# CATALYST SUPPORT LIMITED

England & Wales · Charity number 1075892

## Details

| | |
|---|---|
| **Other names** | CATALYST SUPPORT, CATALYST SUPPORTN LIMITED, SOUTHERN ADDICTIONS ADVISORY SERVICE, SURREY ALCOHOL AND DRUG ADVISORY SERVICE, SADAS |
| **Status** | Registered |
| **Legal form** | Charitable company |
| **Company number** | 03689561 |
| **Registered** | 1999-06-09 |
| **Register** | View on the Charity Commission register |

## Contact

| | |
|---|---|
| **Address** | Catalyst Support Limited<br>Block G<br>Unit 1<br>Nankeville Court<br>Guildford Road<br>Woking<br>GU22 7NJ |
| **Phone** | 01483590150 |
| **Email** | info@catalystsupport.org.uk |
| **Website** | www.catalystsupport.org.uk |

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## Activities

**Objects:** 3 Objects of the Charity3.1 The Charity's objects ("the Objects) are the:3.1.1 relief of the physical and mental sickness of persons in need by reason of addiction to alcohol and other forms of drugs, in particular by the provision of counselling and support; 3.1.2 promotion and protection of the physical and mental health of sufferers of:(a) alcohol dependency;(b) drug dependency;(c) stress, anxiety and depression;(d) and or abuse;through the provision of support, education and practical advice; and3.1.3 promotion of social inclusion for the public benefit by preventing people from becoming social excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society.3.1.4 to advance the education of the public in matters relating to sexuality and gender identity, plus support the needs of people experiencing discrimination on grounds of their sexuality, and to encourage equality of opportunity between people of different sexual orientations.3.2 For the purposes of clause 3.1.3, 'socially excluded' means being excluded from society, or parts of society, as a result of suffering from one of the illnesses set out in clause 3.1.2. and or due to their sexuality and or gender identity.

**Activities:** The purpose of the charity is to provide realistic and timely advice, information and other assistance to vulnerable, marginalised and at risk people across the region of Surrey and the south of England

## Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information
- **What:** The Advancement Of Health Or Saving Of Lives
- **Who:** The General Public/mankind

## Geography

- **Area of benefit:** SURREY AND HAMPSHIRE.
- Hampshire
- Surrey

## Finances

| Period end | Income | Expenditure | Assets | Employees |
|---|---|---|---|---|
| 2025-03-31 | £5,176,678 | £5,580,985 | £460,270 | 160 |
| 2024-03-31 | £4,846,602 | £4,911,481 | £864,577 | 145 |
| 2023-03-31 | £4,184,382 | £4,031,898 | £929,456 | 121 |
| 2022-03-31 | £4,141,390 | £3,913,447 | £776,972 | 116 |
| 2021-03-31 | £3,714,675 | £3,515,780 | £549,029 | 103 |

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## Trustees

| Name | Role | Appointed |
|---|---|---|
| Charlotte Louise Miller | | 2024-05-03 |
| Dwight Nicholas Cupit | | 2025-01-24 |
| Ewan Alexander Henniker-Smith | | 2021-05-01 |
| Gerard Lyons | | 2024-05-03 |
| Katharine Ann Mills | | |
| Sarbani Bose | | 2021-07-26 |
| Yvonne Louise Rees | | 2025-01-06 |

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**CATALYST SUPPORT LIMITED**

England & Wales - Charity number 1075892

# Accounts

Company Registered Number: 3689561

Charity Registered Number: 1075892

# Catalyst Support Limited

A Company Limited by Guarantee

1 April 2024 - 31st March 2025

## 35 years of impact:

Celebrating our journey, honouring our future




SATURDAY
*AEHTRKA1*
A24
20/12/2025
#42
COMPANIES HOUSE

# Table of contents


| | Page |
|---|---|
| Legal and adminstrative detail | 3 |
| Message from our Patron | 4 |
| Joint statement from our CEO and the chair of Trustees | 5 |
| Who we are | 7 |
| Objectives and activities: public benefit | 9 |
| Year achievements | 10 |
| Enhanced collaboration and partnerships | 12 |
| Our services | 16 |
| Volunteers | 33 |
| Our people | 34 |
| Governance, stategy and accountability | 35 |
| Future plans: delivering Catalyst Future | 38 |
| Acknowledgements | 39 |
| Financial review | 39 |
| Our funders and supporters | 45 |
| Auditors report and financial accounts | 46 |




# Legal and administrative detail

### Patron

Christpher Critchlow DL

### Trustees

Kath Mills – **Deputy Chair**
Yvonne Rees – **Chair (appointed January 2025)**
Warren Rockett – **Chair (retired January 2024)**
Charlotte Miller
Dwight Cupit **(appointed January 2025)**
Ewan Henniker-Smith
Gerard Lyons
Roger Drennan **(retired December 2024)**
Sarbani Bose

### Associate

Darren Garland Bonner

### Senior Leadership Team (SLT)

Susan Murphy – **Chief Executive Officer**
Kelly Kennedy – **Operations Manager, Projects**
Tim Beasley – **Operations Manager, Partnerships (resigned February 2025)**
Katie Gray – **Interim Operations Manager, Specialist Services**
Alison Patterson – **Interim Service Improvement Lead/Interim Operations Manager, Communities**
Julie Kavanagh – **People and Culture Manager (resigned August 2024)**
Andrea Bishop – **People and Culture Manager (appointed August 2024)**
Philip Taylor – **Finance Manager**

**Registered office:** Block G, Unit 1 Nankeville Court, Guildford Road, Woking, GU22 7NJ

**Charity number:** 1075892

**Company number:** 03689561

**Registered subsidiary companies:** Alpha Community Outreach (Social Enterprise)

**Independent auditors:** MHA, Statutory Auditor, 6th Floor, 2 London Wall Place, London, EC2Y 5AU

**Bankers:** Barclays Bank plc, Camberley, Surrey, GU15 3RQ

**Solicitors:** Moore Barlow LLP, The Oriel, Sydenham Road, Guildford, Surrey, GU1 3SR

**Website:** catalystsupport.org.uk

**Patron of Catalyst Support**

His Honour Christopher Critchlow DL



## Message from our Patron

It has been another very busy year for Catalyst Support. The charity continues to run over twenty community, specialist and outreach services across Surrey. With 162 employees and 113 active volunteers, it is Surrey's largest "home-grown" charity.

The help each service gives to people we support is invaluable. The range of assistance and links between these services helps ensure clients receive the support that matters most to them. The charity is supporting more and more people with their mental, physical, and emotional health needs and helping people feel more stable and supported. In our county today, the need has never been greater for such key and effective support.

As its Patron, I have gained knowledge of Catalyst Support's endeavours and achievements, and I help raise awareness of their work across Surrey. I hope this brings awareness, recognition, and support to the services this charity provides.

I congratulate Sue Murphy and all the employees, volunteers, and trustees, for another successful and valuable year. The long-serving Chair of Trustees, Warren Rockett, retired during this reporting year and I warmly thank him for his many years of dedication to the sound governance of Catalyst Support.

**CEO and Chair of Trustees**

Sue Murphy (left) and

Yvonne Rees (right)





## Joint statement from the CEO and the Chair of Trustees

## Reflecting on 35 years of impact

### Celebrating 35 years of Catalyst Support: Honouring our past, inspiring our future

When Catalyst opened its doors in Guildford in 1989, two volunteer counsellors and a borrowed telephone line set out to offer hope to people in crisis. Today—35 years, 75,000 clients, 1,200 trained volunteers and 14 community hubs later—that same spirit of compassion and innovation still drives everything we do.

### A journey of milestones and momentum

In December 2024, we said goodbye to our Chair of Trustees, Warren Rockett, who retired after 21 years of exemplary service, leaving behind a legacy of dedication and leadership.

We are thrilled to welcome Yvonne Rees as our new Chair of Trustees. Yvonne's strategic insight and unwavering belief in client-led practice will steer us through the opportunities and challenges ahead.

None of this would be possible without the generosity of our volunteers, funders, employees, partners andmost importantly, the people who trust us with their stories. Your courage shapes our services and inspires our mission every single day.

Thank you for standing with Catalyst Support through three and a half decades of change. Together we have built a legacy of hope; together we will write an even bolder future.

# 35 YEARS OF CATALYST SUPPORT

1989

## SADAS is created

Led by Mike Ward, Surrey Alcohol and Drug Advisory Service was established to address the alcohol problems in Surrey in the 1980's

1991

## Acacia House set up

SADAS received 5% of a national fund, enabling Acacia house to be set up, providing essential services and positive support in Woking

1998

## SADAS diversifies

New CEO Mike Blank appointed by Ward, and SADAS services diversified into assertive outreach

1998

## OMNI implemented

Haydn Morris appointed to head up OMNI, implementing the dual diagnosis team to provide support for substance misuse and mental health challenges and branch further into mental health support

2001

## Engage project introduced

The agency provided accessible drug and alcohol services for users, their families, carers or partners

2002

## SADAS continues to progress

Various projects and services introduced, many still ongoing such as Safe Havens and Alpha

2015

## SADAS becomes Catalyst

The 2015 name change reflects Catalyst's intention and commitment to making a positive impact in Surrey, as well as expanding into a focus on mental health

2024

## Present day Catalyst Support

Now offers 26 services and multiple premises around Surrey, meeting gaps in existing services

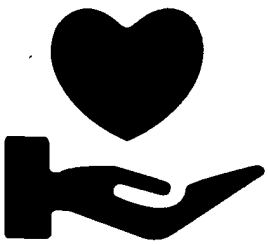
# Who are we

At Catalyst Support, we have been championing wellness across communities since 1989. As a Surrey-based charity, we are here to transform lives by supporting people's mental, physical, and emotional health needs because we believe that wellness is a right for everyone. Guided by our motto, Supporting Wellness Together, we work alongside individuals and communities to create accessible, compassionate services that empower people to take control of their wellbeing.

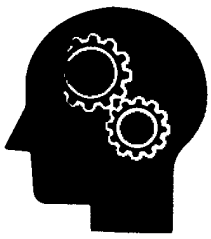
From the beginning, we have recognised the importance of whole-person care. That means thinking beyond symptoms and taking into account people's physical, psychological, and social wellbeing. This approach shapes everything we do, helping us provide support that not only meets immediate needs but also prevents future challenges, improving long-term outcomes for the people and communities we serve.

Over the years, we have grown from a small, community-focused initiative into a leading, home-grown charity delivering high-quality, client-led services across Surrey. We have expanded our mental health and outreach support, launched innovative programmes, and built strong partnerships with local authorities, healthcare providers, and other charities. We are proud to have played a leading role in raising awareness of mental health and promoting social inclusion.

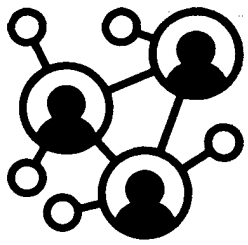
With embedded values of kindness, integrity, and commitment, we strive to create sustainable, transformative social impact. Through strong collaboration, ethical leadership, and a focus on environmental and financial sustainability, we are working to create lasting social impact. As we continue to align our work with national health priorities, we embrace the opportunity to lead the way in integrated, preventative, and community-based care.



**Kindness**



**Integrity**



**Commitment**

## Mission

Working with people to support their health and wellbeing.

## Vision

Offering adaptive and responsive services in a respectful and non-judgmental way, by

- Providing confidential, free, accessible, and flexible services
- Offering specialist knowledge and support
- Bringing together the most appropriate services for individuals
- Creating a holistic approach to health and wellbeing

## Catalyst Support PACT

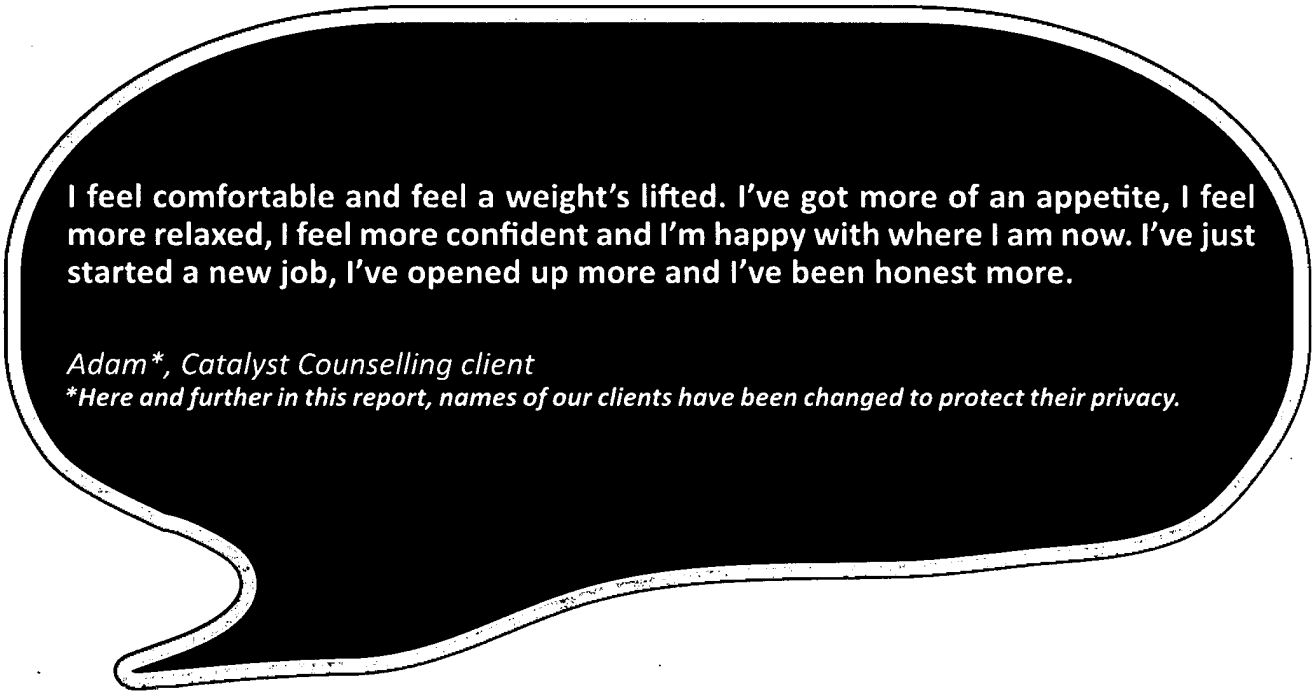


# Objectives and activities: public benefit

The public benefit of Catalyst Support lies in its comprehensive approach to improving the mental health, wellbeing, and overall quality of life for individuals and communities across Surrey. The charity's work is centred on supporting wellness together, offering a range of services designed to address mental health challenges, substance use, and other social issues that impact people's ability to thrive in society.

## Our aims for delivering public benefit

- Improving mental health and wellbeing through a range of trauma-informed services
- Client-led, person-centred care by developing tailored recovery plans, ensuring individual needs are met
- Reaching marginalised communities through assertive outreach and place-based hubs
- Promoting inclusion and equity, actively reducing health inequalities by targeting underserved areas
- Community impact and collaboration, working with over 20 strategic partners across Surrey to create system-wide pathways
- Workforce wellbeing prioritising a culture of care, recognition and resilience



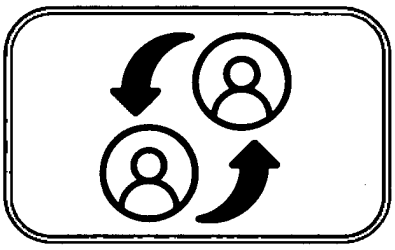

For every £1 invested in our services, we estimate a minimum £4 return to the public system through reduced hospital use, criminal justice involvement, and homelessness.

In 2024/25, 441 Safe Haven clients said they would have presented at A&E had we not been available. Using NHS England's estimated average cost of £158 per attendance, this equates to a conservative cost saving of over £73,000 to the NHS. These figures do not account for additional associated costs such as ambulance call-outs or follow-up treatment, meaning the true saving is likely to be even greater.

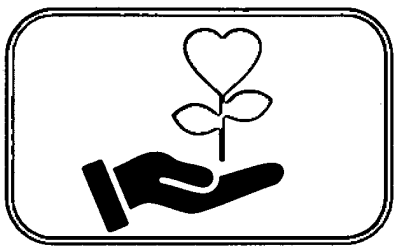
This impact highlights the critical value of trauma-informed, community-based crisis services in alleviating pressure on emergency departments and improving pathways to earlier, more appropriate support.

These outcomes are not theoretical—they are costed, evidenced, and felt across the public sector.

