



Charity registration number 1071705 (England and Wales)

Company registration number 03403522

MOSAIC CLUBHOUSE
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025



MOSAIC CLUBHOUSE

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Lucy Hastings Shane Carmichael Joanna Haworth James Kavanagh Nash Rajan Mark Hubbard Sharon Brooks Louise Hall Segun Jegede Nazmul Choudhury Andrew Mattin	(Appointed 14 November 2024) (Appointed 11 July 2024) (Appointed 6 February 2025)
Secretary	Chris Thomas	
Senior management	Chris Thomas	Chief Executive Officer
Charity number	1071705	
Company number	03403522	
Registered office	65 Effra Road London England SW2 1BZ	
Auditor	MHA Building 4 Foundation Park Roxborough Way Maidenhead SL6 3UD	
Bankers	NatWest 128 Balham High Road London SW12 9AE	
Solicitors	Bates, Wells & Braithwaite London LLP 2-6 Cannon Street London EC4M 6YH	
Accountants	Ellacotts LLP Countrywide House 23 West Bar Banbury Oxfordshire OX16 9SA England	



MOSAIC CLUBHOUSE

CONTENTS

	Page
Trustees' report	1 - 12
Independent auditor's report	13 - 15
Statement of financial activities	16 - 17
Balance sheet	18
Statement of cash flows	19
Notes to the financial statements	20 - 34



MOSAIC CLUBHOUSE

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2025

The Trustees present their annual report and financial statements for the year ended 31 March 2025.

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 31 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 350 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 2025

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. 12 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 2025

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 2024/25, we raised £980,783 through donations, grants and contracts to fund our work. £757,181 of this came from our main statutory partners, the South East London Integrated Care Board (NHS) and Lambeth Borough Council. A further £224,602 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 2024 edition, who between them raised £17,408. As a result of changes to how the charity recognises deferred income a further £22,221 has been recognised in relation to Marathon, bringing our total fundraising for 2024/25 to £39,629.

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 2024/2025. 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 2025

Our Year in Numbers

- 462 Attended Mosaic over the year
- 22 members secured paid employment with Mosaic's support.
- 31 members started an external course.
- 44 members accessed classes at Mosaic.
- 99 members were involved in the design, management, review and development of the service.
- 199 peer led workshops were delivered.
- 25 international colleagues trained at Mosaic, from 7 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
- 946 visits were made to the Information Hub
- 12 members started voluntary jobs

Strategic Objectives for 2024/25 and how they were met.

1. Strategic Plan Renewal

A working group of members, staff and trustees met frequently to put together a new strategy for the next three years. The key priority emerging from the discussions is the need to ensure financial sustainability. This will be working on our income generation and also ensure that we continue to deliver positive outcomes for our members. The plan includes a focus on ensuring that we are doing all we can to help members access volunteering, employment and learning opportunities. We also want to focus on the access; ensuring that the Clubhouse is easily accessible and welcoming as it can be.

These priorities will be underpinned by a new focus of measuring our impact and on developing our organisation and our people to ensure we are ready for the challenges ahead.

The final version will go to the board for approval early in 2026 and will take Mosaic Clubhouse to 2029.

2. Strengthening and Diversifying Income

This year has seen a new focus on developing a more diverse range of income sources. We have developed stronger links with local businesses through Brixton BID (Business Improvement District) and engaged businesses in raising funds through events like the London Marathon.

We have a dedicated team of two full time fundraisers who are working on building the stream of income from trusts and foundations and developing new avenues of income such as starting to build an individual donor base and working on accessible challenge events which will make it easier for supporters to raise funds for the Clubhouse.

We are delighted that several of our core funders have continued to support our work. We are especially grateful to the Sir Walter St John Charitable Trust and the Walcot Foundation for their continuing support for our young adult programme.



MOSAIC CLUBHOUSE

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

3. Developing and Delivering Employment Opportunities

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. We have developed a new focus on volunteering opportunities. Volunteering is an effective gateway to paid employment and an accessible way help reduce isolation and create a sense of self-worth.

A total of 23 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 2025, we were supporting a total of 48 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 were revived and we hope that further TEP and other employment opportunities will be added by March 2026.

Priorities for 2025/26

- **Ensure sustainability**

Without adequate resources and financial health, our ability to sustain our positive impact on Members mental health will be hindered. We are facing a challenging funding and commissioning landscape.

