

The
Mosaic
Community
Trust

Uniting, Empowering, Celebrating
Caring Communities

Annual Report



2025 - 2026

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Message from the CEO and the Chair



As we reflect on the past year, we are immensely proud of what Mosaic Community Trust (MCT) has achieved in partnership with the communities we serve. Despite the continued challenges facing many local residents—including the rising cost of living, increasing health inequalities and growing demand for support—we have remained steadfast in our commitment to ensuring that everyone has the opportunity to thrive.

Throughout 2025–2026, Mosaic has continued to provide welcoming, trusted and culturally responsive spaces where people feel heard, valued and supported. The growing demand for our services reflects not only the increasing needs within our communities but also the trust that residents place in our organisation. Every day, we see the difference that compassionate, community-led support can make in helping individuals and families improve their wellbeing, overcome practical challenges and build meaningful connections.

We are especially proud of the relationships we have continued to strengthen with our partners across the NHS, local authorities, charities and community organisations. Working together has enabled us to deliver innovative programmes that improve health literacy, reduce social isolation, promote mental wellbeing and ensure that people can access the support and services they need. These partnerships have reinforced our shared commitment to creating healthier, more inclusive communities where everyone feels respected and valued.

Alongside delivering frontline services, we have continued to ensure that the voices and lived experiences of our communities help shape the services designed for them. Through research partnerships, consultation activities and active participation in local health and wellbeing networks, residents have influenced discussions around healthcare, community wellbeing and service improvement. We believe that lasting change is achieved when communities are not only listened to but are recognised as equal partners in creating solutions.

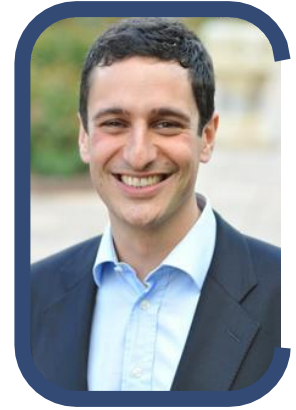
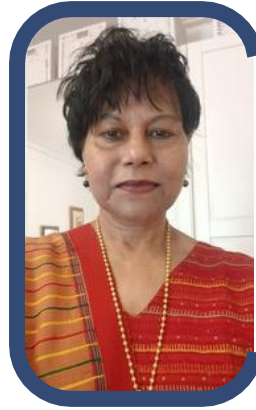
None of this would have been possible without the dedication of our exceptional staff, volunteers and Trustees, whose passion, professionalism and commitment continue to inspire us every day. We are equally grateful to our funders, partners and supporters whose continued investment makes our work possible and enables us to respond to the changing needs of our communities.

Most importantly, we extend our sincere thanks to the residents who place their trust in Mosaic Community Trust. Their resilience, generosity and willingness to support one another remain at the heart of everything we do and continue to inspire our work.

This Annual Report celebrates the achievements of the past year and the collective effort that has made them possible. It also marks an exciting point in our journey as we continue to grow, strengthen partnerships and build on the foundations we have created together. We look to the future with confidence, knowing that by working collaboratively with our communities and partners, we can continue creating opportunities, reducing inequalities and helping people lead healthier, happier and more connected lives.

Lena Choudary-Salter
CEO, Mosaic Community Trust

Mark Gifford
Chair of Trustees



Moving into a new phase

This year marked an important milestone in Mosaic Community Trust's journey as we began implementing the first year of our five-year Strategic Plan, launched in October 2025. Thanks to the continued commitment of our funders, partners, volunteers and supporters, we secured the resources needed to turn our strategic ambitions into meaningful action for the communities we serve.

Throughout the year, we continued our transition from a predominantly rights-based programme model to a more holistic, asset-based approach that recognises and builds on the strengths, knowledge and resilience that already exist within our communities. This evolution reflects our belief that lasting change is achieved by working alongside communities, empowering people to shape solutions rather than simply delivering services to them.