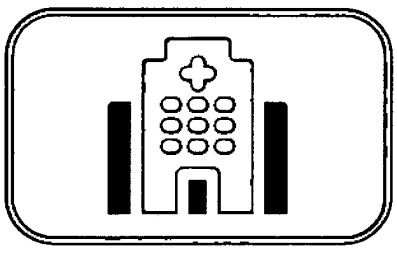
# Year achievements



**423 referrals** were received by Catalyst Counselling with **81% of our clients** reporting improved ability to manage their mental health



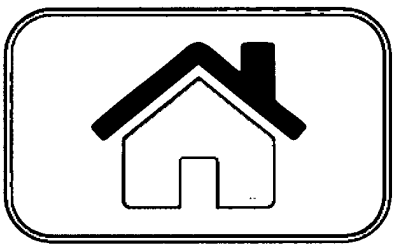
Over **8,000 interventions were delivered by the Liaison and Diversion** and Reconnect teams with more than half focusing on emotional wellbeing



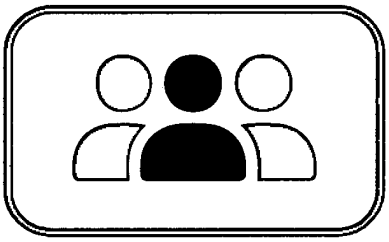
**22 people diverted from A&E** through Safe Harbour, with **92% reporting reduced attendance**



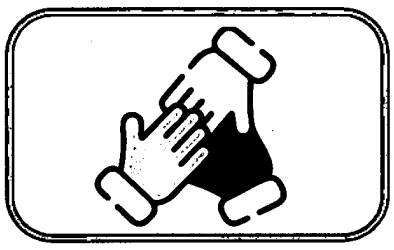
**3,776** individuals were supported by our Safe Havens, **1,286** individuals **(34%)** presented in crisis and **441** people reported they would have gone to A&E if the Safe Haven was unavailable



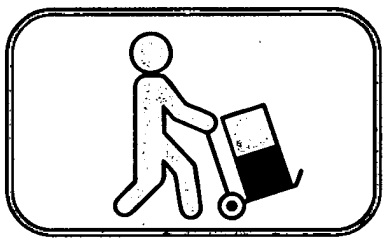
Cuckooing Team supported **108 clients aged 19 to 85.** The service helped **disrupt 14 organised crime groups** and 29 local dealers and helped save 34 tenancies



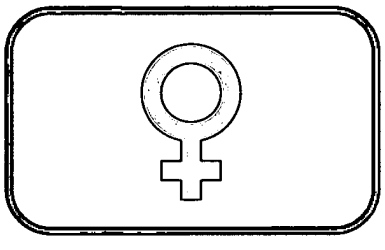
Women's Support Centre, Surrey received **291 new referrals this year**.



Over **9,200 volunteer hours**, underpinning counselling, outreach and retail services



Relocated our head office making a more accessible and collaborative environment for our staff



Shifa Network supported up to **210 women** each quarter

## Case Study: Preventing relapse, enabling recovery

### Background

*Joe faced complex challenges linked to long-term alcohol addiction and mental health issues. Unable to work, he was referred to our services following a severe relapse and hospital detox. At referral, he was not receiving benefits and was at imminent risk of eviction due to rent arrears.

### Intervention

The service, run by our Community Connections service, provided daily support, helping Joe to apply for benefits, access budgeting and wellbeing workshops, and re-engage with services. Although his tenancy was lost, he was supported into suitable supported housing and later moved into a stable social housing tenancy. Staff helped him furnish his new home, secure council tax and housing support, and navigate medical appointments.

### Impact

Joe is more engaged with his community and has rebuilt his independence. He continues to attend the service regularly, maintains a stable home, and demonstrates sustained progress in managing his health and wellbeing. Without this support, he would likely have required re-admission to hospital.

This intervention cost just £3,287.04. By preventing relapse and re-hospitalisation, this support potentially saved the system over £13,400, including avoided costs from A&E attendances, inpatient admission, and temporary bed days.

This case illustrates the tangible value of early intervention and the cost-effectiveness of community-based support in preventing crisis and reducing pressure on statutory services.

** The names of clients have been changed to preserve confidentiality and privacy*





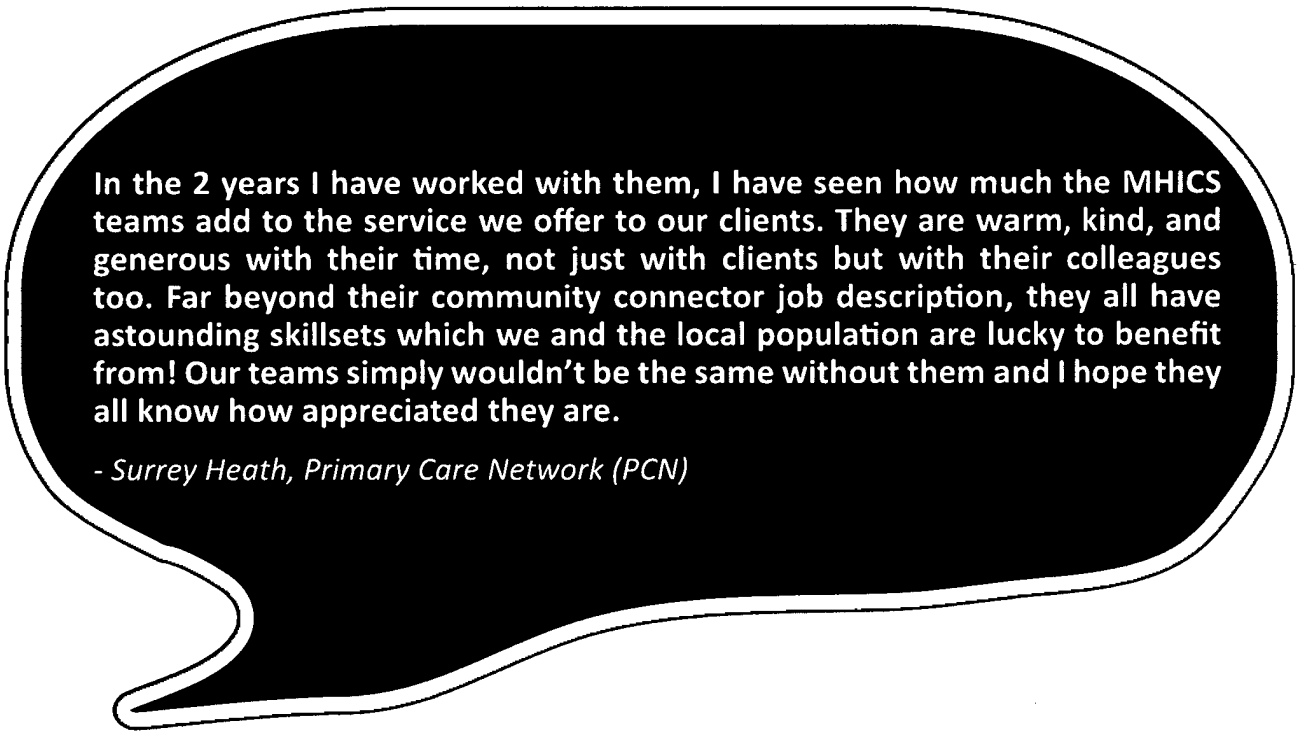
# Enhanced collaboration and partnerships

At Catalyst Support, we recognise that effective partnerships are fundamental to delivering meaningful, person-centred services. Our collaborations are built on trust, shared values, and a commitment to inclusive and equitable working, enabling us to align efforts and achieve better outcomes across the health and care system.

Strong partnerships encourage innovation, creativity, and sustainability. In the past year, we have strengthened relationships across sectors, including with the Guildford and Waverley Integrated Care Partnership (ICP), the North-West Surrey (NWS) Alliance, and through our leadership in Mental Health Investment Fund (MHIF) projects. These partnerships have delivered tangible results, such as:

- The co-creation of integrated community hubs, streamlining access to services and reducing duplication.
- Joint delivery of mental health initiatives that have improved access, bridged service gaps, and brought peer-led approaches into traditional care pathways.
- Enhanced engagement with lived experience networks and smaller Voluntary, Community, and Social Enterprise (VCSE) partners through place-based delivery models.

While collaboration offers clear benefits, it also requires commitment and shared understanding. Challenges such as misaligned priorities, communication breakdowns, or system pressures can strain relationships. Catalyst Support is working to proactively manage these dynamics by promoting open, honest dialogue, clear accountability, and inclusive planning with all stakeholders.



## Strategic alignment and broader impact

We are proud to contribute to a stronger, more integrated health and care system across Surrey. Our work is closely aligned with the strategic priorities of local and national partners, ensuring that our services not only deliver individual outcomes but also drive systemic change.

### Contribution to the Surrey Health and Wellbeing Strategy

Our services are closely aligned with the priorities of the Surrey Health and Wellbeing Strategy, particularly:

- Improving mental health and reducing suicide, through trauma-informed, client-led services such as Safe Harbour, peer support, and crisis intervention.
- Reducing health inequalities, by embedding outreach and lived-experience leadership into hard-to-reach communities.
- Empowering communities, through volunteer-led initiatives, local partnerships, and targeted early intervention work.

### Voluntary, Community, and Social Enterprise (VCSE) Alliance and system leadership

Our commitment to the Surrey VCSE Alliance helps ensure the VCSE sector has a strong and equal voice in the design and delivery of local services. Through our involvement, we co-develop priorities with statutory partners and champion community-rooted solutions. CEO, Susan Murphy, serves as Portfolio Lead for Workforce for the VCSE Alliance.

### United Surrey Talent Strategy (USTS)

Our CEO serves as Portfolio Lead for Workforce on the United Surrey Talent Strategy Alliance Board, advancing collective efforts to:

- Build a sustainable and inclusive cross-sector workforce.
- Improve recruitment, retention, and staff wellbeing.
- Strengthen volunteering and lived-experience progression pathways into health and care careers.

### Adult Mental Health Alliance

Serving as a Founding Chair, our CEO drives integrated approaches to adult mental health provision, helping to influence policy, and address inequalities in mental health outcomes at a system level.

### Integrated neighbourhood and place-based models

We are actively involved in the development of Integrated Neighbourhood Teams (INTs) and community hub models across Surrey. Our embedded roles within these models allow us to:

- Divert people from emergency and acute care, to more appropriate services.
- Co-design holistic, preventative pathways at a local level.
- Strengthen place-based mental health ecosystems.

Through these contributions, we are not only delivering impactful, client-led services, we are also shaping the system in which those services exist. Through leadership roles, strategic partnerships, and active contributions to integrated models of care, we are helping to build a more compassionate, inclusive, and responsive mental health system across Surrey.

# Our services

Most income is derived from commissioned services, delivered under formal contracts or Service Level Agreements (SLAs) with statutory bodies. These agreements outline the scope of services, key performance indicators (KPIs), and quality standards. Performance is monitored regularly, with formal quarterly review meetings held with each commissioning body to assess delivery, discuss progress, and identify areas for development.

Across all projects, our services measure outcomes to support continuous improvement, inform employee development, and meet the reporting requirements of funders and the Board of Trustees. Service development is co-produced with employees and clients, ensuring that improvements reflect the lived experience of those who use our services.

Outcomes are assessed using a blend of quantitative and qualitative metrics, including:

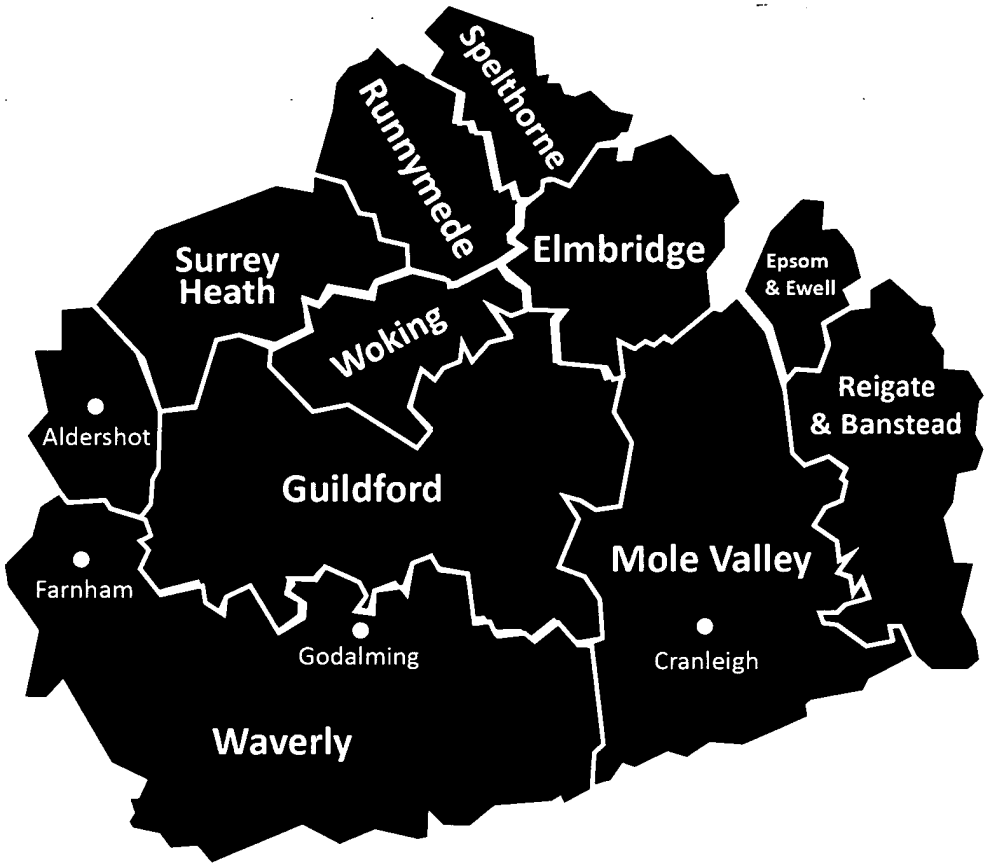
- Number of individuals engaged and supported
- Effectiveness and quality of support provided
- Long-term impact on wellbeing and recovery.

We use recognised outcome measurement tools such as the Outcome Star and Recovery Star, alongside internal evaluation frameworks and client feedback.

Where we partner with or sub-contract with other charities or organisations to support service delivery, we ensure that robust monitoring arrangements are in place. Partner performance is regularly reviewed to ensure accountability, quality, and value for money.

## Our locations and service delivery footprint

Our services span Surrey, with some services extending into neighbouring counties through commissioned and partnership-based projects. Our physical presence includes offices and service hubs in Woking, Camberley, Godalming, and Guildford.



In late 2024, we relocated our head office from Guildford to Woking (Nankeville Court)—a significant and strategic move for the charity.

- For employees, the new headquarters offers a more accessible, central, and collaborative environment, enhancing team communication, productivity, and wellbeing. The larger space also provides improved facilities, including dedicated areas for training, reflective practice, and partnership working.
- For clients and visitors, the Woking location offers improved access, community presence, and a welcoming, trauma-informed space, aligned with our commitment to delivering person-led and inclusive services.

This relocation reflects our evolving operating model and strengthens our capacity to deliver high-quality support in a more integrated and community-based way.

Through various service requirements, some employees are co-located with partners in a number of delivery settings, including:

- **GP Integrated Mental Health Services (GPiMHS)** across Surrey Heartlands
- **Mental Health Integrated Community Services (MHICS)** in Frimley South
- **The Redwood Centre, Farnham Road Hospital (Guildford),** for clinical collaboration
- **Liaison and Diversion Services** based in police custody suites in Woking and Staines

In addition, we operate vital out-of-hours services including:

- **Adult Safe Havens** in Woking, Guildford, and Aldershot
- **Safe Harbour**, our client-led crisis prevention and recovery service, based in Woking

Through this network of locations and co-located models, we continue to deliver accessible, community-based services tailored to meet local needs, while creating collaborative partnerships across the health, justice, and voluntary sectors.

## Service transformation: Community and specialist outreach service

In 2024–2025, we implemented a strategic transformation of our service delivery model, introducing two distinct but complementary service pillars: Communities and Specialist & Outreach Services. This change reflects our commitment to delivering more targeted, accessible, and effective support for the people and communities we serve.

### Community services

The Communities pillar brings together place-based services that focus on early intervention, outreach, wellbeing, and community engagement. These services are often delivered in collaboration with local partners and within neighbourhood settings, such as foodbanks, GP surgeries, and community hubs. By embedding support directly into communities, this model:

- Reduces barriers to access.
- Builds trust with people who may be hesitant to engage with formal services.
- Strengthens local partnerships and integrated care pathways.
- Enables faster, more responsive support for emerging needs.

### Specialist & Outreach Services

The Specialist & Outreach Services pillar focuses on complex and clinical interventions, such as structured substance use recovery, trauma-informed counselling, cuckooing support, and criminal justice-related mental health interventions. These services require highly skilled professionals and often involve multidisciplinary collaboration. By bringing them under one operational area, we have:

- Strengthened clinical oversight and practice development.
- Improved consistency and quality of specialist interventions.
- Streamlined referrals and transitions between services.
- Enhanced our ability to meet the needs of people with multiple and intersecting challenges.