- **Improve and expand access**

Improve and expand access to the Clubhouse in Lambeth so that more people living with mental health challenges, who can benefit from our services and model, have support. Use our expertise and reputation to encourage the expansion of the Clubhouse model in SE London, the UK and Internationally.

- **Increase employment, volunteering and education opportunities**

Increase the number of members taking up supported and independent employment, engaging in meaningful volunteering and undertaking education programmes successfully.

- **Strengthen evidence and awareness of impact**

Strengthen how we organise and communicate evidence and impact of our work in improving mental health and make a direct contribution to the Lambeth Together and Living Well Alliance goals.

- **Organisation and people development**

Ensuring we are organised to develop our people and services in ways that support the delivery of this strategy.

Volunteers

In the Clubhouse model, our members volunteer their time to work side by side with paid staff. The model requires us to be deliberately understaffed, allowing members to work alongside staff to deliver our services. Their contribution is significant to the overall operation. However, as membership is voluntary and without time constraints, attributing an economic value to their contribution would cause considerable measurement issues. This has prevented inclusion of their contribution in the statement of financial activities.



MOSAIC CLUBHOUSE

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

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

Barclays
Brixton and Clapham Park
Primary Care Network
Brixton Reel
Brockwell Park Community
Greenhouses
Brook

C

Cambridge House
Centrepont
Centre 70
Clubhouse International
Creative Voices Collective
Cygnet Churchill Hospital

D

Dress For Success
Department for Work and
Pensions

E

Every Pound Counts

F

Formation Architects

G

GAIA
198 Gallery
Good People
Good Things Foundation (National
Database Initiative)
GT Stewart Solicitors & Advocates
Guys and St Thomas Foundation
Trust (Healthier Lifestyles Project)

H

Healthwatch Lambeth

Hood Mentality

The Harbour
Homewards – The Royal
Foundation

I

Iconic Steps

K

King's College Hospital
King's College London
Knecco Training
Knowledge Brief

L

Lambeth Living Well Network
Alliance
Lambeth Hospital
Lambeth Living Well
Collaborative
Lambeth Made
Lambeth Smoking Cessation
LEAP
Confronting Conflict
LGBT Foundation (Pride in
Practice)
Livity
London City Mission
London House of Wellbeing
Lorraine Hewitt House
Loughborough Farm

M

Magdalen Farm
Media Trust
Morley College

N

National Voices
Naz Project

O

Opportunity Lambeth

Only A Pavement Away

P

Pathwaze
Paws and Pause
Photofusion
The Pret Foundation
The Prince's Trust

R

Raw Sounds
Redthread

S

Shelter
SHARP Gallery
SLaM Recovery College
SLaM Vocational Services
Solidarity in Crisis
South London Grassroots
Football League
SPEAR Resurgo
Spiral
St Lukes Hub
St Matthew Project

T

Thames Reach
Trussell Trust
Tulse Hill Community Advice
Centre
Turning Point

V

Volunteering Matters

W

The Well Centre
We Rise

Y

Young Carers



MOSAIC CLUBHOUSE

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Financial review

The Trustees are pleased to report that an increase in total income was achieved compared to the prior year (£1,061,774 vs 2023/24 £1,057,042). This comprised an increase in both restricted income (£64,087 vs 2023/24 £48,735) and unrestricted income (£962,056 vs 2023/24 £937,694), whilst designated income saw an offsetting reduction (£35,631 vs 2023/24 £70,613). In a challenging period for charity fundraising, this was a very creditable performance.

The Trustees are also pleased to report a decrease in total expenditure of £52,177 compared to the prior year (£1,150,964 vs 2023/24 £1,203,141). This reflected planned reductions in spending where possible without impacting the charity's services and maintaining broadly consistent nature of expenses.

Despite the positive developments in both income and expenditure compared to the prior year, there was net expenditure for the year of £89,190. In a challenging period for charity fundraising, new funds were raised or replaced more slowly than had been anticipated and prior to managed reductions in expenditure taking full effect.