This approach has enabled us to deepen our partnerships with residents, statutory agencies, funders, healthcare providers and voluntary and community sector organisations. Together, we have strengthened our ability to respond to emerging needs, co-design solutions and create opportunities that improve health, wellbeing and social inclusion.

It has also been a year of growth, collaboration and meaningful impact. Through the dedication of our staff, volunteers, partners and supporters, we continued to deliver a wide range of community-led programmes that improved health, wellbeing and resilience across North Westminster. Our work focused on tackling health inequalities, reducing social isolation, improving mental health, empowering women and families, and strengthening community partnerships to address the issues that matter most to local residents.

During the year, we supported more than **350 beneficiaries**, predominantly from Global Majority communities, providing safe, welcoming and culturally appropriate spaces where people could connect with others, develop new skills, improve their wellbeing and access trusted advice and support. By placing lived experience at the heart of our work, we have continued to build confidence, strengthen community leadership and improve access to services for those who face the greatest barriers

Our work throughout the year has been guided by four strategic priorities:

- **Reducing health inequalities**
- **Amplifying women's voices through advocacy and representation**
- **Empowering mothers to support their children's and young people's mental health and wellbeing**
- **Strengthening organisational capacity and resilience**

This Impact Report demonstrates the progress we have made towards these priorities and highlights how collaboration, innovation and trusted relationships continue to empower individuals, strengthen communities and influence systems to create more equitable outcomes for Global Majority communities in Church Street and beyond.



Highlights of the year

This year, Mosaic Community Trust continued to make a meaningful difference across North Westminster by providing practical support, trusted advice, and community-led health and well-being services. Through our programmes, we supported over **500** residents, helping individuals and families overcome barriers, improve their well-being, and access the services they need. Our One Stop Service alone supported more than **170** residents, with over **90%** of participants reporting reduced stress and improved mental health.

Alongside this, our Wednesday Wellness Hub experienced significant growth as increasing numbers of residents discovered and trusted the service. Community engagement rose steadily throughout the year, from 26 recorded interactions in February to a peak of 83 in June, more than tripling in just four months. This sustained growth demonstrates the importance of providing welcoming, culturally appropriate, community-led support where local people feel safe, respected and empowered.

Our Wednesday Wellness Hub also became an increasingly diverse and inclusive space, welcoming residents from more than 18 ethnic groups and reflecting the rich diversity of North Westminster. These achievements highlight the strength of our partnerships, the trust we have built within our communities, and our ongoing commitment to reducing health inequalities while empowering local people to lead healthier, more connected lives.



Celebrating Church Street Past and Present

Mosaic Community Trust brought residents together to celebrate the rich history, diversity and community spirit of Church Street through the Celebrating Church Street: Past and Present event. The day created a unique opportunity for residents of all ages to explore the area's heritage through historic photographs, storytelling and conversations with long-standing local residents, while enjoying arts and crafts, music, traditional games and wellbeing activities. The event strengthened community connections, encouraged intergenerational learning and celebrated the pride and identity of one of Westminster's most diverse neighbourhoods. By bringing together local families, community organisations and partners, the event reinforced Mosaic's commitment to preserving local heritage while fostering stronger, more connected communities for the future.



Dissemination and Learning

Working in partnership with Imperial College London, Imperial College Healthcare NHS Trust, the North Thames Genomic Medicine Service and community partners, Mosaic Community Trust concluded a six-part maternal health and genomics learning programme with a Dissemination and Reflections Workshop. The event brought together community advocates, healthcare professionals, researchers and local leaders to share key learning, celebrate achievements and reflect on how community voices can shape more equitable healthcare. More than 80 women, primarily from global majority communities, took part across the workshop series, increasing their knowledge of maternal health, genomics and research while building trust between communities and healthcare providers. The programme demonstrated the value of co-designed, community-based engagement and has created a model that can be replicated to improve health literacy, research participation and reduce health inequalities.