# Our services: Communities

## Community Connections

Community Connections has been successfully delivered by Catalyst Support since 2013, providing mental health and wellbeing support across Surrey. In 2024/25, we were re-awarded the contract to deliver this service for a further five years, reflecting the strength of our delivery model, the dedication of our team, and our proven impact within local communities. This re-commissioning reaffirms our long-term commitment to promoting inclusion, recovery, and resilience, and highlights the importance of working in close partnership with local authorities, NHS services, and voluntary sector organisations to ensure people get the right support, at the right time, in the heart of their community.

Referrals come from a wide range of sources, including Adult Social Care, Community Mental Health services, GPs, Housing, Police, and Catalyst Support services. A comprehensive review of our referral pathways led to the adoption of a more robust risk assessment tool, improving our ability to provide timely, safe access to support.




Over the past year, Community Connections has grown to provide accessible, person-centred, and holistic support across Surrey. Our preventative approach addresses mental health needs alongside social isolation, access barriers, and cost-of-living pressures, helping to reduce demand for NHS crisis services and build a stronger support network.

We introduced a new timetable of mental health groups, offering both online and face-to-face sessions, including dedicated groups for young people and caregivers. Feedback from clients who responded to our survey showed a 100% satisfaction rate.

Innovations such as the creation of Community Hubs with VCSE partners have helped co-locate services like mental health support, financial advice, and perinatal care, making it easier for people to access the right help in one place. We have strengthened data-sharing partnerships through regular meetings to enhance coordinated support.

Our collaboration with Community Mental Health Recovery Services (CMHRS) has deepened, with post-assessment discussions helping identify where Community Connections can offer targeted support. We also support CMHRS employees through training and promoting our services during local forums. Additionally, we delivered Emotional Wellbeing talks at Surrey libraries focusing on coping strategies and introducing Community Connections to new audiences.

**A big thank you to the groups team. For me you have literally been one of my lifelines. The Friday group is a weekly milestone I know is there in my diary. In my bad times it's supportive and in better weeks I enjoy a social event.**

*- Jack, Community Connections client, 2024*

## Amigos

Amigos offers peer-led mental health recovery support through a compassionate 12-session programme, focusing on meeting individual needs with empathy and understanding.

Amigos is a small team of 6 volunteers and 3 interns, which limits the number of people the service can support while ensuring the wellbeing of volunteers remains a priority. To sustain and expand Amigos' important work, the service is working to recruit more volunteers and provide stronger support for the team.




**Meeting one of the Amigo Buddies gave me a chance to talk to somebody in a safe and friendly way, which has helped bring me out of my shell. I hope other people take the chance to meet an Amigo and get the same benefits I did.**

*- Emma, client of Amigos, 2024*

## Wellbeing gardens

Catalyst Support operates two community gardens that run Community Connections gardening groups and wider community projects: Flourish Community Garden in Frimley and the Arch Community Garden in Woking.

**During the reporting year:**

- 12 registered clients took part in gardening groups across both gardens
- 5 regular volunteers supported ongoing garden maintenance and client engagement
- 70 Community Connections group sessions were held

The Arch Community Garden also hosted a six-week gardening workshop for the charity Younger People with Dementia. Feedback from the project worker and attendees highlighted the value of getting outdoors and engaging in hands-on activity.

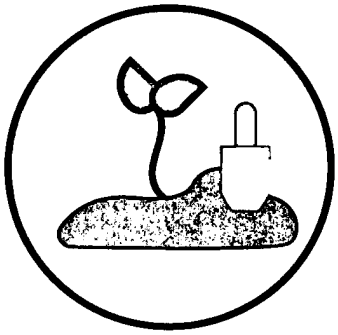
Flourish Garden received further support from the local community, with Camberley's Men's Shed replacing old decking boards. This work was funded by a grant from the Finnis Scott Foundation.

Both gardens participated in RHS seed trials: sunflowers and peas in 2024, followed by carrots and lettuce in 2025.

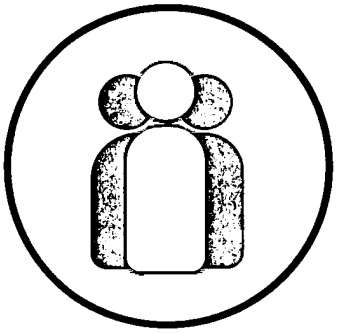
## A Year in Numbers



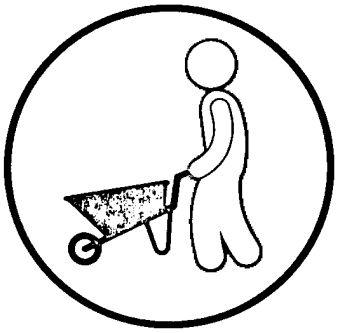
**5 Regular Volunteers**



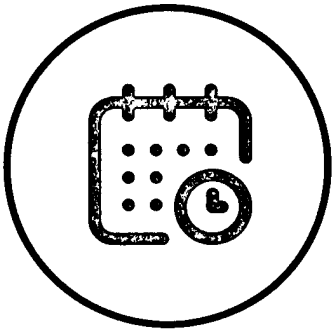
**7 Workshops Held**



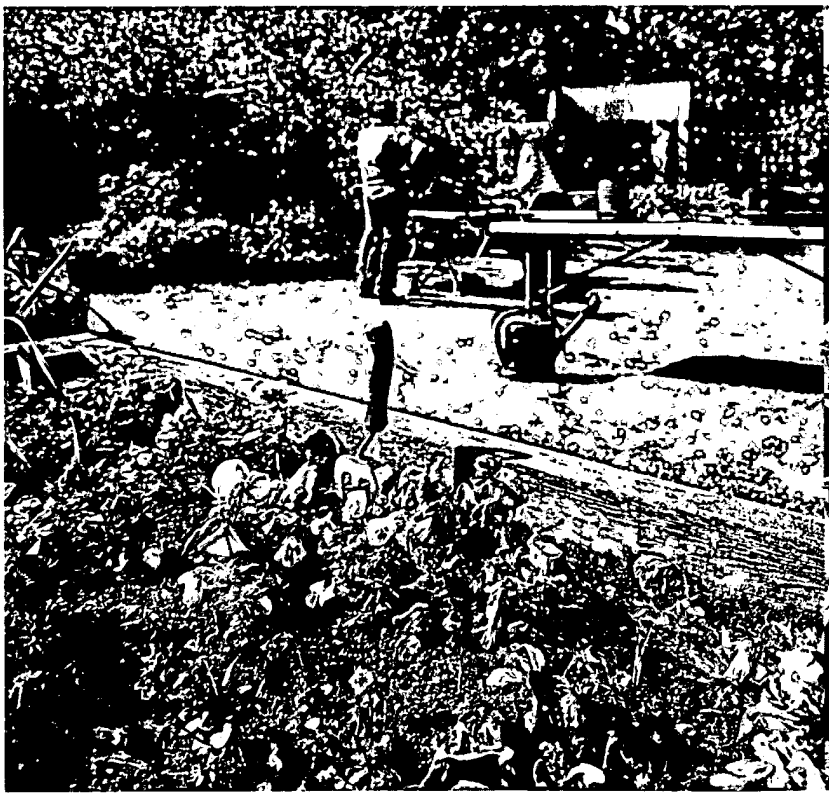
**54 Workshop Attendees**



**70 Community Connections group sessions held**



**12 regular clients attend a group each week**





## Shifa Network

Established in 2004, the Shifa Network supports ethnically diverse women across Surrey, empowering those experiencing mental and emotional health challenges to build confidence, develop life skills and feel more integrated within their communities. Originally a social drop-in group for women with long-term mental health conditions, the service has since expanded to offer more structured support, including lifelong learning opportunities such as ESOL classes.

**I get so much from the Shifa team, especially the swimming. Not only does it keep me fit and healthy, It's also great from a social and mental health point of view. It's such an amazing and welcoming community.**

*- Priya, swim project participant*

Shifa Network is a small team with two full-time employees, a few team members offering admin and project support and several dedicated volunteers.

**During the reporting period:**

**The service supported up to 210 women each quarter**

**50% of women in Camberley and 10% in Woking reported having a disability or long-term health condition**

**Around 25% of all participants identified as carers**





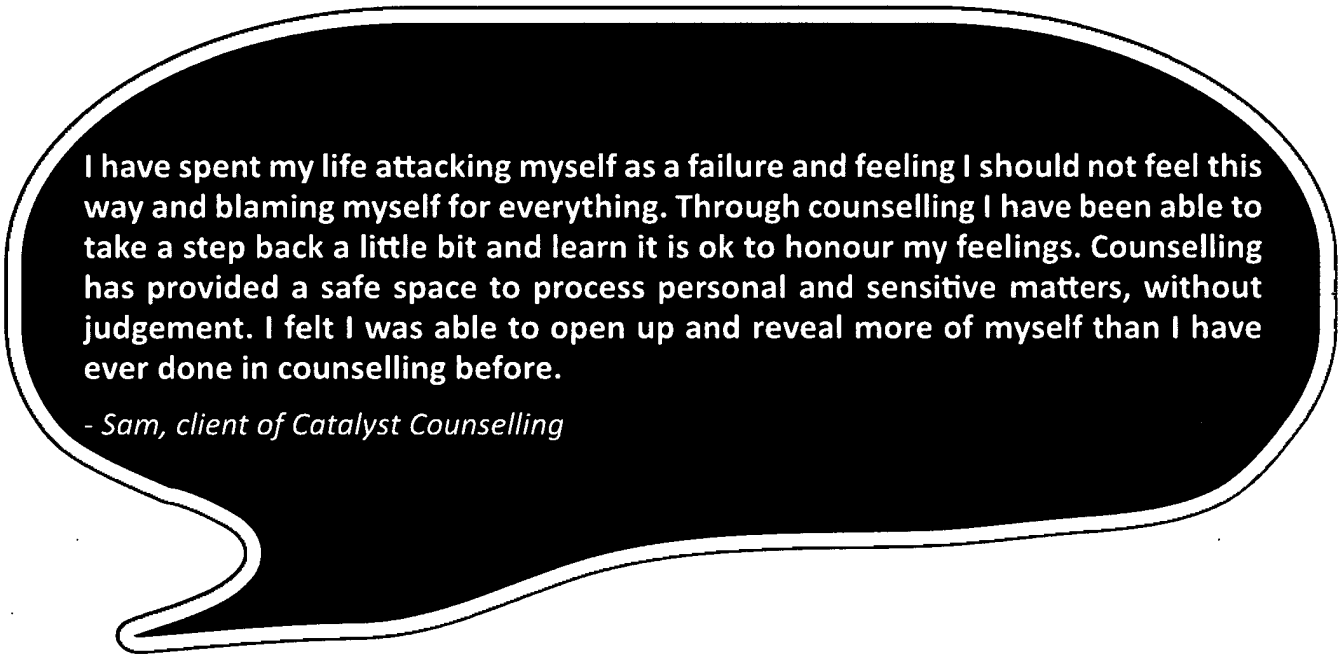
## Catalyst Counselling

Catalyst Counselling is a service delivering mental health support through free, strengths-based counselling sessions. Clients can access up to 24 weeks of counselling, aimed at helping them overcome personal challenges and improve their overall wellbeing. Counselling is available online and face-to-face and is delivered by a team of qualified volunteers.

**From 1 April 2024 to 31 March 2025, the service recorded:**

- 423 referrals
- 81% of clients reported improved ability to manage their mental health, 71% reported an improvement in their identity and self esteem" and 70% reported an increase in trust and hope.

Feedback from volunteer counsellors moving on to other placements highlighted the variety of client needs, the high quality of training, and the supportive and approachable environment provided by Catalyst Support.




## GP integrated mental health service – Gpimhs and MHICS

We work in close collaboration with Surrey and Borders Partnership NHS Foundation Trust (SABP) and GPs to deliver the GP integrated mental health service, GPimhs and MHICS. We are also an active partner in the One Team Approach under the Community Mental Health Transformation Programme, which remains ongoing.

We provide Community Connectors across 16 Primary Care Networks (PCNs) in Surrey. Demand for the service remains high and we see the increasing complexity of client needs. Working alongside Surrey and Borders Partnership, the service supports GPs, IAPT services, Home Treatment Teams, and i-access through an established referral pathway into GPimhs and MHICS.

Community Connectors continue to play a vital role in delivering wraparound care. They participate in Pathway Forums, multi-agency meetings designed to support individuals with complex needs, helping to ensure coordinated, person-led care.

The contract with Surrey and Borders Partnership for this service has been renewed for a further three years, demonstrating the continued value and impact of the Community Connectors model.

Referral activity for North Guildford and Woking PCNs illustrates the ongoing demand:

| PCN | Incoming Referrals – Q1 | Referral seen by CC | Incoming Referrals – Q2 | Referrals seen by CC | Incoming Referrals – Q3 | Referral seen by CC | Incoming Referrals – Q4 | Referral seen by CC |
|---|---|---|---|---|---|---|---|---|
| **North Guildford** | 563 | 153 | 678 | 211 | 575 | 202 | 520 | 161 |
| **Surrey Heath A & B** | 618 | 211 | 638 | 253 | 630 | 235 | 600 | 221 |

## Lived Experience Practitioners

At Catalyst Support we have several paid Lived Experience Practitioner roles within GPimhs, MHICS, and Service User Network (SUN). These practitioners use their own experiences of recovery to provide empathetic, person-centred support, offering hope and demonstrating that recovery is achievable.

They deliver formal peer support and practical guidance, helping individuals take back control of their lives and navigate their unique recovery journeys. In addition, Lived Experience Practitioners assist with transitions to other mental health and community services, supporting choice and promoting inclusion and connection within the wider community.

**We share our mental health challenges, our recovery, and how we've built resilience. We're there like walking companions to say, 'let's get up'. It gives people motivation, to inspire hope that we've been where they are, but we've found strategies to help us and so can they.**

*- Callum, Lived Experience Practitioner*

Volunteer Lived Experience Practitioners also play a vital role across the charity, offering valuable support to others and contributing to the continuous improvement of services.

## Service User Network (SUN)

This peer-led, community-based service supports adults experiencing complex emotional needs, often linked to personality disorders. It is open to individuals with a formal diagnosis as well as those who identify with similar challenges but have not been diagnosed. The service offers accessible, non-clinical support in a safe, group setting to help individuals manage their emotions, build resilience, and improve overall wellbeing.

SUN groups follow a structured format designed to:

- Provide space for individuals to share how they are feeling and what they hope to gain from the session.
- Explore shared topics or themes that arise organically.
- Offer mutual support and lived experience insights.
- Reflect on feelings at the end of the group.

In 2024 the SUN Team received the Silver Award in the "team of the year" nomination at the Surrey and Borders Partnership Annual Staff Awards.

## A Novel Idea

A Novel Idea is Catalyst Support's only charity shop, selling pre-loved books, vinyl records, and CDs in Godalming.

The shop is run by a manager and a team of volunteers, who curate the collection, sort donations, identify valuable books, and create a welcoming environment for visitors. Over the past year we were able to recruit more volunteers and in July 2024 extend the shop's opening hours.

Working closely with the marketing and fundraising team, the shop has established a social media presence on Instagram and Facebook and set up bookshelves in three coffee shops in Godalming. This helps promote the shop and Catalyst Support, while generating extra proceeds from book sales and donations.

The shop is part of the Godalming Business Improvement District (BID), which works to improve visitor numbers and shopper experience and promote local businesses, including our shop.

In 2024, the shop received a grant to redecorate and give it a fresh new look with works completed in early 2025.



There are so many reasons why I love volunteering at A Novel Idea in Godalming. The people I volunteer with are great and I learn so much from them; I love chatting with our customers, sometimes giving them reading suggestions and sometimes just listening to what's going on in their lives - you quickly feel like you're part of the Godalming community. It's fantastic to know that the money raised through A Novel Idea goes towards supporting such a worthwhile local charity.

*- Sue, shop volunteer*

**Key data from the reporting year:**

**2024/25 sales are £36,500**

**2025/26 target is £40,000**

**35% of shop sales come from vinyl and CDs, in partnership with Make a Difference with Records**



# Our services: Specialist and Outreach

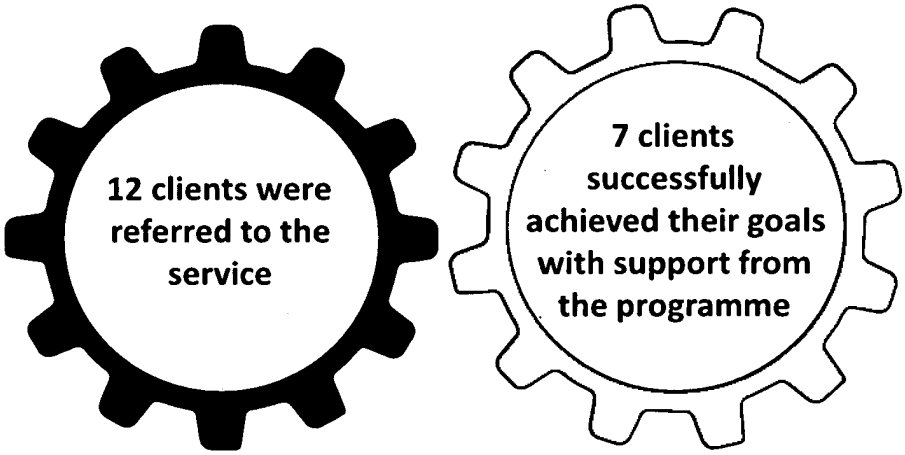
## Bridge the Gap

At Catalyst Support we continue to support clients across Surrey through the Bridge The Gap (BTG) Alliance, working in partnership with Surrey County Council's Changing Futures Programme.