The Trustees have been working closely with Management to ensure that the charity is operating on a currently sustainable basis and is building resilience to guard against future risks. The primary area of uncertainty for the charity continues to be the stability and continuity of funding. Central to any consideration about this is the foundational support received from our main funder, Lambeth Borough Council and South East London ICB (NHS). The statutory contract we have with Lambeth/NHS continues to provide the charity with the majority of its annual funds. Accordingly, a key priority for Trustees and for Management is to maintain a strong relationship with the commissioners at Lambeth/NHS. Very recently, in October 2025, the Trustees were very grateful to be able to engage directly with the lead commissioners at one of the quarterly Board meetings. During that discussion, the commissioners stressed the value they place on maintaining Mosaic Clubhouse at the heart of mental health provision in Lambeth; the services provided by the charity are appreciated and valued in terms of reducing isolation, helping people's recovery through employment and education and providing a place of sanctuary for those experiencing a crisis. The commissioners were also clear about their understanding of the long-term planning and budgeting cycles necessary for a charity like Mosaic Clubhouse as well as within local government and the NHS.

Our current statutory contract with Lambeth/NHS was awarded in October 2023. It included an initial three-year period plus an option to extend for two further single year periods. In January 2026, the commissioners confirmed their intention to extend the current contract for both additional periods. This gives the charity assurance regarding the continuity of this core source of funding and its ongoing support until at least September 2028. The strength and openness of the relationship with the commissioners also provides the Trustees with confidence about obtaining notice and having time to manage the impact should any future changes be forthcoming.

The Trustees have also been working closely with Management to ensure there are clear plans in place to raise funds from other sources: a detailed three-year fundraising strategy is in place, which sets out how the charity will maximise income from grant making trusts and foundations, corporate supporters and challenge events. The plans also make clear how the charity aims to increase income from hospitality (room hire and catering) and develop new sources of funding such as regular individual donations and legacies.

The Trustees have considered whether the current year net expenditure and the consequential reduced level of reserves compared with prior years, alongside possible future events or conditions, might cast significant doubt on the ability of the Charity to continue as a going concern. Renewal of the statutory contract with Lambeth/NHS is considered to be the key point of future uncertainty for the charity. The commitment of the commissioners to extend the current contract until September 2028 provides financial stability over that period and allows time to build reserves back towards previous levels. A detailed assessment has therefore been made for the period through to September 2028, which incorporates a month-by-month forecast of income, expenses and financial reserves. Income has been forecast only to the extent it can be foreseen with a high degree of confidence whilst expenses have been prudently assessed. The assessment was updated immediately prior to approval of the financial statements and demonstrated that planned expenses will be within income levels over the forecast period. The Trustees are therefore confident that the charity's currently reduced levels of reserves do not cast significant doubt on its ability to continue as a going concern.

It is acknowledged that withdrawal or non-renewal of the statutory contract in September 2028 would represent a material uncertainty on the charity's ability to continue as a going concern. This is an ongoing uncertainty that the charity faces, and it remains unchanged from prior periods. However, non-renewal of the statutory contract in September 2028 is not anticipated or foreseen. Therefore, for purposes of the current period, and taking all the above considerations into account – the strength of relationship with Lambeth/NHS, the plans to diversify funding sources and the rebuilding of reserves – the Charity continues to adopt the going concern basis in preparing its financial statements.



MOSAIC CLUBHOUSE

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

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 £119,447 (2023/24: £206,484). In addition to free reserves, the trustees have designated funds totalling £34,776 and restricted funds totalling £15,227 set aside for specific purposes. These are set out in notes 18, 19 & 20 to these accounts. The charity's reserves have reduced significantly from the previous year due to incurring net expenditure in the year. In extremis, were income from all sources to cease, and taking into account the costs of closure that would arise in such circumstances, the closing reserves would allow Mosaic to continue all core services only for a limited period. However, due to the operation of strong monthly financial controls within the charity, this scenario is not considered a material risk whilst there is ongoing support from Lambeth/NHS in the form of a statutory contract. Nevertheless, the Board considers the current level of reserves to be outside of policy and will be seeking to manage reserves back to the stated policy level over the period to September 2028 (when the statutory contract with Lambeth/NHS next comes up for renewal).

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.

Principal funding sources and fundraising

Funding from the five year contract with Lambeth Borough Council and Lambeth Primary Care Trust continues to be the charity's main source of funds. Incoming resources generated from other sources remained relatively stable in 2024/25 at 28.8% of the total (2023/24: 26.5%); the source of these funds included 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 and be able to manage our expenditure within those levels.