Stakeholders Event

One of the year's key achievements was Mosaic Community Trust's Stakeholder Event on Supporting Mothers in Preventing Youth Crime, which brought together local residents, Westminster City Council, the Young Westminster Foundation, community organisations and key stakeholders to explore practical solutions to youth crime. At the event, MCT presented findings from a community needs assessment involving over 150 mothers and a detailed survey of 40 mothers from North Westminster. The findings highlighted the vital role mothers play in preventing youth crime and identified key barriers, including concerns about youth clubs, peer influence and trust in statutory services. Through lived experience, stakeholder discussions and collaborative group work, the event generated recommendations to strengthen partnerships between families, schools, youth services and the police, ensuring that the voices of mothers help shape future strategies to keep young people safe.

5-years Strategic Launch & Outstanding Recognition Awards Ceremony

A major milestone this year was the launch of Mosaic Community Trust's Strategic Plan on 13 October, bringing together strategic partners, funders, Westminster City Council representatives and community leaders to celebrate MCT's vision for the future. Chaired by our Board Chair, Mark Gifford, the event welcomed Cllr. Nafsika Butler-Thalassis, Deputy Leader of Westminster City Council and Cabinet Member for Health and Social Care, as Chief Guest. A highlight of the Strategic Plan Launch was the presentation of the first-ever Outstanding Recognition Awards 2025, celebrating individuals whose exceptional leadership, dedication and partnership have made a lasting contribution to improving the lives of residents across Westminster.

Award Recipient Recognition

Mark Gifford

In appreciation of your exceptional leadership and unconditional dedication as a founding Trustee and Chair of the Board for the past 10 years.

Carole Spedding

In appreciation of your tireless and dedicated service over many years to the people of the Church Street community.

Cllr. Barbara Grahame

In appreciation of your tireless and dedicated service over many years to the people of the Church Street community.

Tina Prendeville

In appreciation of your outstanding contributions to reducing health inequalities among the global majority communities of Westminster.

Maria Piggin

In appreciation of your outstanding contributions to reducing health inequalities and improving patient experience among the global majority communities of Westminster.

Peter Watt

In appreciation of your many years of tireless service and unconditional dedication to the children and families of the Westminster community.

Cllr. Nafsika Butler-Thalassis

In appreciation of your outstanding contributions to the voluntary and community sector and your commitment to reducing health inequalities across Westminster.

Depth & scale of impact

WEDNESDAY WELLNESS HUB HIGHLIGHTS OF THE YEAR

Empowering our community. Improving lives.

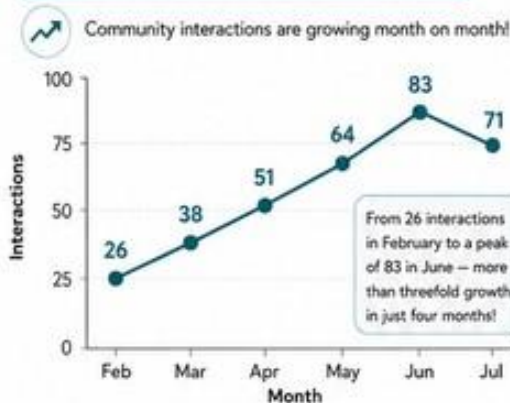
This data represents
Wednesday Wellness Hub
sessions only
(National Lottery funded)



OUR YEAR IN NUMBERS

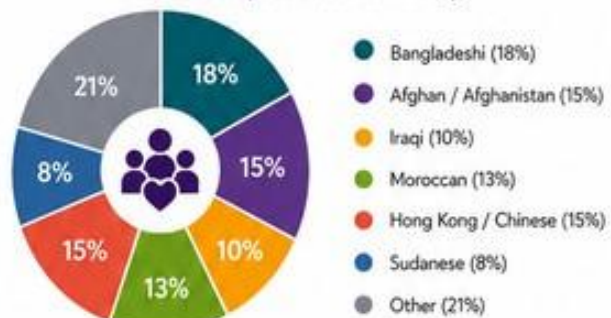


MONTHLY ACTIVITY GROWTH – 2026



COMMUNITY DIVERSITY – TOP ETHNICITIES REPRESENTED

18 Ethnic Groups across our community



EVENTS PER MONTH – 2026

A consistent programme of health & wellbeing activities



 **16 events delivered in total** throughout the year

OUR IMPACT



“

The Wednesday sessions have given me confidence to understand my health, ask questions and meet other women who support one another. I now feel much less isolated.

