

MEETING: 06/06/2013

ANNEX NUMBER: 10

ASSESSMENT CATEGORY - Positive Transitions to Independent Living

Mosaic Clubhouse

Ref: 11616

Amount requested: £95,305

Adv: Karisia Gichuke

Base: Lambeth

Benefit: Lambeth

Amount Recommended: £95,300

Purpose of grant request: to recruit and employ a new full time Support Worker at Mosaic.

Background

The Clubhouse model began in New York in 1947 and there are now over 340 Clubhouses located in 34 countries throughout the world. The model offers a programme of support and opportunities for people with severe and persistent mental illness. In contrast to traditional day-treatment and other day-programme models, Clubhouse participants are called members, and work alongside staff to manage all the operations of the Clubhouse. Activities focus on their strengths and abilities, rather than their condition, providing a work ordered day, supported employment placements, and educational opportunities. Mosaic Clubhouse in Lambeth opened in 1994 with five members. Today it has over 800 members, around 45 of whom visit the premises every day.

Funding History

The organisation has been funded twice previously; in 2002 £9,000 was awarded for internal redecoration of the building; and in 2004 a grant of £88,000 was given for a Support Worker to enable people with disabilities to access education and training opportunities. Both grants were satisfactorily reported on.

Current Application

This request is for a Support Worker to enable Mosaic to deliver services to Clubhouse members, many of whom face numerous difficult transitions in their lives as they move towards recovery and independence, including into work and employment, education/training, or moving from supported housing into independent accommodation.

The new post will deliver one to one recovery support to people during these transitions, by fostering independent living skills in daily work programmes in the Clubhouse. They will provide advocacy and mediation to enable members to access housing and appropriate services, and will assist in managing the Clubhouse's employment and education programmes. Approximately 300 members will be helped per year.

Financial Observations

Audited accounts for the year ended 31 March 2012 show expenditure of £567,657 and an overall deficit of £2,372 (less than 1% of turnover), comprising a deficit on restricted activity of £23,823, largely offset by a surplus of £21,091 on unrestricted funds. The charity's reserves policy is to build and maintain reserves to meet potential commitments for six months, which based on current year expenditure equates to £415,788. As at 31 March 2012 free unrestricted reserves stood at £239,863 equating to 3.5 months' worth of total expenditure.

The forecast for 2012/13 is a deficit of approximately £25,000 due to costs relating to the organisation's move to new premises in Brixton. This deficit will not impact on the free unrestricted reserves position as a designated reserve was set aside for this relocation in 2011/12.

The budget for 2013/14 anticipates total income of £797,200, of which £722,200 (90%) has been secured to date. The balance has been applied for from a number of sources, including this request from the Trust. Income and expenditure have increased between 2011/12 and 2013/14 by approximately 40% due to a rise in the statutory contract from NHS Lambeth. An overall deficit of £34,377 is estimated for the year and again will be met from a designated reserve set aside as a Service Transition Fund, and will therefore have no impact on the free unrestricted reserves position.

Officer's Appraisal

Lambeth has some of the highest prevalence of mental health needs in London and Mosaic Clubhouse has been successful in securing a high profile, statutory contract to deliver a mental health information and advice resource to Lambeth residents. In April the organisation moved to a more central and accessible site in Brixton which will better enable the delivery of current services to members and will improve connections with other organisations as they will coordinate a range of partner agencies who will deliver specialist services from their offices.

There are many charities providing day care for people with mental health problems. What makes Mosaic Clubhouse in Lambeth different and innovative is its approach that everything done for members is *with* its members. The result is a strong sense of participation amongst people who have often been most excluded and isolated in the past. Funding from the Trust would enable this valuable work to continue.

Recommendation

£95,300 over 3 years (£31,500; £31,600; £32,200) for a full time Support Worker at Mosaic Clubhouse.