The Board of Trustees places on record its gratitude on behalf of members for the financial support received in the year ended 31 March 2025 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 2025

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	
Joanna Haworth	
James Kavanagh	
Nash Rajan	
Mark Hubbard	
Sharon Brooks	
Louise Hall	(Appointed 14 November 2024)
Segun Jegede	
Nazmul Choudhury	(Appointed 11 July 2024)
Andrew Mattin	(Appointed 6 February 2025)
Patrick Gillespie	(Resigned 23 June 2025)
Mary Robertson	(Resigned 23 June 2025)
Joanne Saunbury	(Resigned 17 July 2025)
Jeffy Wong	(Resigned 23 June 2025)
William Brett	(Resigned 23 June 2025)



MOSAIC CLUBHOUSE

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

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 2025

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 2025-2026 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. The need to be creative remains as the market is tight, with fewer job seekers than in previous years. Over the previous year, we have improved the quality of our job packs and improved the staff benefits offer. Our salaries remain competitive when compared to similar organisations in our area.
3. Financial Management. The recruitment process for a new Finance Manager in Spring 2025 was not successful. New systems, involving greater use of automation to raise invoices for income and set up payments are emerging through close co-operation with our accountancy partners Ellacotts. The risk is that audit processes and monthly reporting may be delayed. The trial of a new financial administration system started in July 2025.



MOSAIC CLUBHOUSE

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

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 (FRS102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; 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.

Disclosure of information to auditor

Each of the persons who are Trustees at the time when this Trustees' report is approved have confirmed that 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.

Shane Carmichael

.....
Shane Carmichael

25/3/2026 | 10:07 GMT
Date:



MOSAIC CLUBHOUSE

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF MOSAIC CLUBHOUSE

Opinion

We have audited the financial statements of Mosaic Clubhouse (the 'charitable company') for the year ended 31 March 2025, 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) and the Charities SORP (FRS102).

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 2025, 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 and the Charities SORP (FRS102).

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. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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

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 Companies Acts 2006 requires 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

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:

- Enquiry of management and those charged with governance around actual, potential or suspected litigation, claims, non-compliance with applicable laws and regulations and fraud.
- Performing audit work over the risk of management override, including testing of journal entries and other adjustments for appropriateness.
- Evaluating the business rationale of significant transactions outside the normal course of business, and reviewing accounting estimates for bias.
- Discussions with management over any potential or suspected fraud.
- Performing substantive tests of detail over the completeness/existence of income within the financial system.

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/library/standards-codes-policy/audit-assurance-and-ethics/auditors-responsibilities-for-the-audit/>
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 Chapter 3 of Part 16 of the Companies Act 2006. 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.

Carina Ralfs MSci (Hons) PhD FCA (Senior Statutory Auditor)

for and on behalf of
MHA, Statutory Auditor
Maidenhead, United Kingdom
Date: 26 March 2026

MHA is the trading name of MHA Audit Services LLP, a limited liability partnership in England and Wales (registered number OC455542)



MOSAIC CLUBHOUSE

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

Current financial year		Unrestricted funds general 2025 £	Unrestricted funds designated 2025 £	Restricted funds 2025 £	Total 2025 £	Total 2024 £
	Notes					
Income from:						
Donations and legacies	3	159,515	-	-	159,515	141,339
Charitable activities						-
Grants and Contracts	4	757,181	-	64,087	821,268	800,466
Café Mosaic	4	42,202	-	-	42,202	38,640
Clubhouse Model Training	4	-	35,631	-	35,631	70,613
Other Income	4	354	-	-	354	1,695
Investments	5	2,804	-	-	2,804	4,289
Total income		<u>962,056</u>	<u>35,631</u>	<u>64,087</u>	<u>1,061,774</u>	<u>1,057,042</u>
Expenditure on:						
Raising funds	6	41,727	-	-	41,727	44,313
Charitable activities	7	1,019,687	24,339	63,537	1,107,563	1,158,828
Other expenditure	12	1,674	-	-	1,674	-
Total expenditure		<u>1,063,088</u>	<u>24,339</u>	<u>63,537</u>	<u>1,150,964</u>	<u>1,203,141</u>
Net income/(expenditure)		<u>(101,032)</u>	<u>11,292</u>	<u>550</u>	<u>(89,190)</u>	<u>(146,099)</u>
Transfers between funds		13,995	(10,568)	(3,427)	-	-
Net movement in funds	9	<u>(87,037)</u>	<u>724</u>	<u>(2,877)</u>	<u>(89,190)</u>	<u>(146,099)</u>
Reconciliation of funds:						
Fund balances at 1 April 2024		206,484	34,052	18,104	258,640	404,739
Fund balances at 31 March 2025		<u>119,447</u>	<u>34,776</u>	<u>15,227</u>	<u>169,450</u>	<u>258,640</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 2025