”

BUILDING HEALTHIER, HAPPIER AND STRONGER COMMUNITIES IN NORTH WESTMINSTER

Depth & scale of impact

MOSAIC ONE STOP SERVICE



Practical support. Trusted advice. Stronger communities.



500+

Residents Supported

Providing practical advice, health information, advocacy and one-to-one support to improve health, wellbeing and quality of life.



Advice & Information



Health & Wellbeing



Advocacy & Support



One-to-One Support



170+

Residents Supported
Through Our One Stop Service

Helping residents access housing, benefits, healthcare, education and essential services, with over **90%** reporting reduced stress and improved wellbeing.



Housing Support



Benefits Advice



Healthcare Access



Education Support



Essential Services

OUR IMPACT IN NUMBERS



500+

Residents supported



170+

Residents supported through our One Stop Service



90%+

Reported reduced stress and improved wellbeing



100%

Would recommend our support to others

ONE STOP SERVICE: TOP AREAS OF SUPPORT



● Housing (36.8%)
● Universal Credit (9.4%)
● School / Education (5.7%)
● PIP (3.8%)
● Pension Credit (2.8%)
● Other Support (41.5%)

Based on 106 support cases

THE DIFFERENCE WE MAKE



Reducing Isolation: Creating welcoming spaces where residents feel heard, valued and supported.



Improving Wellbeing: Over 90% of residents report feeling less stressed and more confident about their future.



Connecting to Services: Helping residents navigate complex systems and access the support they are entitled to.



Building Trust: Strengthening relationships between our community and statutory partners.



Empowering Communities: Equipping residents with knowledge, confidence and practical tools to take control of their lives.

“

The One Stop Service has been a huge help for me. I often go in for a chat and some comfort. When I see familiar faces, I don't feel alone.”



Since coming to Mosaic, I have received support with benefits, housing and school vouchers. It has reduced my stress and made a real difference to my family.”

”



Thank you to our residents, partners and supporters who make this work possible every single day.



Stronger together, healthier together.

Celebrating /uccess

A Year of Award-Winning Achievement



London Dangoor Award 2025

Health & Wellbeing Category

Our Holistic Healthy Lifestyle Drop-in Service was honoured for its outstanding contribution to improving health and wellbeing within underserved communities. This prestigious award highlights our innovative, community-led approach to reducing health inequalities and empowering residents.

Westminster Community Awards 2025

Neighbourhood Centre of the Year

We were delighted to receive the Neighbourhood Centre of the Year Award, recognising the vital role Mosaic Community Trust plays at the heart of the community, providing trusted support, creating opportunities for people to connect, learn, and thrive.

What These Awards Mean

These achievements are recognition of the trust our community places in us and the collective impact we create together. They celebrate the strength of our partnerships, the dedication of our team and volunteers, and the resilience and determination of the residents who inspire everything we do.

Together, we are creating healthier, stronger, and more connected communities where every individual has the opportunity to thrive.

Our Strategic Priorities

Health Literacy at the Heart of Everything We Do

Health literacy continues to underpin everything we do at Mosaic Community Trust. By providing trusted, culturally appropriate information in familiar community settings, we empower residents to make informed decisions about their health and wellbeing, increase confidence in accessing services, and reduce health inequalities. This approach is embedded across all of our programmes, ensuring that communities are not only informed but equipped to take greater control of their health and support one another.