The City Bridge Trust

Charity Registration Number: 1035628

Working with Londoners: Application for a grant

Please read the guidance notes before completing this form

Reference:
(office use only)

11616

Date Received:

16/01/2013

Programme
Area:

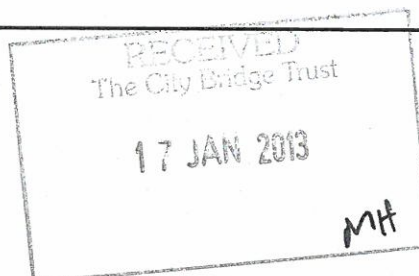
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1. About your organisation

| | |
|---|--|
| Name of organisation applying for grant: Mosaic Clubhouse | |
| If the organisation is part of a larger organisation, what is its name? | |
| Address for correspondence: 126 Atkins Road Balham London | |
| Postcode: SW12 0AN Is this your home address? No | |
| Contact person: Mrs. Julie Coombes | Position: Resource Development Manager |
| Phone: 020 8674 2349 | Fax: 020 8671 7835 |
| E-mail: j.coombes@mosaic-clubhouse.org | |
| Website: http://www.mosaic-clubhouse.org | |
| Legal status of organisation: Registered Charity | |
| If registered, please give charity number: 1071705 | |
| Date organisation established: 31/08/1994 | |

2. Request for funds

| |
|--|
| Under which of the Trust's themes are you applying (see our website or brochure for further details)? Positive Transitions to Independent Living |
| Purpose for which funds are requested: (25 words maximum) We are requesting £95,305 over 3 years to recruit and employ a new full time Support Worker at Mosaic. |
| How much funding is requested? Year 1: £31,458 Year 2: £31,597 Year 3: £32,250 Total: £95,305 |



3. Aims of your organisation

Mission: To assist in the recovery of people who suffer from mental ill health by providing members with opportunities to work and learn by contributing their talents to a community of mutual support

Vision: That people with mental illness everywhere achieve their potential and are respected as co-workers, neighbours and friends

Belief: All people, no matter how severely affected by mental ill health - have the potential to be productive and have the right to dignified and meaningful relationships

Aim: The aim of Mosaic Clubhouse is to provide opportunities for individuals, who have been socially and vocationally disadvantaged by mental ill health, to regain the confidence and skills necessary to lead productive and satisfying lives

4. Main activities of your organisation

Through participation in a Clubhouse people are given opportunities to form meaningful relationships, develop new skills, increase their confidence and overcome personal barriers they may face in returning to work or accessing educational opportunities.

We offer:

- Support to secure and maintain transitional, supported and independent employment
- Assistance to access and complete education and training courses
- Support to access local community services and activities
- Evening, weekend and holiday social and recreational programmes
- A chance to develop confidence and skills by working side by side with staff to design, deliver, manage, review and develop the charity

In January Mosaic will be taking on a significantly larger contract in the borough and *AHS?* moving to a more central and accessible site in Brixton.

The new service will see the Clubhouse delivering a Mental Health Information & Advice Resource to Lambeth residents alongside our current provision. The centre will be the first port of call for individuals who are concerned about their own or others' mental health and will be delivered and managed by Mosaic's staff and members.

5. Number of staff

| Full-time | Part-time | Management committee members | Active volunteers |
|-----------|-----------|------------------------------|-------------------|
| 8 | 2 | 11 | 3 |

6. How do you support your volunteers?

Mosaic recruits a limited number of volunteers as we aim to utilise the skills of our members in running the Clubhouse. Volunteers receive full induction, training and on-going support. We also offer placements to health and social care students who are interested in the model.

7. Property occupied by your organisation

| | |
|---|---|
| Is the main property owned or leased/rented by your organisation? | If leased/rented, how long is the outstanding lease/rental agreement? |
| Leased | 10 years from Jan 2013 |

8. Finance

From your most recent audited or independently examined accounts, complete the following:

Financial year ended - **Month: March**

Year: 2012

| Income received from: | £ |
|-----------------------------------|----------------|
| Voluntary income | 3,030 541,363 |
| Activities for generating funds | 0 |
| Investment income | 153 0 |
| Income from charitable activities | 56,417 0 |
| Other sources | 325 23,562 |
| Total Income | 564,925 |

| Expenditure: | £ |
|--|-----------------|
| Charitable activities | 556,735 528,807 |
| Governance costs | 10,922 |
| Cost of generating funds | 27,928 |
| Other | 0 |
| Total Expenditure: | 567,657 |
| (Deficit)/surplus for the year: | (2,732) |

| Asset position at year end: | £ |
|----------------------------------|----------------|
| Fixed assets | 8,102 |
| Investments | 0 |
| Net current assets (liabilities) | 348,850 |
| Long-term liabilities | 0 |
| *Total A: | 356,952 |

| Reserves at year end: | £ |
|-----------------------|----------------|
| Endowment funds | 0 |
| Restricted funds | 4,130 |
| Unrestricted funds | 352,822 |
| *Total B: | 356,952 |

* Total A and Total B must be the same and should be taken from your balance sheet

9. Statutory funding

For the financial year above, what % of your income was from statutory sources?
80%

10. Material changes

Describe any material changes to the organisation's activities, structure or financial position since the date of the most recent accounts:

In January 2013 Mosaic will be moving from its current site in Atkins Road, Balham to a newly refurbished and fully accessible building at 65 Effra Road, Brixton, SW2 1BZ. We will also be delivering an information and advice resource to Lambeth residents alongside our current provision. This will require a larger staff team and a restructure of some posts.

11. Previous applications to the Trust

Have you applied to the Trust before? If so, please give details:

| | | | |
|-------------------|-----------|-------------------------|-----------------------------|
| Month/Year: 10/03 | Ref: 4383 | Grant received: £88,000 | OR application rejected? No |
| Month/Year: | Ref: | Grant received: | OR application rejected? |
| Month/Year: | Ref: | Grant received: | OR application rejected? |

12. Previous funding received

Funding received by your organisation from the following sources during the last **THREE** years:
(i) City of London (other than the City Bridge Trust) **(ii)** London boroughs **(iii)** London Councils (formerly ALG)
(iv) Health authorities **(v)** Central government departments **(vi)** Other statutory bodies (e.g. Housing Corporation, Arts Council) - List source, years and annual amounts:

| | Year: 2010 | Year: 2011 | Year: 2012 |
|--|------------|------------|------------------|
| (i) | | | |
| (ii) London Borough of Lambeth/NHS Lambeth- Core Funding | 369,077 | 369,077 | 391,951 |
| London Borough of Lambeth | 10,588 | 25,412 | |
| (iii) | | | |
| (iv) South London & Maudsley NHS Foundation Trust NHS Lambeth | 11,565 | 22,904 | 22,904 18,000 |
| (v) | | | |
| (vi) | | | |

13. Previous grants received

Grants received by your organisation from charitable trusts and foundations (other than the City Bridge Trust) during the last **TWO** years. List source, years and annual amounts:

| | Year: 2011 | Year: 2012 |
|---------------------------------------|------------|------------|
| Tudor Trust | 34,833 | |
| The Stone Family Foundation | 31,830 | 70,000 |
| The Walcot Foundation | 28,889 | |
| Lambeth Community Fund | 25,000 | |
| Lloyds TSB Foundation England & Wales | 20,000 | |
| Henry Smith (£20k each year) & Others | 37,696 | 35,000 |

14. What steps is your organisation taking to reduce its carbon footprint?

Our new premises will be refurbished to comply with all current building standards in terms of energy efficiency, including lights that automatically switch off when leaving a room and other energy efficient devices.

We also do the following to reduce our carbon footprint:

- Turn off office equipment and lights at the end of the day. Do not leave equipment on standby.
- Turn off heating in areas that are not being used.
- Buy energy star labelled products where possible.
- Reduce, reuse and recycle.
- Provide recycle bins
- Buy recycled photocopier paper and encourage the use of double sided printing for copying.
- Ensure the Clubhouse community is aware of our measures to reduce our impact on the environment.

In addition we will be moving to a more central location in the borough from January making us more accessible via local public transport links.