BTG takes a proactive approach, offering support that is not available elsewhere by engaging with clients facing multiple disadvantages including homelessness, substance use, domestic abuse, mental health issues and contact with the criminal justice system.

The BTG service delivers long-term relational care to clients, with some being on caseloads for 2 years. This service aims to meet the need of those with multiple disadvantage by building a relationship with the client, before supporting them with all aspects of their life which includes bringing other professionals together, and meeting their basic needs. The caseloads are low to reflect the intense support and time commitment for each client, where we are seeing clients multiple times each week.

**During the reporting year:**




## Cuckooing

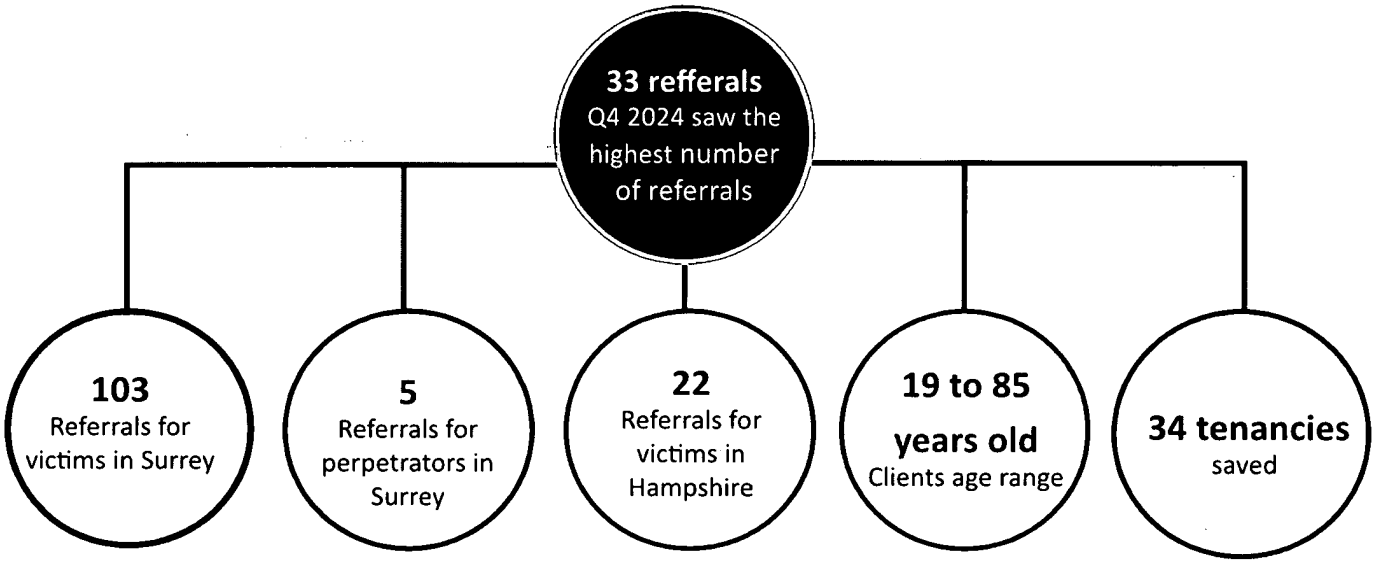
Cuckooing is a form of exploitation where criminals take over the home of a person at risk, often someone with mental health concerns, a disability, or substance use problems, to use the property for illegal activity, such as drug dealing or human trafficking. Our specialist cuckooing service provides targeted support to individuals at risk, helping them reclaim their homes, improve their safety and wellbeing, and reduce the influence of exploitative networks through multi-agency intervention, safeguarding, and practical assistance.

Cuckooing is currently not recognised as a standalone crime, meaning people affected are not officially considered victims unless other offences have been committed. However, the Crime and Policing Bill will soon establish cuckooing as a separate offence. The team continues to advise the Home Office based on their casework to help shape this new legislation.

A pilot project, launched in August 2024 in Rushmoor and Hart, Hampshire, has shown positive results. Efforts are ongoing to secure funding to maintain and expand the service.

To raise awareness, the team commissioned a short film, Stephen's Story, and various informational materials. They have delivered presentations to housing providers, fire services, social care teams, and other support organisations to help identify and respond to cuckooing.

The project's strong reputation has attracted media attention, leading to multiple articles and a video interview featured on BBC Morning Live.




## Case study:

**Breaking the cycle: How Catalyst Support's Cuckooing Team helped rebuild a life**

**Background**

For Sarah, life had become overwhelming. Grieving the loss of her partner and struggling with complex mental health challenges, she sought solace at a local church drop-in centre. A place where she could find warmth, food, and company, but her vulnerability made her a target.

A local drug dealer befriended her and soon after, County Line dealers moved into her home. They took over her bedroom for drug dealing, while she was confined to the lounge. She lived in fear, aware that the dealers carried knives and was too terrified to call for help. When the police first visited, she was too scared to open the door.

That's when Catalyst's Cuckooing Specialist Outreach Team stepped in.

**Intervention**

The team alongside the police, conducted a joint visit to assess Sarah's situation. They discovered that she had no wider support network so worked swiftly to secure a Partial Closure Order, preventing the dealers from returning.

Beyond just removing the immediate threat, the team worked to address the deeper issues affecting Sarah's well-being. They connected her with a GP, arranged bereavement support through CRUSE, referred her to local foodbanks and well-being services and even helped get an infestation of cockroaches treated, an issue that had been worsening her mental health.

**Impact - a brighter future**

Today, Sarah's home remains secure, and her confidence has grown. She has gone from feeling suicidal to redecorating her flat, reconnecting with friends, and enjoying regular bike rides. She continues to engage with support services and now attends well-being classes and bereavement counselling, breaking free from isolation and rebuilding her life.

Sarah is proud of how far she has come, a testament to the power of compassionate, targeted support she received from the team.

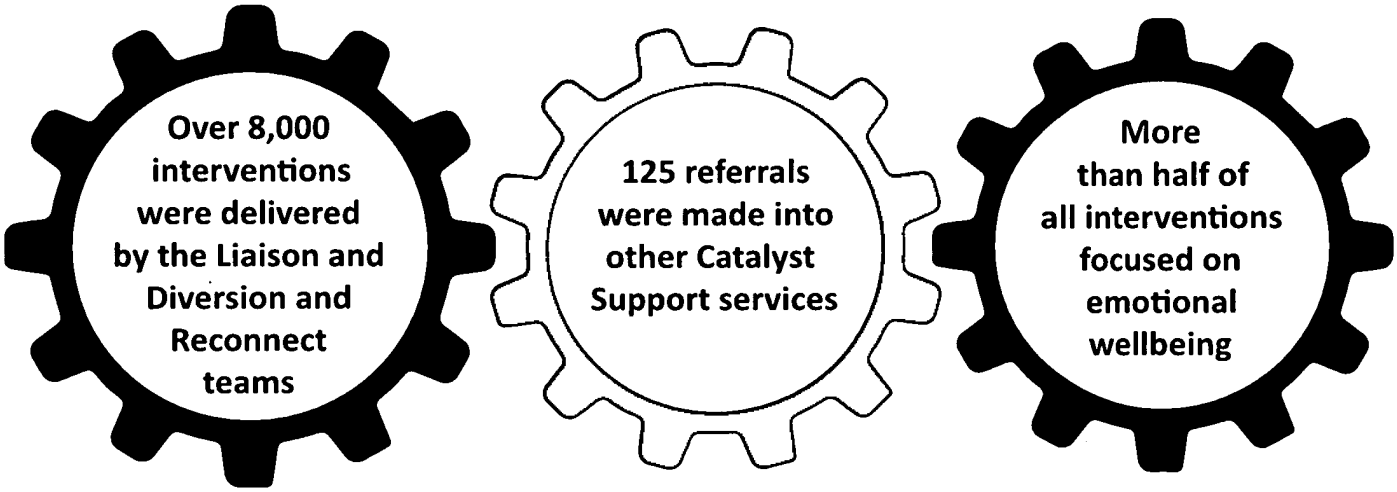
## Liaison and Diversion/Reconnect

Liaison and Diversion is a Surrey wide early intervention for adults in the criminal justice system ensuring they are assessed for vulnerabilities and provided with support to access community-based health and wellbeing services through holistic assertive outreach. Reconnect service works with individuals prior to and following release from prison to support transition into community-based services across Surrey. This aims to improve individuals' behaviour through liaison, advocacy and bridging.

The partnership delivering assertive outreach to individuals leaving custody is in its fifth year and continues to support men and women with complex needs.

**In the reporting year:**

The team was also able to provide essential items and homelessness packs to clients in crisis, many of whom were rough sleeping.




## HOST

Catalyst Support maintains its partnership with Riverside, specialist substance misuse and rehabilitation service, to deliver specialist drug and alcohol outreach services to any person aged 18 or over who is rough sleeping or at risk of rough sleeping in the Guildford borough.

During the reporting year, delivery costs have increased to cover clinical supervision and lone working devices. An uplift in funding has been secured for 2025-26 to support ongoing work.

In the coming year, the service plans to introduce Service Impact Reports and Outcomes Stars to better capture and demonstrate the progress and impact of the support provided to clients.

## Safe Havens

The Safe Havens in Surrey and Aldershot are long-established services, operating for nearly a decade. They provide support for individuals experiencing mental health crises, aiming to reduce unnecessary attendances at Accident and Emergency departments. The service also plays a preventative role helping people maintain their mental wellbeing and accessing timely support before they reach crisis point.

This work is delivered in close partnership with statutory services, including the NHS, and other mental health charities.

**From April 2025 to March 2025 our Safe Haven, operating in three locations, have supported the following number of individuals, reducing pressure on Crisis Line and A&E:**




Breakdown of support by site:

| Location | Total | Presented in Crisis | Virtual Support |
|---|---|---|---|
| Aldershot | 1,258 | 581 | 662 |
| Guildford | 1,789 | 580 | 854 |
| Woking | 729 | 125 | 394 |
| Total | 3,776 | 1,286 | 1,910 |

We continue to review and adapt the Safe Havens service to ensure it meets the evolving needs of the community and operates as efficiently as possible.

## Safe Harbour

This service is designed for adults aged 18 and over who frequently attend A&E or are identified by Home Treatment Teams or Community Mental Health Recovery Services (CMHRS) as being at risk of doing so. These individuals require ongoing, non-clinical support to help prevent escalation into crisis but do not need hospital admission or clinical intervention at the time of referral.

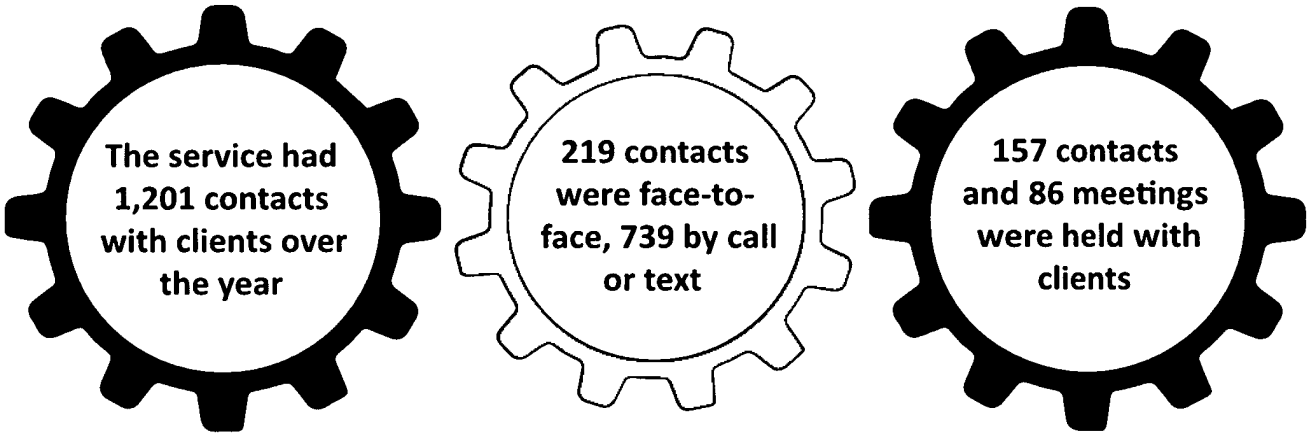
The statistics represent that scale up of a pilot service which began a phased launch in November 2024, with full delivery commencing in December. As a newly scaled-up initiative, initial referral numbers were modest, and uptake was gradual. Each 'completion' refers to a client completing the full six-week programme, with the first group of participants supported during this reporting period

- 22 referrals were made to the service.
- 8 clients successfully completed the full 6-week programme, providing positive feedback on their experience and the support received.
- 92% reported a reduction in emergency department attendance.

## Recovery and Connect

Recovery and Connect is part of the HomeFirst service, an enhanced, multi-agency wraparound support programme for individuals needing intensive, short-term intervention to maintain meaningful lives within their local communities. The service helps prevent the deterioration of mental health and reduces the need for hospital admission.

HomeFirst service was nominated for the Surrey and Borders Partnership Annual Staff Awards, recognising the impact and dedication of the team.






## Financial Wellbeing

Catalyst Support delivers this service in partnership with Mary Frances Trust, Citizens Advice Epsom and Ewell, and Citizens Advice Surrey Heath. The service offers integrated mental health and financial advice to help improve wellbeing, build independence, and reduce vulnerability.

**Total clients supported: 95**

**Activity throughout the reporting period:**

In the reporting year the service established a need for support at the HMP Coldingley, where inmates and employees could benefit from using the service. To date the service supported:

- 5 staff members
- 13 inmates

**New referrals: 57**

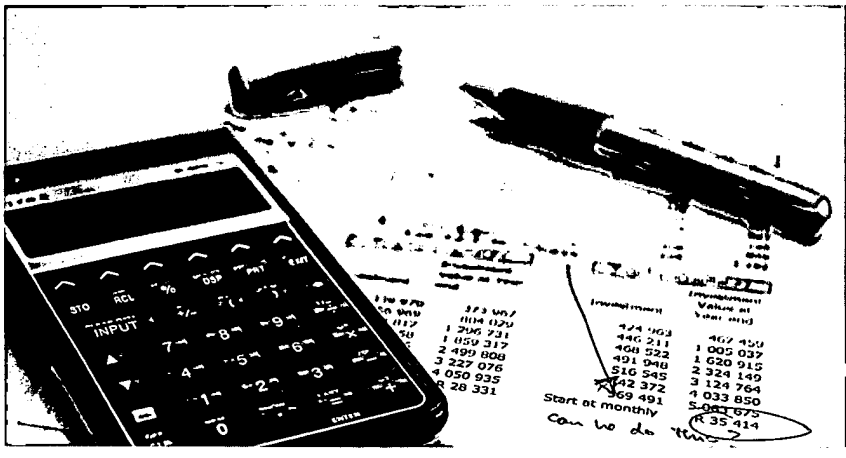
As part of this project we and our partners provided support with:

- Managing clients' debts prior to being released
- Managing clients' finances
- Completing the recovery star, a strengths-based outcomes tool used to measure progress in key areas of a person's recovery, and set up goals for release
- Signposting to community services

Feedback from the prison highlighted the service's positive impact on managing debt and improving mental wellbeing. With continued support, individuals leaving prison are better equipped to manage life's challenges and reintegrate with greater confidence and stability.

**They help me stay on track and keep me motivated, I feel like there is hope for the future.**

*- Lucy, client, Financial Wellbeing Service, 2024*






## Womens Support Centre, Surrey

The Women's Support Centre in Surrey provides trauma-informed, client-led support to women across the county, particularly those affected by abuse, discrimination, trauma, homelessness, financial difficulties, or involvement with the criminal justice system.

The Centre currently has six peer mentors providing lived experience support and co-facilitating groups.

**There's no judgement here. Every walk of life gets on here. We're all accepting, we're all understanding... And even though the centre supports with issues, it's always brought back to YOU. Even when you're procrastinating about other things they say 'But how do you feel, what are you doing for yourself.' There's no excuses, it's always down to you, then it helps you realise you have to water your own grass to keep growing.**

*- Leanne, Peer Worker at WSC and former client, 2024*

**In 2024–25, the service received:**

- 291 new referrals for individual women
- 195 cases remained open from 2023–24

## Outline

Through the support of dedicated volunteers, Outline helps people with their sexuality and gender identity, including but not limited to the lesbian, gay, bi-sexual and trans community of Surrey, primarily through a helpline, website and support groups.

