facing food insecurity as a result of the Covid-19 pandemic.

##### 4. Jack Petchey Fund

The Jack Petchey Foundation's internship programme is designed to give young people a flying start, supporting dynamic young individuals in their first step in the youth and charity sector. Jack Petchey funded us for a year's long internship role focused on increasing Mosaic physical and online presence in the community and amongst young people.

##### 5. Mazars Young Members Fund

The funds we received from Mazars is to support our young adult members. It will continue to support young adults by contributing to vocational training, the supply of digital devices for work and learning and for social activities.

##### 6. Young Members Fund

These funds were donated by Ruaridh Gardner's Family and Friends following his passing. Their wishes were for these funds to be utilised towards activities to enhance Mosaic's Young Members mental health, and as such it is now defined as a Restricted Fund, to be recognised in Mosaic's Financial Year 2022-23 and beyond, until these funds are extinguished.



## MOSAIC CLUBHOUSE

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

#### 19 Unrestricted funds - designated

These are unrestricted funds which are material to the charity's activities.

	At 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2024 £
Fixed Asset Fund	26,477	-	-	(383)	26,094
Clubhouse Model Training	-	70,613	(62,655)	-	7,958
	<u>26,477</u>	<u>70,613</u>	<u>(62,655)</u>	<u>(383)</u>	<u>34,052</u>
 Previous year:	 At 1 April 2022 £	 Incoming resources £	 Resources expended £	 Transfers £	 At 31 March 2023 £
Business Development	30,012	-	-	(30,012)	-
Fixed Asset Fund	38,952	-	-	(12,475)	26,477
Clubhouse Model Training	21,781	24,148	(45,929)	-	-
Sonia Burke Legacy fund	3,201	-	(3,201)	-	-
	<u>93,946</u>	<u>24,148</u>	<u>(49,130)</u>	<u>(42,487)</u>	<u>26,477</u>

#### Details of designated funds

##### 1. Business Development Fund

This fund was set up to explore the possibilities to expand the Clubhouse model throughout the UK. Mosaic Clubhouse remains ambitious about the potential of the Clubhouse model and wants to see more clubhouses opening up and working towards accreditation. However, the designation was removed in the previous year as this is no longer a priority.

##### 2. Fixed Asset Fund

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

##### 3. Clubhouse Model Training Fund

Mosaic Clubhouse is an accredited training base for the Clubhouse model. This is a designated fund which provides for ongoing staff and member training to ensure delivery of this international training is maintained to expected standard. The training programme is reviewed each year. Use of the fund will be made based on an assessment of the professional development required to maintain standards. This fund will be allocated on a needs led basis. We have apportioned the costs of the time staff spent on preparing for, delivering, and taking part in training, and the time on any required accreditation preceding it.

##### 4. Sonia Burke legacy Fund

This designated fund was a result of a legacy. The purpose of the fund was to broaden horizons, learn new skills and challenges and providing time for fun, reflection and rest from daily pressures. The fund was fully spent in the year to March 2023.



# MOSAIC CLUBHOUSE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

### 20 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2024 £
General funds	367,647	937,694	(1,099,240)	383	206,484
<b>Previous year:</b>	<b>At 1 April 2022 £</b>	<b>Incoming resources £</b>	<b>Resources expended £</b>	<b>Transfers £</b>	<b>At 31 March 2023 £</b>
General funds	429,163	1,008,718	(1,111,845)	41,611	367,647

### 21 Analysis of net assets between funds

	Unrestricted funds general 2024 £	Unrestricted funds designated 2024 £	Restricted funds 2024 £	Total 2024 £
<b>At 31 March 2024:</b>				
Tangible assets	-	26,094	-	26,094
Current assets/(liabilities)	206,484	7,958	18,104	232,546
	206,484	34,052	18,104	258,640
	Unrestricted funds general 2023 £	Unrestricted funds designated 2023 £	Restricted funds 2023 £	Total 2023 £
<b>At 31 March 2023:</b>				
Tangible assets	-	26,477	-	26,477
Current assets/(liabilities)	367,647	-	10,615	378,262
	367,647	26,477	10,615	404,739



## MOSAIC CLUBHOUSE

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

#### 22 Operating lease commitments

##### Lessee

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

	2024 £	2023 £
Within one year	82,400	41,200
Between two and five years	329,600	-
In over five years	41,200	-
	<u>453,200</u>	<u>41,200</u>

#### 23 Related party transactions

During the year £10,000 was received as a grant from Mazars for a Young Members Fund, a member of the board of trustees has a business relationship with the company that provided the grant (2023 - none).

#### 24 Cash generated from operations

	2024 £	2023 £
Deficit for the year	(146,099)	(128,651)
Adjustments for:		
Investment income recognised in statement of financial activities	(4,289)	(1,748)
Depreciation and impairment of tangible fixed assets	14,846	13,849
Movements in working capital:		
Decrease in debtors	3,297	23,352
Increase in creditors	43,486	22,714
Increase/(decrease) in deferred income	52,476	(2,270)
<b>Cash absorbed by operations</b>	<u>(36,283)</u>	<u>(72,754)</u>

#### 25 Analysis of changes in net funds

The charity had no material debt during the year.