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



MOSAIC CLUBHOUSE

BALANCE SHEET AS AT 31 MARCH 2025

	Notes	2025 £	£	2024 £	£
Fixed assets					
Tangible assets	14		15,526		26,094
Current assets					
Debtors	15	124,051		56,001	
Cash at bank and in hand		180,692		382,519	
		304,743		438,520	
Creditors: amounts falling due within one year	16	(150,819)		(205,974)	
Net current assets			153,924		232,546
Total assets less current liabilities			169,450		258,640
The funds of the charity					
Restricted income funds	19	15,227		18,104	
Unrestricted funds - general	21	119,447		206,484	
Unrestricted funds - designated	20	34,776		34,052	
		169,450		258,640	

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.

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 and authorised for issue by the Trustees and signed on 25/3/2026 | 10:07 GMT on their behalf by:

Shane Carmichael
.....
Shane Carmichael

Company registration number 03403522 (England and Wales)



MOSAIC CLUBHOUSE

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	£	2024 £	£
Cash flows from operating activities					
Cash absorbed by operations	25		(200,124)		(36,283)
Investing activities					
Purchase of tangible fixed assets		(4,507)		(14,463)	
Investment income received		2,804		4,289	
Net cash used in investing activities			(1,703)		(10,174)
Net cash generated from financing activities			-		-
Net decrease in cash and cash equivalents			(201,827)		(46,457)
Cash and cash equivalents at beginning of year			382,519		428,976
Cash and cash equivalents at end of year			180,692		382,519



MOSAIC CLUBHOUSE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

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

The Trustees have been working closely with Management to ensure that the charity is operating on a currently sustainable basis and is building resilience to guard against future risks. Trustees have this year given additional thought and consideration to going concern. A detailed assessment accounting in preparing the financial has therefore been made for the period through to September 2028, which incorporates a month-by-month forecast of income, expenses and financial reserves.

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.

Designated funds are available for use of fixed asset expenditure.

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.

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.



MOSAIC CLUBHOUSE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

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.

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.



MOSAIC CLUBHOUSE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

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.

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.



MOSAIC CLUBHOUSE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

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.

Critical judgements

Depreciation

The depreciation rate of tangible and intangible fixed assets as detailed below:

Computers - 33.33% Straight Line

Fixtures & Fittings - Between 20% and 25% Straight Line

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 2025 £	Unrestricted funds 2024 £
Donations and gifts	159,515	141,339
Donations and gifts		
The Stone Family Foundation	102,381	128,781
Individual Giving	1,138	6,155
Fundraising income	3,497	-
London Marathon	39,629	-
Other	12,870	6,403
	159,515	141,339



MOSAIC CLUBHOUSE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

4 Income from charitable activities	Unrestricted funds		Unrestricted funds designated		Restricted funds		Total	
	2025	2024	2025	2024	2025	2024	2025	2024
	£	£	£	£	£	£	£	£
Grants and Contracts								
Performance related grants	757,181	-	64,087	-	821,268	751,731	48,735	800,466
Café Mosaic								
Ancillary trading income	42,202	-	-	-	42,202	38,640	-	38,640
Clubhouse Model Training								
Other income	-	35,631	-	-	35,631	-	70,613	70,613
Other Income								
Other income	354	-	-	-	354	1,695	-	1,695
	799,737	35,631	64,087	70,613	899,455	792,066	48,735	911,414



MOSAIC CLUBHOUSE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Performance related grants analysis

	Grants and Contracts 2025 £	Grants and Contracts 2024 £
London Borough of Lambeth and Lambeth Primary Care Trust	752,181	669,448
NHS Lambeth	(4,000)	82,283
London Borough of Lambeth: Grant re rent increase	8,000	-
The D'Oyly Carte Charitable Trust	4,000	-
Walcot Educational Fund	20,000	7,500
National Lottery	7,500	-
Brixton Voices: Sir Walter St John	27,864	30,735
William Allan	1,000	-
Worshipful Carmen	1,000	10,000
Vintners Grant	3,723	500
Other	-	-
	<u>(821,268)</u>	<u>(800,466)</u>