Primarily a helpline, Outline worked throughout the year to reach out to members in the community settings and offer safe friendly space for people to come together:

- A monthly drop-in session was introduced at Surrey University in February 2025, held every second Wednesday
- In March 2025, Outline began its in-person social drop-in sessions at the new Catalyst Support Head office in Woking.

Outline works closely with other LGBTQ+ organisations across Surrey and remains an active presence at joint events throughout the year, helping to nurture inclusion and visibility within the community.

## Brockhill

Brockhill, an extra care facility in Woking designed to support older adults and vulnerable individuals, had to close suddenly due to fire risk, causing significant distress to residents, staff, and families.

Catalyst Support was approached by Woking Borough Council to provide mental health support during this challenging time, as residents were relocated from their long-term home.

Initially planned as a short-term project ending before summer 2024, the programme ultimately supported 12 residents. Support ranged from informal conversations to weekly one-to-one sessions. The project concluded in March 2025, when the last resident moved out of Brockhill.

## End Stigma Surrey

End Stigma Surrey is a service commissioned by Public Health SCC dedicated to raising awareness and reducing stigma associated with mental health. This is delivered jointly by Catalyst Support and Mary Frances Trust.

This year, the team focused on enhancing communications, social media, and the website to promote their materials and training opportunities.

The current funding for the project ended in March 2025. Public Health SCC has acknowledged the importance of expanding the scope of anti-stigma initiatives to include other highly stigmatised issues, such as domestic abuse, substance use, HIV, gambling, self-harm, and suicide.

To support this broader focus, the service has been brought in-house at Surrey County Council and will undergo a review to ensure it remains responsive, inclusive, and aligned with evolving public health priorities.



# Social enterprise

## Alpha

Alpha Community Outreach is our award-winning community enterprise. A highly trusted provider to local authorities and professional services, we take our specialist Assertive Outreach support focusing on prevention, minimising risks and resource misuse across Surrey and bordering areas, to wherever it is needed.

During the reporting year, Alpha Community Outreach underwent restructuring as it navigated ongoing challenges within the social care sector.

Throughout 2024/5, the team provided specialist outreach services to over 40 clients, completing approximately 3,500 visits and delivering around 6,500 contracted hours.

A significant achievement was the successful expansion into northeast Hampshire, where contracts tripled. The team is building a strong reputation within Hampshire County Council's NE Mental Health and Substance Misuse Team as the go-to service for complex cases.

Alpha Community Outreach was named a finalist in both the Surrey Care Awards and the Surrey Business Awards, reflecting the team's dedication and recognition alongside county industry leaders.



# Volunteers

Our volunteers have played a vital role in everything we have achieved over the past 35 years at Catalyst Support. Many employees, including the CEO, started their journey within the charity as volunteers, reflecting the charity's deep appreciation for volunteer contributions. Volunteers work alongside paid employees across various services, playing key roles in areas such as the charity's bookshop and Catalyst Counselling. Their involvement is not just in administrative tasks but also in direct service delivery, enhancing the charity's capacity to provide support. Volunteers bring diverse skills, passion, and a sense of community, helping to expand the reach of the charity's services and ensuring that the support provided is both accessible and impactful. This collaboration between volunteers and paid employees strengthens the charity's operations and creates a culture of inclusion, growth, and shared purpose.

**Some of the reasons why I volunteer is to give back to society and the people who helped me on my journey of recovery, the help and support I received during this time will never be forgotten. I like to think that my lived experience will help others who are in a difficult situation and I can provide ideas in how they can resolve these issues. I personally feel that my self-esteem is boosted by doing this work and I gain a lot of satisfaction from helping others. It gives me opportunities to meet up with new people and the process that we make together during their time with me are worthwhile. I've met some lovely people during my time volunteering and I hope to meet many more in the future!!**

*- Steve, volunteer*

We are working together with Surrey Heartlands ICS and our partners through the VCSE Alliance to develop a Volunteer Standard and Code of Practice. This is an important step toward improving the volunteering experience and creating more consistency and quality across organisations in Surrey. The Volunteer Standard/Code of Practice will help establish best practices for volunteer recruitment, training, support, and recognition. By working together with other partners, the partnership ensures that volunteers are well-equipped to contribute effectively to the organisation's mission. The standard also promotes a shared understanding of the value of volunteering, enhances the quality of volunteer-led experiences, and encourages a supportive, inclusive environment for organisations, volunteers, employees and clients. This collaboration benefits volunteers by providing clear expectations and professional development opportunities, while also strengthening the organisation's ability to deliver high-quality services to the community.

At the end of March 2025, there are 107 active volunteers supporting various areas including administration, Amigos, A Novel Idea, Catalyst Counselling, data, community gardening, groups, Outline, outreach, Shifa Network, and the Women's Support Centre Surrey.

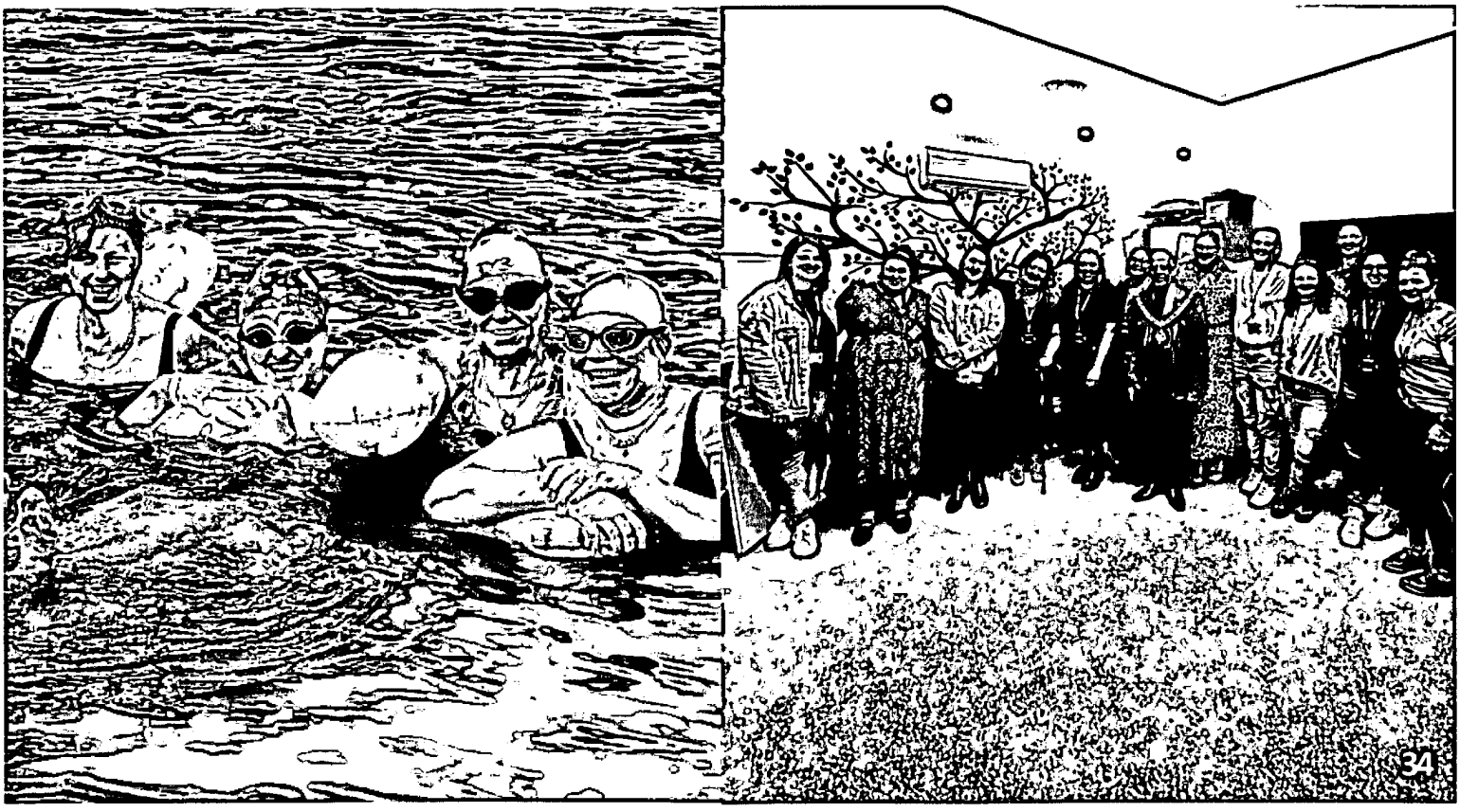
# Our people

As people are at the heart of everything we do, we are committed to providing a supportive, inclusive, and rewarding working environment. Over the past year, we have focused on nurturing a fair and just culture of learning and growth, where challenges and setbacks are seen as opportunities for continuous learning and improvement. Our values of kindness, integrity, and commitment, continue to shape our culture and guide our decisions. Over the past year, we have taken deliberate steps to embed these values into everyday experiences, ensuring they are reflected in how we lead, communicate, and support each other. We want everyone to feel that these values are more than just words—they are lived, visible, and shared.

Between April 2024 and March 2025, our team grew from 150 to 162 employees and our volunteer numbers continue to increase, reflecting the charity's ongoing development and expansion through new services and pilot initiatives.

As we continue to grow and welcome new employees and volunteers – many of whom bring valuable skills and experiences to enrich our work, we have taken steps to strengthen our onboarding and induction processes. These improvements are designed to ensure that new employees feel equipped and included from day one. By helping them settle in quickly, understand our ways of working, and feel connected to one another, our values and our mission, we aim to support a smooth transition into their roles and maintain high standards of service delivery. Employee welfare is a high priority and we have continued to ensure we enrol our employees in a health membership programme reflecting our commitment to meeting the evolving and often challenging landscape our employees and volunteers are operating in.

We remain committed to creating a workplace where communication is a priority, people feel listened to, supported, and are proud to be part of something meaningful. We will continue to build on the progress we have made—investing in our people, strengthening our culture, and creating the conditions for everyone to be authentic, and to thrive to provide the best outcome for our clients.



# Governance, strategy and accountability

## Constitution

Catalyst Support Limited is a charitable company limited by guarantee, incorporated on 21 December 1998 (Company No. 3689561) and registered as a charity on 9 June 1999 (Charity No. 1075892). The organisation's origins date back to the establishment of Surrey Alcohol and Drug Advisory Services (SADAS) on 1 April 1989.

The charity is governed by its Articles of Association, which set out its charitable objects and the powers of the organisation. Catalyst Support was originally established under a Memorandum of Association, in accordance with company and charity law.

All trustees are also members of the charitable company. As a company limited by guarantee, Catalyst Support has no share capital, and the liability of each trustee is limited to a maximum of £10 in the event of winding up.

## Trustees

Catalyst Support is governed by a strong and diverse Board of Trustees who bring a broad and appropriate mix of skills, experience, and insight to the charity. The Board is committed to reflecting the diversity of the communities we serve and maintaining a deep understanding of the specialist work we deliver across mental health, substance use, and outreach support.

Trustees are recruited without a fixed term or upper age limit, and all appointments are made in line with our Articles of Association and commitment to inclusion. On joining the Board, new trustees complete a structured trustee induction Programme, and all trustees are encouraged to engage in ongoing training and development. This may include external training or internal sessions—typically including one group training opportunity per year. In accordance with our governance framework, trustees undergo periodic reviews, with the first review typically taking place after three years of service.

The Board meets formally on a quarterly basis, with meetings held in person and attended by members of the Senior Leadership Team and other staff as required. All trustees are also Directors of Catalyst Support Limited and contribute to the work of committees and working groups aligned to the charity's strategic priorities.

None of the trustees/directors received, directly or indirectly, any remuneration from the charity during the year.

## Senior Leadership Team (SLT)

The Trustee Board delegates the day-to-day management of Catalyst Support to the Chief Executive Officer (CEO), who is responsible for overseeing the delivery of the charity's services, operational performance, and compliance with service level agreements and key performance indicators. The CEO meets regularly with the Chair of Trustees and works closely with the Board to ensure the charity's mission and values are embedded in all areas of service delivery.

The Senior Leadership Team (SLT) is responsible for leading the organisation through an increasingly complex and changing external environment. The SLT sets strategic direction, oversees operational delivery, and ensures the charity continues to adapt to emerging needs, funding pressures, and policy developments.

With a blend of expertise in service design, operational delivery, finance, and workforce leadership, the SLT plays a vital role in ensuring Catalyst Support remains resilient, innovative, and person-centred. Their leadership helps cultivate a culture of collaboration, accountability, and continuous improvement across the organisation.

The salary of the CEO is reviewed at least biennially by the trustee members of the Finance Sub-Committee and Chair of Trustees. Other SLT salaries are subject to an annual benchmarking review.

## Strategy and oversight

The services provided are evaluated in governance board meetings alongside trustees in relation to the charity's short- and long-term strategic goals. The senior leadership team's proposals serve as the foundation for the charity's ability to secure funding for its operations. Committees and working groups play a crucial role in ensuring that our activities align with our mission and vision, helping us stay focused on what matters most: supporting people. Feedback and recommendations from the committees and working groups are essential in guiding decision-making processes within the charity. Our governance committees that trustees serve on include Finance, Remuneration, and Investments, Strategy and Business Development, Best Practice and Operational Performance, Health and Safety, and Digital, Data, and Information Governance.

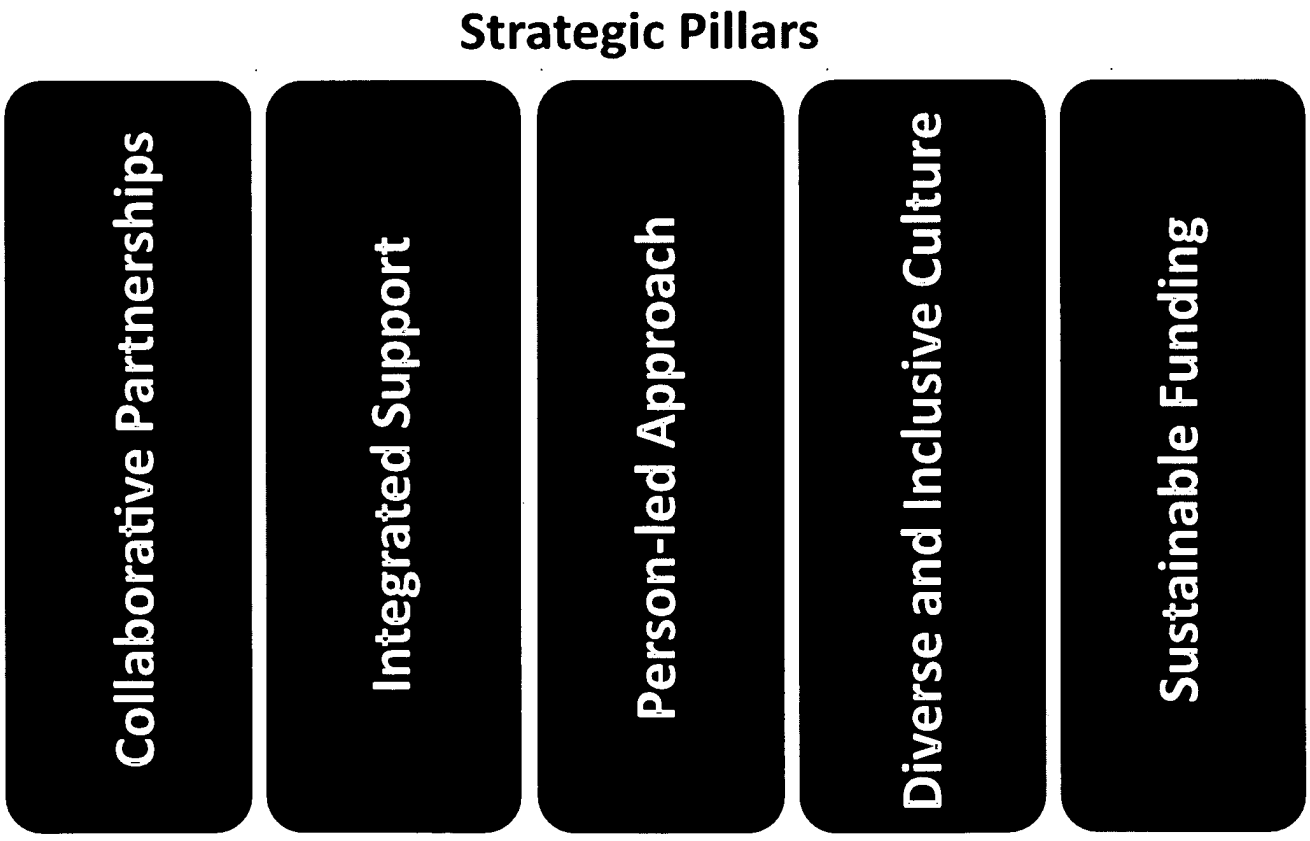
It is important that our employees have clear goals and are following the direction and ethos of the charity. The current strategy provides this vision to keep us all focused on our aims. It is essential that everyone within the charity understands and supports the strategy to work towards our common goals effectively. By involving various stakeholders in the development process, we ensure that the strategy is reflective of the charity's values and objectives.