Reducing Health Inequalities

Reducing health inequalities remains at the heart of MCT's work. Women from global majority communities in Church Street continue to experience significant barriers to good health, including poverty, language and cultural barriers, limited access to trusted health information, and unequal access to healthcare services. Throughout the year, MCT worked to address these inequalities by combining practical support with culturally responsive health education, empowering women to take greater control of their health and wellbeing.



Our holistic approach focused on two key areas:

Addressing the wider determinants of health

Through our One Stop Service, practical workshops and one-to-one pastoral support, we helped women navigate challenges relating to the cost of living, housing, welfare benefits and financial hardship. By addressing these underlying social issues, we reduced some of the barriers that prevent women from prioritising their health and accessing the support they need.

Building health literacy and confidence

Working in partnership with specialist clinicians and consultants from Imperial College Healthcare NHS Trust, Central London Community Healthcare NHS Trust and our own in-house specialists, we delivered ten health literacy workshops covering maternal health, blood pressure, high cholesterol, menopause and other priority health topics.



The workshops equipped women with accurate, culturally appropriate health information and practical self-management skills. Participants gained a better understanding of common health conditions, recognised the importance of prevention and early intervention, and became more confident in making informed decisions about their health.

Importantly, the workshops helped women overcome misinformation, cultural misconceptions and health-related stigma that can discourage people from accessing healthcare. As a result, participants felt more confident in using NHS services, attending diagnostic appointments, participating in cancer screening programmes, accepting vaccinations where appropriate and following prescribed treatment plans.

Beyond improving individual knowledge, the workshops strengthened community resilience. Many participants shared what they had learned with family members and friends, helping to spread trusted health information throughout the wider community and encouraging others to seek support when needed.

By improving health literacy and reducing barriers to healthcare, MCT is helping to reduce health inequalities, improve access to preventative services and enable global majority women to become informed, confident partners in managing their own health and wellbeing.



Supporting Mental Health and Reducing Isolation

A major focus throughout the year was improving the mental health and wellbeing of women experiencing loneliness, stress, and social isolation. Through weekly art and massage therapy sessions, participants engaged in creative activities including painting, crochet, sewing, upcycling and mindfulness, alongside therapeutic massage. These sessions provided opportunities for women from diverse cultural backgrounds to build friendships, develop new skills, express themselves creatively, and improve their emotional wellbeing.

Participants consistently reported feeling less isolated, more confident, and better able to manage anxiety and everyday pressures. Many described the sessions as the only opportunity they had each week to focus on their own wellbeing while forming lasting social connections within a supportive community.

Alongside these activities, we delivered mental health awareness workshops for mothers, helping them better understand the emotional wellbeing needs of children and young people. Delivered in partnership with specialist practitioners, these sessions improved parents' confidence in recognising mental health concerns, strengthening family relationships, and accessing appropriate support services. Weekly therapeutic wellbeing sessions further reduced stress and promoted resilience among participants.

Amplifying Women's Voices through Advocacy and Representation and Community Engagement

Mosaic Community Trust (MCT) continues to champion the voices of women from global majority communities, ensuring their lived experiences influence local decision-making, service design and policy development. Through advocacy, representation and community engagement, we work to reduce inequalities, strengthen community leadership and create services that are more inclusive, culturally responsive and accessible.

Throughout the year, MCT actively contributed to a wide range of strategic partnerships, research collaborations and Patient and Public Involvement (PPI) groups. Our participation in key networks, including the Older People's Network, Health and Well-being partnerships, Westminster Community Network, Young Westminster Foundation, the Church Street Health and Well-being Hub development and regeneration programme, and Westminster Council Public Health's Health and Well-being Strategy implementation groups, enabled us to bring community insight, lived experience and evidence directly into strategic discussions.



"I attended the workshop on the Regeneration Programme organised by Mosaic Community Trust and gained a lot of knowledge and information on the changes happening in my area."