15. Purpose

Complete this section whatever the amount of grant requested. **In addition**, if the request is for £25,000 or more in total, a fuller proposal should be sent with this form. Also, if your application is for all or part of new or existing post(s), please enclose a copy of the relevant job description(s) including the salary level.

In order to provide the right information, please refer to guidance note 15 before completing this section.

People with mental health problems face many barriers to independent living. Not only do they have to learn to live with, and manage, their illness, they also have to deal with concerns such as the benefits system (including upcoming welfare reforms), and complicated housing issues that can challenge even the most experienced professionals.

Due to budget cuts and overwhelming caseloads, local Community Mental Health Teams are discharging many service users back to their GPs, causing increased anxiety amongst our members. GPs in Lambeth are also overstretched, and admit to not having the knowledge or time to connect their patients to the appropriate mental health support in the community.

Low confidence and self-esteem, often alongside a lack of supportive networks, makes finding the right support at the right time difficult for our members. Without appropriate support many will relapse and their journey towards independence and recovery becomes a longer, harder path.

In addition to the challenges above, the government is changing the way that adult social care is funded through the introduction of 'Personal Budgets'. Mosaic has been at the very forefront of these changes, and is seen to be leading the way in the borough through our involvement in the Lambeth Mental Health 'Personal Health Budget Pilot'.

Our ethos at Mosaic has always been about valuing diversity, and the skills and talents of members; working with them to deliver and manage our service. This approach led to us being recognised by Governance International as an example of good practice in 'co-production'. NESTA also recently made a film about how we deliver co-production and recovery at the clubhouse.

Our members face many difficult transitions in their lives on their journey towards recovery and independence, including:

- Transitions into work and employment
- Transitions into education/training
- Transitions from hospital back into the community on discharge from inpatient wards (Our partnership work with SLAM and NHS Lambeth provides 'in reach' to mental health wards to help patients transition into the community before their discharge.)
- Discharge from the support of Community Mental Health Teams to GP/Community based provision
- Moving out of supported housing into independent accommodation

Mosaic offers a range of person-centred, recovery-orientated support to help individuals with these transitions, and on their journey to a more fulfilling and independent life.

We use the Recovery Star as a basis for helping members assess their own needs, including goal planning. We will also deliver support planning and support brokerage for members if they choose for us to be involved. Alternatively, we can signpost the member to other available support.

We are coordinating a range of partner agencies who will be delivering specialist services at Mosaic on a sessional basis, including benefits and housing advice.

Aim:

To support members to make positive transition in their life on their journey towards recovery and independent living.

Objectives:

We are requesting funding to recruit a new Support Worker who will join our team at Mosaic to help us achieve the following:

1. 45 people per day/300 per year gaining independent living skills and individual support through co delivery of the Clubhouse and engagement in the work day at Mosaic.
2. Increasing members' choice, control and independence through use of the recovery star as a self-assessment and goal planning tool. 55% of monthly membership to have a plan (outcome star or goal plan) with at least two self-defined recovery goals.
3. Assisting 18 members per year with the transition into paid employment.
4. Assisting 40 members per year with the transition into Education and Training enabling them to open up future opportunities.

16. Explain how you will monitor and evaluate both your own outcomes and those of the programme under which you are applying.

We have developed a set of key performance indicators for our service and have a customised database (Salesforce) to capture record and monitor data. Reports are produced and analysed monthly allowing us to track progress towards stated outcomes and take remedial action where necessary.

We have 3 full years of information on this system and many testimonials from our members.

We now also issue an annual satisfaction survey to members to gain their feedback and inform future decision making.

We have recently developed our database to capture Outcome Star scores and we issue a yearly member satisfaction survey. Any new data we need to collect will be added to the database.

In evaluating the work we will review all the statistics and monitoring information then look at the effectiveness of the project in reaching the stated outcomes; this in turn will shape future service delivery and planning.