Promoting a diverse and inclusive environment is essential for creating innovation and collaboration among team members. By embracing different perspectives and backgrounds, we can create a stronger, more resilient workforce that is better equipped to tackle challenges and drive success.

We regularly measure key performance indicators (KPIs) through a comprehensive integrated performance monitoring systems to ensure that our strategic objectives are being met and that the charity's activities are leading to measurable outcomes.

Sustainability is a core focus of our long-term planning. We are committed to integrating sustainable practices in our operations and finances to ensure our stability and capacity to thrive for years to come. To support this, resource allocation is carefully managed to prioritise initiatives that align with our strategic goals, ensuring we make the best use of available resources to make the biggest difference.

By incorporating performance monitoring, risk management, sustainability, and strategic resource allocation, Catalyst Support ensures robust oversight and a clear path toward achieving our mission, both in the short and long term.



## Policies and governance

The trustees work closely with the Senior Leadership Team to develop, review, and uphold a comprehensive suite of policies and procedures that guide Catalyst Support's operations. These policies cover key areas including safeguarding, equality and diversity, health and safety, data protection, finance, and ethical practice.

All policies are reviewed regularly to ensure they remain compliant with current legislation, reflect best practice, and support the charity's strategic objectives.

To ensure that all employees are aware of, and adhere to, its policies, a structured induction programme, ongoing training, team briefings, and regular updates are in place. All policies are readily accessible via our internal systems and communicated promptly when revisions occur.

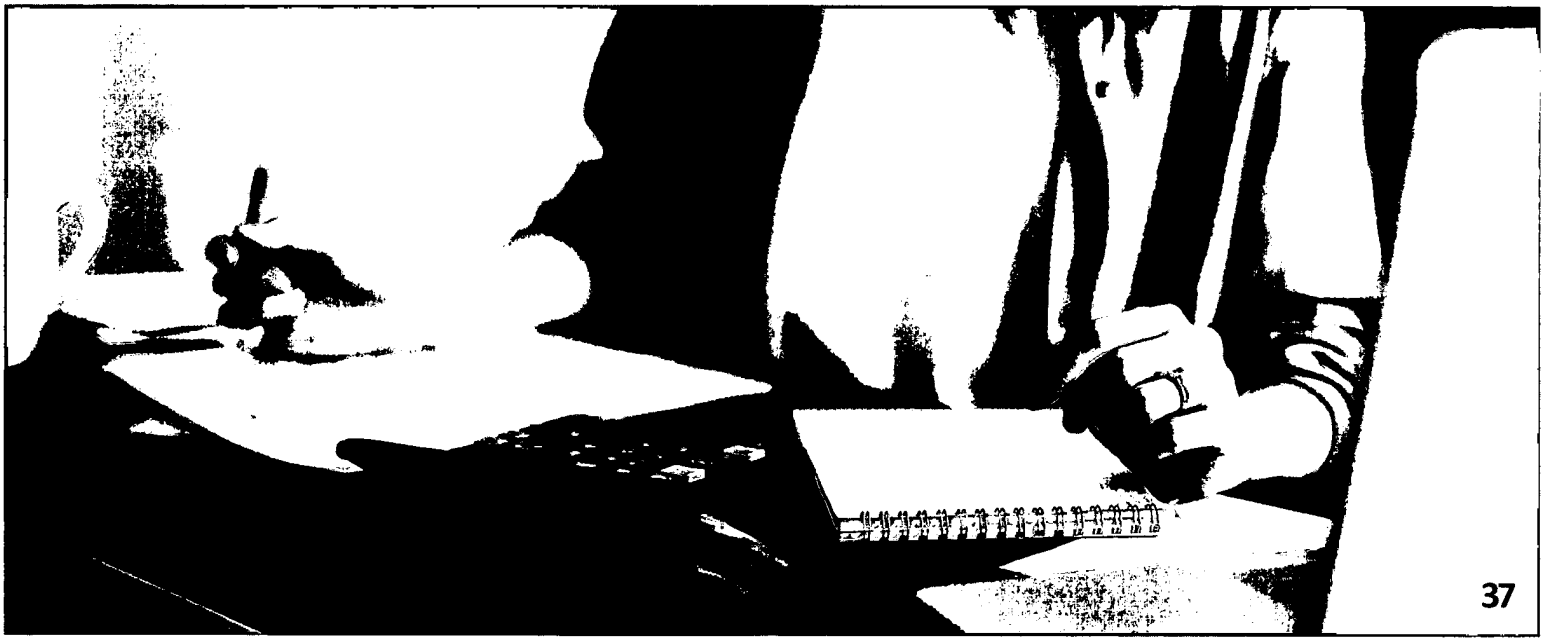
## Risk approach

There is a low to moderate overall risk appetite. We take a cautious approach in areas that may impact compliance, safeguarding, reputation, or financial stability, where the potential for harm or disruption is high. However, we maintain a moderate to high-risk appetite in areas that promote innovation, learning, and strategic growth, particularly where the benefits to clients and communities are clear and risks can be mitigated. This includes piloting new service models, developing digital tools, and contributing to system transformation.

This balanced approach enables us to remain agile and forward-looking, while upholding our duty of care to clients, employees, volunteers, and partners.

**Principle risks and mitigations include:**

- Loss of statutory contracts or changes in commissioning arrangements: we maintain strong relationships with commissioners; align services with ICS and local priorities; scenario plan for income diversification and actively participate in system-level planning (e.g. VCSE Alliance, MHIF).
- Difficulty in attracting, retaining, and developing employees in a competitive labour market. We offer enhanced recruitment support and have access to external HR expertise. We also run an employee wellbeing programme, and work to improve internal career development.
- System-wide public sector funding instability: We maintain unrestricted reserves, advocate for VCSE sector funding, contributes to strategic influencing at Alliance and ICS levels, and pursues matched funding and diversified contribute.
- Inability to evidence impact or demonstrate value: We embed outcome measurement tools (e.g. Outcome Stars, WEMWBS), report regularly to funders and trustees and invests in data efficiencies and evaluation.



# Future plans: Delivering Catalyst future

As part of Catalyst Future, our roadmap for sustainable, impactful growth, we are focused on expanding our reach, deepening our impact, and ensuring that all services are accessible, trauma-informed, and person-led. Our priorities for the year ahead include the following initiatives:

## Expanding reach and accessibility

We are committed to reaching more people by extending our community-based and outreach services, particularly to those experiencing mental health challenges, substance use, or housing instability. Our focus is on ensuring that support is visible, inclusive, and easy to access, removing barriers so that everyone who needs help can receive it without delay or stigma.

## Strengthening partnerships and system integration

By deepening our relationships with local authorities, Integrated Care Boards, universities, and voluntary sector partners, we aim to create a more cohesive support network. We are embedding mental health and wellbeing into wider community health programmes and Integrated Neighbourhood Teams to ensure individuals receive joined-up care that meets their needs holistically.

## Embedding co-design and co-production

We value the voice of lived experience and are committed to involving clients, volunteers, and our lived experience workforce in shaping the services we deliver. Through training and leadership opportunities, we empower individuals to influence decisions and co-create solutions that drive meaningful and lasting change.

## Delivering holistic, integrated support

Our approach focuses on providing compassionate, wraparound care by strengthening early intervention and outreach through specialist roles. We continue to embed trauma-informed practices across all our teams to ensure every person feels safe, heard, and supported in their journey towards recovery.

## Building financial sustainability

To ensure the longevity of our services, we are investing in digital fundraising, local community events, and building relationships with corporate partners. We are also exploring new and innovative funding models that reduce our reliance on traditional grants, enabling us to invest more into what matters—people and their recovery.

These priorities ensure we remain at the forefront of voluntary sector leadership in Surrey, delivering high-impact, inclusive, and future-focused services in line with our values of kindness, integrity, and commitment.



# Acknowledgement

We extend our deepest gratitude to the donors, employees, volunteers, partners, and commissioners who make our work possible. Your dedication, trust, and generosity are the foundation of everything we achieve at Catalyst Support.

- To our donors: thank you for believing in our mission and investing in the people we support. Your generosity enables us to deliver life-changing services and expand our reach where it is needed most.
- To our employees: your expertise, compassion, and commitment to our values of kindness, integrity, and commitment are what bring our services to life. You inspire change every day.
- To our volunteers: your time and care are invaluable. Whether supporting Catalyst Counselling, the bookshop, administrative support or community-based services, your contributions reflect the heart of Catalyst Support.
- To our partners: we are grateful for your collaboration and shared ambition to improve lives. Together, we are creating more inclusive communities and developing innovative responses to complex needs.
- To our commissioners: thank you for your continued trust and investment. Your support allows us to deliver essential services and respond flexibly to the evolving needs of our communities.

Each of you plays a vital role in advancing our mission. Your collective efforts remind us of the power of working together to support wellness and build a more hopeful future. Thank you for being part of the Catalyst Support journey.



# Financial review

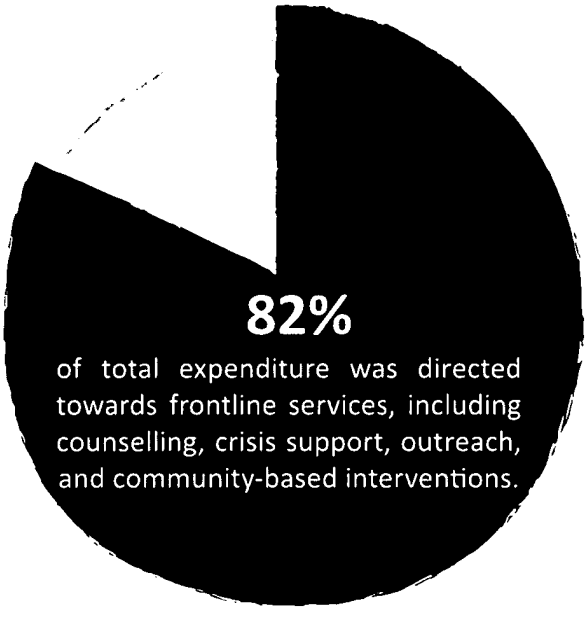
## Income and expenditure

2024/25 has been a challenging year financially for the charity, with a deficit of £[479k] for the year. This has been a combination of a challenging funding environment, increased cost, including the National Insurance increases, one off cost and general inflationary pressures. Despite this, the trustees and the SLT consider the charity's financial position remains sound and able to support its increasing number of service users, employees and volunteers engaged in a wide range of community services and support programmes. The sustainability of the charity has been a major focus of both the board and SLT over the past 6 months.

Total income for the charity for the year under review amounted to £4.8m (23/24: £4.4m). Group income rose to £5.1m (23/24: £4.8m) which included income of £332k (23/24: £398k) from its social enterprise subsidiary, Alpha Community Outreach Ltd.

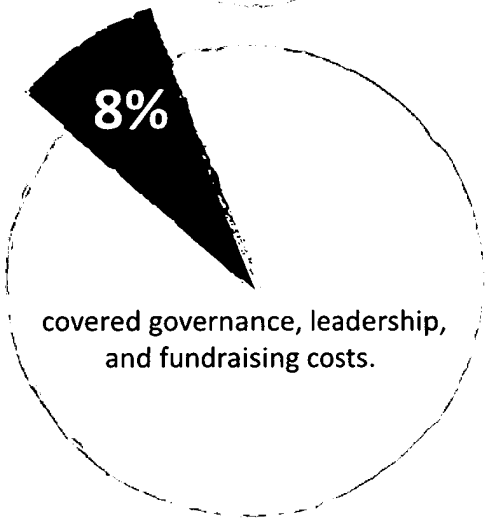
After group expenditures of £5.6m (23/24: £4.9m) the charity recorded a consolidated deficit of £479k for the year under review (23/24: deficit of £65k).

We remain committed to responsible financial stewardship, ensuring that every pound we receive is used effectively to support our mission and the people we serve. Following a year of transition that has seen investment in a new head office location and the upgrading of digital infrastructure, plans are in place to stabilise the future of the group going forward, as evidenced in the section on Reserves and Going Concern.










Our annual accounts are independently audited and submitted to the Charity Commission in accordance with regulatory requirements. We also maintain strong internal financial controls and regularly report to the Board of Trustees to ensure transparency, accountability, and alignment with our charitable purpose.

## Key sources of income

Our income is derived from a diverse mix of funding sources, which helps maintain stability and independence in service delivery. In 2024/25, our primary income streams included:

- Commissioned contracts from statutory partners, including Integrated Care Boards (ICBs), local authorities, and Public Health.
- Grants from charitable trusts and foundations to support innovation, outreach, and targeted community projects.
- Donations from individuals, businesses, and philanthropic supporters.
- Fundraising events and campaigns run by our dedicated supporters and employees.
- Partnership funding through multi-agency collaborations such as the Mental Health Investment Fund (MHIF).

## Reserves

The trustees are fully aware of the need to retain a sufficient level of reserves to support future endeavours and developments, to support the charity's contractual obligations and day-to-day operations in the event of unforeseen shortfalls such as the loss of a major source of income, and to provide working capital where funding is paid in arrears or delayed. A sufficient reserve is also needed to comply with legislation and best practice and to demonstrate to our funders and partners that the charity is financially secure and well managed.

The charity's reserves policy reflects these requirements while recognising that our objectives of requiring the delivery of services must be the prime focus for use of funds.

During the year, unrestricted reserves fell below the minimum threshold set out in the Reserves Policy. In response, the trustees initiated a two-year recovery programme. The trustees aim to hold free reserves equivalent to 2–3 months of operating expenditure. At this level, the trustees consider that, in the event of adverse movements in income or costs—including reductions, delays or non-renewals in funding and unavoidable cost increases outside the charity's control—free reserves, together with recurring income streams, should enable the charity to maintain current activities while securing additional income and/or adjusting expenditure.

### Resilience, investment and recovery

In 2024 we reported a deficit driven by deliberate, time-limited investments in our operating platform: a digital upgrade, relocation to a central hub, enhanced internal support during change, and targeted staffing to meet service demand in a tough funding climate. These investments have strengthened compliance, data, and delivery capacity – foundations for long-term resilience.

For 2025, Trustees have approved a balanced budget that protects critical investments while strengthening financial discipline and rebuilding reserves to sustainable levels by 2026.

### Investment guardrails and assurance

Time-bound and reprioritised (not additive) spend; monthly run-rate control; rolling 13-week cashflow; strengthened Reserves Policy; and clear payback tests (e.g., lower back-office cost-to-income ratio, reduced agency/overtime, improved renewal rates and data timeliness). If triggers are missed, spend is paused or re-scoped.

### Outlook

With the platform now stronger and governance tighter, we enter the current financial year able to protect services, improve value for money, and hopefully rebuilding reserves by 2026 – balancing prudent cost control with targeted investment that sustains resilience.

## Going concern

In meeting their obligation to consider the going concern status of the charity, the trustees have reviewed budgets and forecasts for the coming year to 31st March 2026 and where possible to September 2026. They have considered the organisation's ability to fund its activities and to find new sources of income and funding. The trustees consider that the forecasts prepared are appropriate and that the organisation can reasonably expect to fund its projects and activities until at least September 2026. The charity's progress in meeting its forecasts will continue to be monitored and mitigating actions taken where necessary. Given the action already in place and monitored by trustees and the senior leadership team of Catalyst Support and Alpha Community Outreach Limited, the trustees have concluded that it is appropriate to consider the organisation a going concern.

## Financial policies

Financial policies are approved by the trustees and aim to minimise exposure to risk wherever possible. The charity prepares an operating budget at the beginning of each financial year with revised forecasts during the year. Expenditure is closely monitored against budget and detailed financial reports for each project are reviewed quarterly by members of the Finance Committee and trustees who additionally review the Company's balance sheet, cash flow and reserves position. The reserves policy has been re-written and during a year of transition to a new head office location, a digital upgrade including a new financial system, which increased pressure on resources and led to a larger than budgeted deficit for the year. In line with the reserves policy, plans are already in place to stabilise the financial position over the short and medium term. There were no breaches of any of the charity's other financial policies in the year under review.

Financial information on services is provided to the service managers of those projects and to the Senior Leadership Team on a monthly and quarterly basis. The Senior Leadership Team, supported by the trustees, have sought to manage the charity's income and expenditure in such a way that commissioners can readily see the value which is being generated by its activities.

All surpluses are held in cash, there are two short-term deposits in place, and there is no medium- or long-term investments. Cash balances are reviewed by the Finance Committee each quarter.

## Auditing and internal controls

A robust system of internal controls is maintained to ensure financial accountability, integrity, and transparency across all areas of the charity. The charity's financial statements are subject to an annual independent external audit, conducted in line with all relevant statutory and regulatory requirements. This process ensures that financial reporting is accurate, compliant with charity accounting standards (SORP), and free from material misstatement.