Our Community Engagement Team continued to build trusted relationships through extensive grassroots outreach, local events, Tenants' and Residents' Association meetings and neighbourhood activities. By promoting culturally appropriate engagement and recognising the diverse languages, cultures and literacy levels within our communities, we have increased participation, challenged stigma surrounding health and public services, and ensured more residents know where to access information, advice and support.

Collaboration remains central to our approach

Through strong partnerships with Westminster City Council, NHS organisations, Social Services, CAMHS, Midwifery, and Youth Services and voluntary sector organisations, we have strengthened referral pathways, improved coordination between services and helped ensure residents receive more joined-up, timely support.

Through this work, MCT continues to amplify women's voices, strengthen community resilience and influence positive systems change. By combining community leadership with strategic partnerships, we are helping to shape more responsive services, strengthen trust between communities and public organisations, and create healthier, fairer and more connected communities across North Westminster.

Empowering Mothers to Support Children's and Young People's Mental Health and Well-being

Recognising the growing concerns surrounding young people's mental health, youth violence and criminal exploitation, Mosaic Community Trust worked closely with mothers, schools, youth services, statutory services, community organisations and the police to strengthen awareness, build resilience and improve community responses.

Over 150 mothers participated in workshops, focus groups and community events covering topics including children's mental health and wellbeing, youth crime prevention, gang exploitation, safeguarding, positive parenting and early intervention. Delivered in trusted community settings, these sessions increased parents' confidence to recognise risks, have open conversations with their children and access appropriate support when concerns arose.

This also strengthened relationships between families and statutory services by creating opportunities for open dialogue and shared learning. Mothers were able to share their lived experiences and identify the challenges affecting local families, helping partners better understand community needs and informing more responsive approaches to prevention and support.

The programme concluded with a community dissemination event, bringing together residents, councillors, partner organisations and local stakeholders to share learning, discuss the project's findings and identify priorities for future action. The event strengthened collaboration between community members and local services, ensuring that parents' voices and lived experiences helped inform ongoing efforts to create safer, more supportive environments where children and young people can thrive.



Strengthening Organisational Capacity and Community Leadership

Building a resilient organisation requires investment in both our people and the communities we serve. Throughout the year, Mosaic Community Trust strengthened its organisational capacity by investing in staff development, expanding community leadership and securing the resources needed to support our long-term sustainability. As part of this commitment, the Head of Programmes role was expanded to include responsibility for Learning and Development, reflecting our growing focus on building the skills, knowledge and confidence of both staff and our community-based Health and Wellbeing Advocates. Through collaborative partnerships, staff accessed specialist training and professional development opportunities, further strengthening the organisation's capacity to deliver high-quality, community-led services.

We also continued to invest in local women by creating opportunities to develop new skills, gain recognised qualifications and progress into meaningful community roles. Local unemployed mothers completed a six-week Mental Health, Wellbeing and Indian Head Massage Therapy training programme before undertaking supervised work placements within our community drop-in services.