5 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	<u>2,804</u>	<u>4,289</u>

6 Expenditure on raising funds

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Fundraising and publicity		
Other fundraising costs	1,917	7,080
Staff costs	39,810	37,233
	<u>41,727</u>	<u>44,313</u>



MOSAIC CLUBHOUSE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

7 Expenditure on charitable activities

	Charitable activities 2025 £	Charitable activities 2024 £
Direct costs		
Staff costs	665,318	675,431
Depreciation and impairment	13,401	14,846
Charitable activities	345,703	369,448
	<u>1,024,422</u>	<u>1,059,725</u>
Share of support and governance costs (see note 8)		
Support	16,281	26,299
Governance	66,860	72,804
	<u>1,107,563</u>	<u>1,158,828</u>
Analysis by fund		
Unrestricted funds - general	1,019,687	1,054,927
Unrestricted funds - designated	24,339	62,655
Restricted funds	63,537	41,246
	<u>1,107,563</u>	<u>1,158,828</u>

8 Support costs allocated to activities

	2025 £	2024 £
Staff costs	11,254	48,911
Financial and Legal	31,371	23,260
Consultancy and HR	5,027	3,039
Governance costs	35,489	23,893
	<u>83,141</u>	<u>99,103</u>
Analysed between:		
Charitable activities	<u>83,141</u>	<u>99,103</u>

9 Net movement in funds

	2025 £	2024 £
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	27,986	16,684
Depreciation of owned tangible fixed assets	13,401	14,846
Loss on disposal of tangible fixed assets	1,674	-
	<u></u>	<u></u>



MOSAIC CLUBHOUSE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

10 Trustees

None of the Trustees (or any persons connected with them) received any remuneration during the year, but a total of £nil travelling expenses were reimbursed to one trustee (2024 - £89 was reimbursed).

11 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
Average headcount	24	26

Employment costs

	2025 £	2024 £
Wages and salaries	638,368	683,507
Social security costs	63,272	61,907
Other pension costs	22,245	23,370
	723,885	768,784

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

	2025 Number	2024 Number
£60,000 to £70,000	1	1

Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2025 £	2024 £
Aggregate compensation	186,219	179,603

12 Other expenditure

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Net loss on disposal of tangible fixed assets	1,674	-



MOSAIC CLUBHOUSE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

13 Taxation

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

14 Tangible fixed assets

	Fixtures and fittings	Computers	Total
	£	£	£
Cost			
At 1 April 2024	141,250	38,434	179,684
Additions	2,008	2,499	4,507
Disposals	(909)	(3,062)	(3,971)
At 31 March 2025	142,349	37,871	180,220
Depreciation and impairment			
At 1 April 2024	116,903	36,687	153,590
Depreciation charged in the year	12,383	1,018	13,401
Eliminated in respect of disposals	(909)	(1,388)	(2,297)
At 31 March 2025	128,377	36,317	164,694
Carrying amount			
At 31 March 2025	13,972	1,554	15,526
At 31 March 2024	24,347	1,747	26,094

There are a number of assets that no longer exist, with the majority having a zero net book value. A project is currently being undertaken to identify these assets, the majority of which relate to old computer equipment, and the subsequent disposal of such assets will be processed in the next financial year. The approximate cost and accumulated depreciation of these assets is likely to be £16,817 and £16,126 respectively.

15 Debtors

	2025	2024
	£	£
Amounts falling due within one year:		
Trade debtors	24,803	2,462
Other debtors	576	1,008
Prepayments and accrued income	98,672	52,531
	124,051	56,001



MOSAIC CLUBHOUSE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

16 Creditors: amounts falling due within one year

	Notes	2025 £	2024 £
Other taxation and social security		15,369	11,123
Deferred income	17	66,378	108,854
Trade creditors		32,114	49,807
Other creditors		8,536	11,580
Accruals		28,422	24,610
		<u>150,819</u>	<u>205,974</u>

17 Deferred income

	2025 £	2024 £
Other deferred income	<u>66,378</u>	<u>108,854</u>

Deferred income is included in the financial statements as follows:

	2025 £	2024 £
Deferred income is included within:		
Current liabilities	<u>66,378</u>	<u>108,854</u>
Movements in the year:		
Deferred income at 1 April 2024	108,854	56,378
Released from previous periods	(108,854)	(56,378)
Resources deferred in the year	<u>66,378</u>	<u>108,854</u>
Deferred income at 31 March 2025	<u>66,378</u>	<u>108,854</u>

18 Retirement benefit schemes

	2025 £	2024 £
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	<u>22,245</u>	<u>23,370</u>

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 £3,976 (2024: £4,400) was payable to the scheme. This is included within other creditors.