In addition to the external audit, internal audits are conducted periodically to assess the effectiveness of financial systems, identify areas for improvement, and ensure that all financial policies and procedures are being consistently applied. Oversight of both the internal and external audit processes is provided by the Finance Sub-Committee, a formal sub-group of the Board. The committee reviews audit findings, monitors the implementation of recommendations, and ensures continuous improvement of financial controls and compliance processes. The Board of Trustees receives regular financial and performance reports, which are reviewed against agreed budgets, targets, and strategic priorities. This supports informed decision-making, strengthens risk oversight, and ensures that Catalyst Support remains aligned with its financial and regulatory obligations.

## Investments

We do not invest as a charity other than the deposits it retains in accordance with its reserves policy. In 2024/2025, two short term deposits matured. Investments were made with a cash platform to the value of £260,000 with individual banks, therefore guaranteed under FSCS. The charity seeks funds, principally from the statutory sector, to undertake activities that they alone cannot undertake. It also seeks charitable contributions from the public, grant making organisations, and the government.

## Relocation of headquarters

In late 2024, we relocated our headquarters from Guildford to Woking. This move represents a significant investment in the charity's future and was guided by our commitment to:

- Accessibility – the new space offers improved access for employees, volunteers, and clients.
- Collaboration – open-plan and dedicated spaces promote cross-team working and integration.
- Sustainability – the site offers long-term cost-efficiency and environmental benefits.

The new headquarters reflects our commitment to both people and sustainability—consolidating our estates to ensure the health and safety of our staff, reinvesting the resulting savings into a welcoming, trauma-informed environment that better supports our operational model and embodies our values.

## Employee wellbeing, relations, and organisational culture

Over the past year, we have continued to prioritise the wellbeing of our employees and volunteers, fostering a supportive and inclusive working environment.

- We have strengthened our commitment to employees and volunteers by investing in employee relations enhancing our focus on wellbeing, engagement, inclusivity and a positive working culture.
- Regular check-ins and open communication and dialogue have helped foster a more supportive environment, and we continue to increase collaboration across the charity contributing to greater alignment, transparency and a shared purpose across the charity.

## Statement of fundraising information

Catalyst Support is registered with the Fundraising Regulator, demonstrating our commitment to ethical fundraising and compliance with recognised industry standards. While a portion of our income is generated through public donations and community fundraising events, we do not engage professional fundraisers or work with commercial fundraising agencies.

No complaints were received about our fundraising practices during the year. We maintain a clear donation policy that protects the people we support. This is particularly important in safeguarding individuals who may be vulnerable.

All fundraising activities are governed by an established protocol, designed to ensure alignment with our organisational values of kindness, integrity, and commitment. Our marketing and fundraising team provides oversight and guidance to ensure all proposals meet our ethical and operational standards. Adjustments are made where necessary to maintain quality and consistency.

During the reporting year, we received 301 donations totalling £9,254 through JustGiving.

Key fundraising activities included:

- Two Big Give match-funding campaigns:
    - Kind2Mind raised £5,500 for the Catalyst Counselling service
    - Women & Girls Fund raised over £6,000 for the Women's Support Centre, Surrey
- Events-based fundraising included two Surrey Half Marathons, which raised a combined total of £4,000

We extend our sincere thanks to all our donors, volunteers, and partners. Your generous support has been instrumental in enabling Catalyst Support to reach thousands of individuals across Surrey. Together, you help us provide life-changing services to people facing mental health challenges, substance use issues, and social exclusion. We are deeply grateful for your continued belief in our mission to support wellness together.

## Statement of disclosure to auditors

Insofar as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

This report has been prepared having taken advantage of the small companies' exemption in the Companies Act 2006.

This report was approved and authorised for issue by the Trustees and signed on its behalf by:



.....

Yvonne Louise Rees
Chair of Trustees

Date: 12/12/2025

## Our funders and supporters



## STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 MARCH 2025

The Trustees (who are also the Directors of the Charity for the purposes 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. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and 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 Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the Group and Charity's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by order of the Members of the Board of Trustees and signed on its behalf by:

.....

**Yvonne Louise Rees**
Chair
Date: 12/12/2025

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CATALYST SUPPORT LIMITED

### *Opinion*

We have audited the financial statements of Catalyst Support Limited (the 'parent charitable company') and its subsidiary (the 'Group') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2025 and of the Group's 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 Act 2011.

### 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group 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.

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 Group's or the parent 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.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CATALYST SUPPORT LIMITED (CONTINUED)

### Other information

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

We have nothing to report in this regard.

### Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- 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 our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' 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 charitable company for the purposes 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.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CATALYST SUPPORT LIMITED (CONTINUED)

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent charitable company'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 Group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditor 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 Auditors' 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.

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:

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management and those charged with governance to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management about any instances of non-compliance with laws and regulations;
- Reviewing the control systems in place and testing the effectiveness of the controls;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- Evaluating the business rationale of significant transactions outside the normal course of business;
- Reviewing accounting estimates for bias;
- Challenging assumptions and judgements made by management and Trustees on significant accounting estimates;
- Reviewing minutes of meetings of those charged with governance; and
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

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 for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CATALYST SUPPORT LIMITED (CONTINUED)

### Use of our report

This report is made solely to the charitable company's Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's Trustees, as a body, Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's Members those matters we are required to state to them in an Auditors' 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 charitable company and its Members, as a body, for our audit work, for this report, or for the opinions we have formed.

**Stuart McKay BSc FCA DChA (Senior Statutory Auditor)**
for and on behalf of
**MHA**
Statutory Auditor
London, United Kingdom

Date: 17/12/2025

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

**CATALYST SUPPORT LIMITED**
**(A Company Limited by Guarantee)**

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
## FOR THE YEAR ENDED 31 MARCH 2025

| | Note | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ | *Total funds 2024 £* |
|---|---|---|---|---|---|
| **Income from:** | | | | | |
| Donations | 4 | **25,420** | **2,483** | **27,903** | *96,578* |
| Charitable activities | 5 | **4,316,407** | **449,059** | **4,765,466** | *4,323,319* |
| Other trading activities | 6 | **375,266** | **-** | **375,266** | *426,688* |
| Bank interest receivable | | **8,043** | **-** | **8,043** | *17* |
| **Total income** | | **4,725,136** | **451,542** | **5,176,678** | *4,846,602* |
| **Expenditure on:** | | | | | |
| Raising funds - trading activities | 7 | **332,953** | **-** | **332,953** | *390,306* |
| Charitable activities | 8 | **4,814,238** | **433,794** | **5,248,032** | *4,521,175* |
| **Total expenditure** | | **5,147,191** | **433,794** | **5,580,985** | *4,911,481* |
| **Net movement in funds** | | **(422,055)** | **17,748** | **(404,307)** | *(64,879)* |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward | | **826,426** | **38,151** | **864,577** | *929,456* |
| Net movement in funds | | **(422,055)** | **17,748** | **(404,307)** | *(64,879)* |
| **Total funds carried forward** | | **404,371** | **55,899** | **460,270** | *864,577* |

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.

The notes on pages 56 to 83 form part of these financial statements.

**CATALYST SUPPORT LIMITED**
**(A Company Limited by Guarantee)**
**REGISTERED NUMBER: 3689561**

## CONSOLIDATED BALANCE SHEET
## AS AT 31 MARCH 2025

| | Note | 2025 £ | 2025 £ | 2024 £ | 2024 £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Intangible assets | 13 | | - | | - |
| Tangible assets | 14 | | **39,980** | | *35,180* |
| | | | **39,980** | | *35,180* |
| **Current assets** | | | | | |
| Debtors: Amounts falling due within one year | 16 | **625,689** | | *399,616* | |
| Cash at bank and in hand | 21 | **1,673,728** | | *1,163,576* | |
| | | **2,299,417** | | *1,563,192* | |
| Creditors: Amounts falling due within one year | 17 | **(1,879,127)** | | *(733,795)* | |
| **Net current assets** | | | **420,290** | | *829,397* |
| **Total net assets** | | | **460,270** | | *864,577* |
| **Funds** | | | | | |
| Restricted funds | 18 | | **55,899** | | *38,151* |
| Unrestricted funds | | | | | |
| Designated funds | 18 | - | | *50,000* | |
| General funds | 18 | **404,371** | | *776,426* | |
| Total unrestricted funds | 18 | | **404,371** | | *826,426* |
| **Total funds** | | | **460,270** | | *864,577* |

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

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

.....

**Yvonne Louise Rees**
Chair
Date: 12/12/2025

The notes on pages 56 to 83 form part of these financial statements.

**CATALYST SUPPORT LIMITED**
**(A Company Limited by Guarantee)**
**REGISTERED NUMBER: 3689561**

## CHARITY BALANCE SHEET
## AS AT 31 MARCH 2025

| | Note | 2025 £ | 2025 £ | *2024 £* | *2024 £* |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Intangible assets | 13 | | - | | - |
| Tangible assets | 14 | | **38,024** | | *31,624* |
| Investments | 15 | | **100** | | *100* |
| | | | **38,124** | | *31,724* |
| **Current assets** | | | | | |
| Debtors: Amounts falling due within one year | 16 | **608,007** | | *349,709* | |
| Cash at bank and in hand | | **1,631,933** | | *1,131,171* | |
| | | **2,239,940** | | *1,480,880* | |
| Creditors: Amounts falling due within one year | 17 | **(1,831,872)** | | *(656,192)* | |
| **Net current assets** | | | **408,068** | | *824,688* |
| **Total net assets** | | | **446,192** | | *856,412* |
| **Charity funds** | | | | | |
| Restricted funds | | | **55,899** | | *38,151* |
| Unrestricted funds | | | | | |
| Designated funds | 18 | - | | *50,000* | |
| General funds | 18 | **390,293** | | *768,261* | |
| Total unrestricted funds | | | **390,293** | | *818,261* |
| **Total funds** | | | **446,192** | | *856,412* |

The Charity's net movement in funds for the year was £(410,220) *(2024 - £(72,868))*.

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

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

## CHARITY BALANCE SHEET (CONTINUED)
## AS AT 31 MARCH 2025

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



.....

**Yvonne Louise Rees**
Chair
Date: 12/12/2025

The notes on pages 56 to 83 form part of these financial statements.

## CONSOLIDATED STATEMENT OF CASH FLOWS
## FOR THE YEAR ENDED 31 MARCH 2025

| | Note | 2025 £ | 2024 £ |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| Net cash used in operating activities | 20 | **516,509** | *(843,622)* |
| **Cash flows from investing activities** | | | |
| Bank interest receivable | | **8,043** | *17* |
| Purchase of tangible fixed assets | 14 | **(14,400)** | *(14,507)* |
| **Net cash used in investing activities** | | **(6,357)** | *(14,490)* |
| **Change in cash and cash equivalents in the year** | | **510,152** | *(858,112)* |
| Cash and cash equivalents at the beginning of the year | | **1,163,576** | *2,021,688* |
| **Cash and cash equivalents at the end of the year** | 21 | **1,673,728** | *1,163,576* |

The notes on pages 56 to 83 form part of these financial statements.

As the Group and Charity does not have any debt, an analysis of net debt has not been produced.

## 1. General information

Catalyst Support Limited is a charitable company limited by guarantee and is registered with the Registrar of Companies (Company Registered Number: 3689561) and the Charity Commission (Charity Registered Number: 1075892) in England and Wales.

In the event of the Group being wound up, the liability in respect of the guarantee is limited to £10 per member of the Group.

The address of the registered office is given in the Group information on page 1 of these financial statements.

## 2. Accounting policies

### 2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Catalyst Support Limited meets the definition of a public benefit entity under FRS 102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy. The financial statements are prepared in sterling which is the functional and presentational currency of the Group and are rounded to the nearest pound.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

### 2.2 Going concern

The Trustees have assessed the use of going concern and have considered possible events or conditions that might cast significant doubt on the ability of the Group to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of the approval of these financial statements. The Trustees have concluded that there is a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. The Group therefore continues to adopt the going concern basis in preparing these financial statements.

The Trustees are not aware of any post balance sheet events which would have a material impact on these financial statements.

## 2. Accounting policies (continued)

### 2.3 Income

All income is recognised once the Group has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably. Income is deferred only when the Group has to fulfil conditions which they are uncertain they are able to fulfill before being entitled to the income.

Grant income comes from the National Lottery Community Fund and other donors. Other income comes mainly from statutory bodies, including Surrey County Council, Surrey and Borders Partnership NHS Foundation Trust, the Office of the Police & Crime Commissioner for Surrey, Surrey Police and Local Borough Councils.

### 2.4 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the categories.

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 allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

Redundancy and termination payments are recognised immediately upon becoming a constructive obligation.

All expenditure is inclusive of irrecoverable VAT.

### 2.5 Employee benefits

When employees have rendered service to the Charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The Charity operates a defined benefit pension plan for the benefit of its employees. A liability for the Charity's obligations under the plan is recognised net of plan assets. The net change in the net defined benefit liability is recognised as the cost of the defined benefit plan during the period. Pension plan assets are measured at fair value and the defined benefit obligation is measured on an actuarial basis using the projected unit method.

## 2. Accounting policies (continued)

### 2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

### 2.7 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

### 2.8 Tangible fixed assets and depreciation

Tangible fixed assets costing £5,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. The £5,000 capitalisation limit is reduced for computer equipment, such as laptops to £NIL so that a good record of computer equipment can be maintained, and motor vehicles held within the subsidiary.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

| | | |
|---|---|---|
| Motor vehicles | - | 50% |
| Furniture and equipment | - | 25% |
| Computer equipment | - | 33% |

### 2.9 Intangible assets - goodwill

Goodwill arising on business combinations is capitalised, classified as an asset on the balance sheet and amortised on a straight line basis over its useful life, which should not exceed ten years if a reliable estimate of the useful life cannot be made.

### 2.10 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

### 2.11 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

## 2. Accounting policies (continued)

### 2.12 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### 2.13 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Group anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated Statement of Financial Activities as a finance cost.

### 2.14 Financial instruments

The Group only holds basic Financial Instruments. The financial assets and financial liabilities of the Group are as follows:

Debtors – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in Note 16. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Liabilities – trade creditors, accruals and other creditors will be classified as financial instruments, and are measured at amortised cost as detailed in Notes 17. Taxation and social security balances are not included in the financial instruments disclosure.

### 2.15 Operating leases

Rentals paid under operating leases are charged to the Consolidated Statement of Financial Activities on a straight line basis over the lease term.

## 2. Accounting policies (continued)

### 2.16 Pensions

The Group operates two pension schemes for its employees:-

a) A defined contribution workplace scheme which is available to all eligible employees. The Charity contributes at rates recommended under government auto-enrolment procedures.

b) The Group is also a participating employer in the defined benefit Local Government Pension Scheme known as the Surrey County Council Pension Fund ("the Fund") which is now closed to the Group's new employees. The assets and liabilities of the Fund are not separately identifiable to each employer. The assets of the scheme are held separately from those of the Group in an independently administered fund and pensions payable under the scheme are based on final pensionable salary. This scheme is the Local Government Pension Scheme administered by the Surrey County Council, who also arrange for triennial actuarial reviews to be carried out.

The latest actuarial valuation was carried out as at 31 March 2022. The operating costs of providing these benefits are recognised in the Consolidated Statement of Financial Activities in the accounting year in which the benefits are earned by the employees and related financing and other costs recognised in the year in which they arise. No other retirement benefits are provided.

The pension charge represents the amounts payable by the Charity to each scheme in respect of the year. Contributions are expensed as they become payable.

### 2.17 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

## 3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

- The annual depreciation charge is sensitive to changes in the estimated useful lives and residual value of assets. The useful lives and residual values are re-assessed annually and amended where necessary.

- The discount rate used for deficit reduction payments.