17. Beneficiaries

| | | | |
|--|-----------|--|------------------|
| How many people will benefit from the grant per year? 300 | | | |
| In which local authority is your organisation based? Lambeth | | | |
| Which borough(s) of Greater London will benefit from this grant? (if more than one, please give % for each) Lambeth | | | |
| At what address will the activity be located? In January 2013 we move to 65 Effra Road, Brixton, SW2 1BZ. The organisation and this project will run from there. | | | |
| What age group will benefit? Adult | | | |
| What will the ethnic grouping(s) of the beneficiaries be? | | | |
| | % | | % |
| White - British | 23 | Black - Caribbean | 26 |
| White - Irish | 1 | Black - African | 16 |
| White - Other (please describe) unspecified | 5 | Black - Other (please describe) mixed black & white african or caribbean | 7 |
| Asian - Indian | 1 | Black - British | 3 |
| Asian - Pakistani | 1 | Chinese | 5 |
| Asian - Bangladeshi | 0 | | |
| Asian - Other (please describe) | | Other (please describe) | |
| Mixed white & asian | 1 | Mixed other mixed background | 11 |
| | | | Open to everyone |
| What proportion of the beneficiaries will be disabled people? 100% | | | |

18. Funding required for the project

What is the total cost of the proposed activity/project?

(List main expenditure headings and amounts)

| Expenditure heading | Year 1 £ | Year 2 £ | Year 3 £ | Total £ |
|--|---------------|---------------|---------------|---------------|
| Support Worker (Inc employer NI & Pension costs) | 30,958 | 31,597 | 32,250 | 94,805 |
| Recruitment costs | 500 | | | 500 |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| TOTAL | 31,458 | 31,597 | 32,250 | 95,305 |

What income has already been raised? (List amounts and main sources)

| Source | Year 1 £ | Year 2 £ | Year 3 £ | Total £ |
|--------------|-------------|-------------|-------------|------------|
| | | | | |
| | | | | |
| | | | | |
| TOTAL | | | | |

What other funders are currently considering the proposal?

| Funder | £ |
|--------------|---|
| | |
| | |
| | |
| TOTAL | |

19. Funding requested from the Trust

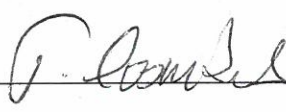
How much is requested from the Trust? (List main expenditure headings and amounts)

| Expenditure heading | Year 1 £ | Year 2 £ | Year 3 £ | Total £ |
|--|---------------|---------------|---------------|---------------|
| Support Worker (Inc employer NI & Pension costs) | 30,958 | 31,597 | 32,250 | 94,805 |
| Recruitment costs | 500 | | | 500 |
| | | | | |
| | | | | |
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| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| TOTAL | 31,458 | 31,597 | 32,250 | 95,305 |

20. Funding requested from the Trust (continued)

| |
|--|
| When will the funding be required? 01/04/2013 |
| Is the activity to continue beyond the period for which funding is requested? If so, how will it be resourced? This activity will continue and we will research and apply to potential funders to cover expenditure beyond the life of the grant. We have a rolling programme of fundraising linked to a fundraising strategy which is closely integrated with our business plan. |
| If any planning or other statutory consents are required for the project to proceed, what stage have the applications reached? Not applicable. |

Declaration on behalf of applicant organisation

| |
|--|
| I, _____ Julie Coombes _____ (your name) |
| am an authorised representative of |
| _____ Mosaic Clubhouse _____ (your organisation) |
| within which I am _____ Resource Development Manager _____ (your position) |
| To the best of my knowledge, all the information that I have provided in this application form is correct |
| Signature _____  _____ Date _____ 17 Jan 2013 _____ |

Return the completed form to: **The City Bridge Trust**

City of London
PO Box 270
Guildhall
London EC2P 2EJ

Please

- **do not send this application by fax or e-mail** – unless applying online, applications must be posted to the Trust
- **do send the information in the checklist** – if items are missing, your application will be returned to you
- **do send only the information in the checklist** – if further information is required, we will contact you
- **do ensure you have signed and dated this form** – we cannot accept forms which have not been signed and dated
- **do use the correct postage** – the completed form and additional materials are likely to exceed 100g in weight