MOSAIC CLUBHOUSE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

19 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 2024 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2025 £
Bridgepoint	9,681	-	-	(2,499)	7,182
Walcot Foundation	-	20,000	(20,000)	-	-
Brixton Voices	-	27,864	(27,864)	-	-
Asda Foundation	600	-	-	-	600
Young Members	334	-	-	-	334
Mazars Young Members Fund	7,339	-	(228)	-	7,111
Member Grants	150	-	(222)	72	-
Hospital in Reach	-	15,223	(15,223)	-	-
Worshipful Carmen	-	1,000	-	(1,000)	-
	<u>18,104</u>	<u>64,087</u>	<u>(63,537)</u>	<u>(3,427)</u>	<u>15,227</u>

Previous year:	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
	<u>10,615</u>	<u>48,735</u>	<u>(41,246)</u>	<u>-</u>	<u>18,104</u>



MOSAIC CLUBHOUSE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

19 Restricted funds

(Continued)

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. A further £2,499 was transferred to used for digital inclusion costs this year.

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. 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. The outlook for this fund is that it will be further depleted in 2025-26 in conjunction with new grants from other funders to support young members.

5. 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.

6. Brixton Voices

This fund was received from Sir Walter St John Charitable Trust to support our young adult members with education and vocational goals. The fund was transferred during the year to cover related staffing costs.

7. Hospital in Reach

This fund included small grants to support us in enabling members to visit patients on the wards at Kings College Hospital and Lambeth Hospital. The funds were transferred during the year to cover related staff and transport costs.

8. Worshipful Carmen

This fund was received to enable major repairs on our vehicle. The fund was transferred to vehicle expenses during the year as directed.

9. Walcot Foundation

This grant is to support for younger members, under the age of 25, specifically with the achievement of education and employment outcomes.



MOSAIC CLUBHOUSE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

20 Unrestricted funds - designated

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

	At 1 April 2024 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2025 £
Fixed Asset Fund	26,094	-	-	(10,568)	15,526
Clubhouse Model Training	7,958	35,631	(24,339)	-	19,250
	<u>34,052</u>	<u>35,631</u>	<u>(24,339)</u>	<u>(10,568)</u>	<u>34,776</u>
Previous year:	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>

Details of designated funds

1. 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.

2. 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.

21 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 2024 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2025 £
General funds	<u>206,484</u>	<u>962,056</u>	<u>(1,063,088)</u>	<u>13,995</u>	<u>119,447</u>



MOSAIC CLUBHOUSE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

21 Unrestricted funds (Continued)

Previous year:	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

22 Analysis of net assets between funds

	Unrestricted funds general 2025 £	Unrestricted funds designated 2025 £	Restricted funds 2025 £	Total 2025 £
At 31 March 2025:				
Tangible assets	-	15,526	-	15,526
Current assets/(liabilities)	119,447	19,250	15,227	153,924
	119,447	34,776	15,227	169,450
	Unrestricted funds general 2024 £	Unrestricted funds designated 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 March 2024:				
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

23 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:

	2025 £	2024 £
Within one year	82,400	82,400
Between two and five years	288,400	329,600
In over five years	-	41,200
	370,800	453,200



MOSAIC CLUBHOUSE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

24 Related party transactions

During the prior 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.

25 Cash absorbed by operations	2025 £	2024 £
Deficit for the year	(89,190)	(146,099)
Adjustments for:		
Investment income recognised in statement of financial activities	(2,804)	(4,289)
Loss on disposal of tangible fixed assets	1,674	-
Depreciation and impairment of tangible fixed assets	13,401	14,846
Movements in working capital:		
(Increase)/decrease in debtors	(68,050)	3,297
(Decrease)/increase in creditors	(12,679)	43,486
(Decrease)/increase in deferred income	(42,476)	52,476
Cash absorbed by operations	(200,124)	(36,283)

26 Analysis of changes in net funds

The charity had no material debt during the year.