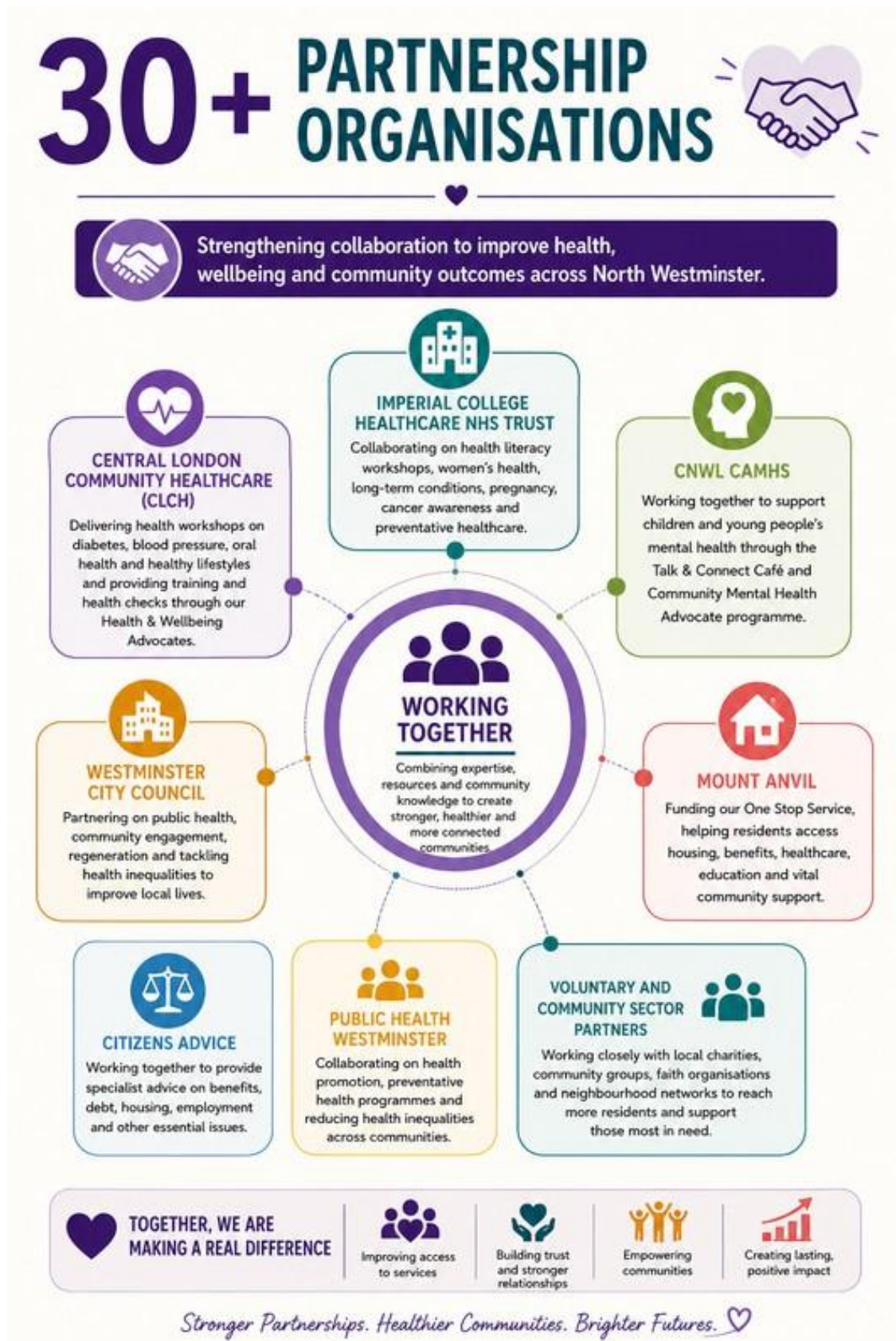
Many participants received accredited certificates for the first time, gained valuable practical experience and developed the confidence to support others within their communities. Several progressed into volunteer and community wellbeing roles, using their lived experience to reduce loneliness, promote positive mental health and provide trusted peer support to women facing similar challenges.



Alongside strengthening our workforce, proactive networking and relationship building with funders enabled MCT to secure new multi-year funding, providing greater financial stability and supporting the delivery of our long-term strategic priorities. Together, these investments have strengthened both our organisational resilience and our ability to develop local leaders who are helping to create healthier, more connected and empowered communities.

Strengthening Partnerships

Collaboration continues to be one of Mosaic's greatest strengths. We worked alongside more than 30 organisations across the health, local authority and voluntary sectors to improve access to services, co-design community programmes and address the wider determinants of health.



These partnerships have enabled us to bring specialist knowledge directly into trusted community settings, improve referral pathways, amplify residents' voices, and deliver more coordinated, accessible and culturally appropriate support. Together, we are creating healthier, more connected communities where local people are empowered to thrive.

Looking Ahead

As we enter **Year Two of our 2025–2030 Strategic Plan**, Mosaic Community Trust will continue to build on the strengths, knowledge and leadership that already exist within our communities. Our focus remains on empowering women and families from marginalised communities to improve their health and wellbeing, challenge inequalities, and become active leaders in shaping healthier neighbourhoods. We will continue to strengthen our asset-based approach by expanding the role of our Community Health and Well-being Advocates, increasing community-led health literacy programmes, supporting mothers as leaders in children's wellbeing and youth safety, and ensuring that local voices continue to influence the design and delivery of services.

Looking ahead, we are committed to building a more sustainable organisation through long-term partnerships, multiple funding streams and continued collaboration with the NHS, Westminster City Council, academic institutions and the voluntary sector. The security provided by our five-year National Lottery Community Fund investment will enable us to strengthen organisational capacity, expand our reach into underserved communities and develop innovative, preventative approaches that reduce health inequalities. Guided by our vision of healthy, happy and thriving communities, we will continue to bring people together, celebrate diversity, and empower residents to advocate for themselves, support one another and create lasting positive change across North Westminster.



Case Study: From Isolation to Community Leadership

When Mrs B first joined Mosaic Community Trust in 2012, she was experiencing isolation and lacked the confidence to engage with others. She rarely left her home and found it difficult to participate in community life. A chance meeting with a member of Mosaic encouraged her to attend a session, marking the beginning of a remarkable personal journey.

Through regular participation in MCT's programmes, Mrs B gradually built her confidence, developed new skills and formed lasting friendships. With support and encouragement from the organisation, she trained as a qualified massage therapist before progressing into the role of Health and Wellbeing Advocate and Outreach Worker. Her transformation reflects MCT's asset-based approach, recognising the strengths and potential within every individual and empowering participants to become active contributors to their communities.

Today, Mrs B is a trusted and respected community leader who supports local women through wellbeing activities, emotional support and outreach. She encourages isolated residents to engage with community services and helps build confidence in those facing similar challenges to those she once experienced herself. During the COVID-19 pandemic, she played a vital role in supporting vulnerable residents by delivering shopping, collecting prescriptions and carrying out wellbeing calls to those who were shielding or living alone. Her commitment to serving others earned her the Woman of the Year award at the 2023 International Women's Day celebration.

Mrs B's journey demonstrates the life-changing impact of community-led support. By investing in local women and creating opportunities for them to develop as leaders, Mosaic Community Trust is not only transforming individual lives but also strengthening communities from within. As Mrs B reflects, "These experiences changed me. I became stronger, built friendships, and embraced my role in the community."



Governance and Trustees

Throughout the year, the Board has continued to provide effective leadership, strategic challenge and sound governance, supporting the organisation through a period of growth and development.

The Board's commitment, expertise and shared vision have been instrumental in enabling Mosaic Community Trust to expand its reach, strengthen partnerships and continue delivering high-quality, community-led services that empower residents and reduce health inequalities across North Westminster.

Name	Role
Mark Gifford	Chair of Trustees
Tandy Deane-Gray	Vice Chair
Reza Reshad	Treasurer
Abena Serwaa Boateng	Trustee
Christene Burgess	Trustee
Hinda Abbou	Trustee

We extend our sincere thanks to our Trustees for their continued commitment, guidance and voluntary service, which remain fundamental to the success and sustainability of Mosaic Community Trust.

Funders and Supporters

With heartfelt thanks

This year's achievements across Church Street and surrounding areas were only possible thanks to the generous support of our funders and partners. Your belief in our mission has helped us deliver trusted, community-led services that continue to tackle inequality and improve wellbeing for those most excluded.

Imperial College Healthcare NHS Trust

Westminster City Council

Hyde Park estate Fund

Edward Harvest Trust

Portman Estate Fund

Imperial Health Charity

Cardiff University

Patient Experience Research Centre

Women's Health Research Centre

Young Westminster Foundation

Legal & General Health Equity Fund

Community Solutions Fund

National Lottery Fund



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