## 4. Income from donations

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ |
|---|---|---|---|
| Donations | 25,420 | 2,483 | **27,903** |

| | *Unrestricted funds 2024 £* | *Restricted funds 2024 £* | *Total funds 2024 £* |
|---|---|---|---|
| Donations | *91,288* | *5,290* | *96,578* |

## 5. Income from charitable activities

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ |
|---|---|---|---|
| Drugs and alcohol support | 160,600 | 408,470 | **569,070** |
| Mental health and wellbeing | 4,107,569 | 40,589 | **4,148,158** |
| Other projects | 48,238 | - | **48,238** |
| **Total 2025** | 4,316,407 | 449,059 | **4,765,466** |

| | *Unrestricted funds 2024 £* | *Restricted funds 2024 £* | *Total funds 2024 £* |
|---|---|---|---|
| Drugs and alcohol support | *244,104* | *352,857* | *596,961* |
| Mental health and wellbeing | *3,637,148* | *29,205* | *3,666,353* |
| Other projects | *60,005* | - | *60,005* |
| *Total 2024* | *3,941,257* | *382,062* | *4,323,319* |

## 5. Income from charitable activities (continued)

Income from charitable activities includes income received from the following government sources:

| | 2025 £ | *2024 £* |
|---|---|---|
| Surrey County Council | **1,628,040** | *1,558,442* |
| National Lottery Community Fund | **177,775** | *151,414* |
| Surrey & Borders Partnership NHS Trust | **1,718,180** | *1,647,935* |
| Office of the Police & Crime Commissioner - Surrey | **244,418** | *177,734* |
| Office of the Police and Crime Commissioner (Hants) | **16,667** | - |
| Surrey Heath Borough Council | **2,000** | *10,000* |
| NHS Surrey Heartlands CCG | **433,430** | *409,342* |
| Guildford Borough Council | **26,270** | *26,270* |
| Runnymede Borough Council | **-** | *15,000* |
| Woking Borough Council | **89,971** | *145,148* |
| NHS England | **100,000** | *103,295* |
| HM Prison | **20,000** | - |
| GP Federation | **59,643** | - |
| Hants District Council | **30,000** | - |
| Hants BC Hardship Fund | **2,510** | - |
| Spelthorne BC | **6,000** | - |
| Arch Community Fund | **10,682** | - |
| Lottery - lead partner MFT | **40,589** | - |
| Community Foundation Surrey | **6,350** | - |
| Community Champions/ Making Every Contact Count | **25,000** | - |
| | **4,637,525** | *4,244,580* |

## 6. Income from other trading activities

| | Unrestricted funds 2025 £ | Total funds 2025 £ |
|---|---|---|
| Income from trading subsidiary | 338,866 | **338,866** |
| Sale of donated goods | 36,400 | **36,400** |
| | 375,266 | **375,266** |

| | *Unrestricted funds 2024 £* | *Total funds 2024 £* |
|---|---|---|
| Income from trading subsidiary | *398,278* | *398,278* |
| Sale of donated goods | *28,410* | *28,410* |
| | *426,688* | *426,688* |

## 7. Expenditure on raising funds - trading activities

| | Unrestricted funds 2025 £ | Total funds 2025 £ |
|---|---|---|
| Direct costs | 265,107 | **265,107** |
| Support costs - Staff costs | 30,711 | **30,711** |
| Support costs - Other costs | 36,135 | **36,135** |
| Support costs - Depreciation | 1,000 | **1,000** |
| **Total 2025** | 332,953 | **332,953** |

| | *Unrestricted funds 2024 £* | *Total funds 2024 £* |
|---|---|---|
| Direct costs | *314,295* | *314,295* |
| Support costs - Staff costs | *31,483* | *31,483* |
| Support costs - Other costs | *44,028* | *44,028* |
| Support costs - Depreciation | *500* | *500* |
| *Total 2024* | *390,306* | *390,306* |

## 8. Analysis of expenditure on charitable activities - by fund

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ |
|---|---|---|---|
| Drugs and alcohol support | 150,920 | 382,589 | **533,509** |
| Mental health and wellbeing | 3,854,804 | 51,205 | **3,906,009** |
| Other projects | 808,514 | - | **808,514** |
| **Total 2025** | 4,814,238 | 433,794 | **5,248,032** |

| | *Unrestricted funds 2024 £* | *Restricted funds 2024 £* | *Total funds 2024 £* |
|---|---|---|---|
| Drugs and alcohol support | *318,647* | *354,530* | *673,177* |
| Mental health and wellbeing | *3,432,486* | *26,291* | *3,458,777* |
| Other projects | *389,221* | - | *389,221* |
| *Total 2024* | *4,140,354* | *380,821* | *4,521,175* |

## 9. Analysis of expenditure on charitable activities - by type

| | Activities undertaken directly 2025 £ | Support costs 2025 £ | Total funds 2025 £ |
|---|---|---|---|
| Drugs and alcohol support | 458,708 | 74,801 | **533,509** |
| Mental health and wellbeing | 3,292,677 | 613,332 | **3,906,009** |
| Other projects | - | 808,514 | **808,514** |
| **Total 2025** | 3,751,385 | 1,496,647 | **5,248,032** |

| | *Activities undertaken directly 2024 £* | *Support costs 2024 £* | *Total funds 2024 £* |
|---|---|---|---|
| Drugs and alcohol support | *559,480* | *113,697* | *673,177* |
| Mental health and wellbeing | *2,841,172* | *617,605* | *3,458,777* |
| Other projects | *13,269* | *375,952* | *389,221* |
| *Total 2024* | *3,413,921* | *1,107,254* | *4,521,175* |

## 9. Analysis of expenditure on charitable activities - by type (continued)

### Analysis of support costs

| | Total funds 2025 £ | *Total funds 2024 £* |
|---|---|---|
| Staff costs | **919,832** | *709,094* |
| Depreciation | **8,000** | *8,000* |
| Other staff costs | **115,817** | *96,451* |
| Premises costs | **66,831** | *51,713* |
| Venue and event costs | **13,034** | *13,058* |
| Bank charges | **1,911** | *2,617* |
| Office costs | **104,542** | *93,019* |
| Technology costs | **55,244** | *43,164* |
| Governance costs | **201,510** | *71,581* |
| Volunteers expenses | **2,258** | *960* |
| Travel and subsistence | **3,631** | *4,687* |
| Service level agreement costs | **4,037** | *12,910* |
| | **1,496,647** | *1,107,254* |

## 10. Governance costs

| | 2025 £ | *2024 £* |
|---|---|---|
| Auditors' remuneration - Audit of the financial statements | **21,600** | *18,500* |
| Auditors' remuneration - Taxation services | **1,150** | *1,050* |
| Auditors' remuneration - Other non-audit services | **5,700** | *5,400* |
| Auditors' remuneration - Under-accrual in prior periods | **27,780** | *-* |
| Legal and professional fees | **190,560** | *50,554* |
| Trustee meeting and training expenditure | **-** | *387* |
| **Total** | **246,790** | *75,891* |

Included within Governance costs is £9,550 *(2024 - £7,750)* of Auditors' remuneration incurred by the trading subsidiary, which has been recognised within Expenditure on raising funds.

## 11. Staff costs

| | Group 2025 £ | *Group 2024 £* | Charity 2025 £ | *Charity 2024 £* |
|---|---|---|---|---|
| Wages and salaries | **3,602,718** | *3,269,753* | **3,350,239** | *2,983,310* |
| Social security costs | **313,253** | *201,588* | **289,289** | *174,491* |
| Pension costs | **256,773** | *231,938* | **238,382** | *204,638* |
| | **4,172,744** | *3,703,279* | **3,877,910** | *3,362,439* |

The average number of persons employed by the Group during the year was as follows:

| | Group 2025 No. | *Group 2024 No.* |
|---|---|---|
| Employees | **161** | *145* |

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

| | Group 2025 No. | *Group 2024 No.* |
|---|---|---|
| In the band £60,001 - £70,000 | **1** | *1* |
| In the band £90,001 - £100,000 | **1** | - |

The total amount of employee benefits received (including employer's national insurance and pension contributions) by Key Management Personnel is £92,662 *(2024 - £149,751)*. The Group considers its Key Management Personnel to comprise of the Trustees, the Chief Executive Officer of Catalyst Support Limited and the Managing Director of Alpha Community Outreach Limited (who resigned during the year).

There was one minimum statutory redundancy payment during the year *(2024 - one)*, for the amount of £2,378 *(2024 - £1,122)* and one non-contractual settlement payment *(2024 - one)* for the amount of £17,277 *(2024 - £12,892)*.

## 12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2024 - £NIL)*.

During the year ended 31 March 2025, no Trustee expenses have been incurred *(2024 - £NIL)*.

## 13. Intangible assets

**Group and Charity**

| | Goodwill £ |
|---|---|
| **Cost** | |
| At 1 April 2024 and At 31 March 2025 | **12,000** |
| **Amortisation** | |
| At 1 April 2024 and At 31 March 2025 | **12,000** |
| **Net book value** | |
| At 31 March 2025 | **-** |
| *At 31 March 2024* | **-** |

## 14. Tangible fixed assets

### Group

| | Motor vehicles £ | Furniture and equipment £ | Computer equipment £ | Total £ |
|---|---|---|---|---|
| **Cost or valuation** | | | | |
| At 1 April 2024 | **3,000** | **33,948** | **170,471** | **207,419** |
| Additions | **-** | **14,400** | **-** | **14,400** |
| Disposals | **(3,000)** | **-** | **-** | **(3,000)** |
| At 31 March 2025 | **-** | **48,348** | **170,471** | **218,819** |
| **Depreciation** | | | | |
| At 1 April 2024 | **1,400** | **32,694** | **138,145** | **172,239** |
| Charge for the year | **1,000** | **-** | **8,000** | **9,000** |
| On disposals | **(2,400)** | **-** | **-** | **(2,400)** |
| At 31 March 2025 | **-** | **32,694** | **146,145** | **178,839** |
| **Net book value** | | | | |
| At 31 March 2025 | **-** | **15,654** | **24,326** | **39,980** |
| *At 31 March 2024* | *1,600* | *1,254* | *32,326* | *35,180* |

## 14. Tangible fixed assets (continued)

**Charity**

| | Furniture and equipment £ | Computer equipment £ | Total £ |
|---|---|---|---|
| **Cost or valuation** | | | |
| At 1 April 2024 | **32,068** | **166,499** | **198,567** |
| Additions | **14,400** | **-** | **14,400** |
| At 31 March 2025 | **46,468** | **166,499** | **212,967** |
| **Depreciation** | | | |
| At 1 April 2024 | **31,041** | **135,902** | **166,943** |
| Charge for the year | **-** | **8,000** | **8,000** |
| At 31 March 2025 | **31,041** | **143,902** | **174,943** |
| **Net book value** | | | |
| At 31 March 2025 | **15,427** | **22,597** | **38,024** |
| *At 31 March 2024* | *1,027* | *30,597* | *31,624* |

## 15. Fixed asset investments

| Charity | Investment in subsidiary company £ |
|---|---|
| **Cost or valuation** | |
| At 1 April 2024 | **100** |
| At 31 March 2025 | **100** |

Catalyst Support Limited holds 100 £1 ordinary shares in Alpha Community Outreach Ltd (Company Registered Number: 07563107), representing a 100% holding. The financial results of the subsidiary are included in these consolidated financial statements. The registered office of Alpha Community Outreach Ltd is 14 Jenner Road, Guildford, Surrey, GU7 1LQ.

The principal activity of the company is to provide support to complex individuals living in the community who will generally have addiction and mental health issues and not be suitable for mainstream services. The company also carries out specialist cleaning services including for hoarders and post mortem. The financial results of the subsidiary were as follows:

| | **2025** | *2024* |
|---|---|---|
| | **£** | *£* |
| Income | **338,866** | *398,295* |
| Expenditure | **332,953** | *390,306* |
| Gift aid for distribution | **-** | *-* |
| Total comprehensive income | **5,913** | *7,989* |
| Net assets | **14,178** | *8,265* |

## 16. Debtors

| | **Group 2025** | *Group 2024* | **Charity 2025** | *Charity 2024* |
|---|---|---|---|---|
| | **£** | *£* | **£** | *£* |
| **Due within one year** | | | | |
| Trade debtors | **27,460** | *100,704* | **-** | *-* |
| Amounts owed by group undertakings | **-** | *-* | **32,370** | *50,797* |
| Prepayments and accrued income | **598,229** | *298,912* | **575,637** | *298,912* |
| | **625,689** | *399,616* | **608,007** | *349,709* |

## 17. Creditors: Amounts falling due within one year

| | Group 2025 £ | *Group 2024 £* | Charity 2025 £ | *Charity 2024 £* |
|---|---|---|---|---|
| Trade creditors | **42,365** | *37,249* | **41,965** | *35,946* |
| Other taxation and social security | **158,140** | *110,002* | **148,734** | *86,552* |
| Other creditors | **166,737** | *85,000* | **166,737** | *85,000* |
| Accruals and deferred income | **1,511,885** | *501,544* | **1,474,436** | *448,694* |
| | **1,879,127** | *733,795* | **1,831,872** | *656,192* |

The Charity operates a defined contribution scheme with the Surrey County Council Local Government Pension Scheme which has a guaranteed element of pension benefits. The pension cost charge represents the contributions payable by the Charity to the Funds in respect of the year, and for both schemes amounted to £231,938 *(2024 - £204,638).*

The Charity was previously informed that contributions of £120,000 were payable to the defined benefits scheme over a 3 year period.

| | Group 2025 £ | *Group 2024 £* | Charity 2025 £ | *Charity 2024 £* |
|---|---|---|---|---|
| **Deferred income** | | | | |
| Deferred income at 1 April | **421,190** | *1,106,694* | **376,106** | *1,055,847* |
| Resources deferred during the year | **1,381,102** | *421,190* | **1,358,869** | *376,106* |
| Amounts released from previous periods | **(421,190)** | *(1,106,694)* | **(376,106)** | *(1,055,847)* |
| **Deferred income at 31 March** | **1,381,102** | *421,190* | **1,358,869** | *376,106* |

Deferred income relates to various projects and grants which are ongoing into 2025-26 and for which funds have been received in advance. These are below:

- Recovery & Connect Surrey Heartlands
- Recovery & Connect Frimley South
- Catalyst Counselling
- Financial and Wellbeing Support Service
- Community Connections Hubs
- Primary Care Network
- Safe Harbour
- WSC Support Service (OPCC Surrey, CSF grant)
- WSC Support Costs (NHS England)

## 18. Statement of funds

### Current year

| | Balance at 1 April 2024 £ | Income £ | Expenditure £ | Balance at 31 March 2025 £ |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| **Designated funds** | | | | |
| Digital infrastructure improvements | **50,000** | **-** | **(50,000)** | **-** |
| **General funds** | | | | |
| General funds | **856,426** | **4,725,136** | **(5,097,191)** | **484,371** |
| Pension reserve | **(80,000)** | **-** | **-** | **(80,000)** |
| | **776,426** | **4,725,136** | **(5,097,191)** | **404,371** |
| **Total Unrestricted funds** | **826,426** | **4,725,136** | **(5,147,191)** | **404,371** |
| **Restricted funds** | | | | |
| Catalyst Counselling | **19,598** | **166,358** | **(197,827)** | **(11,871)** |
| Financial and Wellbeing Support Service | **7,914** | **40,589** | **(51,205)** | **(2,702)** |
| Cuckooing Surrey | **10,639** | **195,418** | **(154,505)** | **51,552** |
| Cuckooing Hants | **-** | **49,177** | **(30,257)** | **18,920** |
| | **38,151** | **451,542** | **(433,794)** | **55,899** |
| **Total of funds** | **864,577** | **5,176,678** | **(5,580,985)** | **460,270** |

## 18. Statement of funds (continued)

**Prior year**

| | *Balance at 1 April 2023* £ | *Income* £ | *Expenditure* £ | *Balance at 31 March 2024* £ |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| **Designated funds** | | | | |
| Digital infrastructure improvements | *80,000* | - | *(30,000)* | *50,000* |
| **General funds** | | | | |
| General funds | *897,836* | *4,459,250* | *(4,500,660)* | *856,426* |
| Pension reserve | *(80,000)* | - | - | *(80,000)* |
| | *817,836* | *4,459,250* | *(4,500,660)* | *776,426* |
| **Total Unrestricted funds** | *897,836* | *4,459,250* | *(4,530,660)* | *826,426* |
| **Restricted funds** | | | | |
| Catalyst Counselling | *18,738* | *151,704* | *(150,844)* | *19,598* |
| Financial and Wellbeing Support Service | - | *34,205* | *(26,291)* | *7,914* |
| Cuckooing Surrey | *10,184* | *109,993* | *(109,538)* | *10,639* |
| Support Provision for Self Isolating Patients | *152* | - | *(152)* | - |
| York Road | *2,546* | - | *(2,546)* | - |
| Bridge the gap | - | *91,450* | *(91,450)* | - |
| | *31,620* | *387,352* | *(380,821)* | *38,151* |
| **Total of funds** | *929,456* | *4,846,602* | *(4,911,481)* | *864,577* |

**18. Statement of funds (continued)**

The Digital infrastructure improvements was created to fund the upgrading of the Charity's information technology, data processing and digital communication systems.

The purpose of each major restricted fund is as follows:

Catalyst Counselling includes funds received from The National Lottery Community Fund for the provision of counselling for individuals around substance misuse by volunteer counsellors. The donor (National Lottery) allowed for a Carryover (staff costs) to be made for this project from an underspend in Year 1 to Year 2. The funding year runs from September to August. The deficit position as at the 31st of March is partially due to a timing difference related to the carryover.

Cuckooing Surrey provides support for vulnerable adults affected by cuckooing.

Cuckooing Hants provides support for vulnerable adults affected by cuckooing.

Financial and Wellbeing Support Service provides individuals with improved confidence in managing their financial resources, increased engagement with the local community, less social isolation and improved overall mental health. The donor (National Lottery) appreciate there has been an increase in costs for this project. It was awarded over 3 years with no increases, contributing to an overspend in 2024. An uplift has been awarded in 2025 to cover this prior year overspend.

Bridge the Gap provides a relational model of trauma-informed support for people with multiple disadvantages in Surrey. The funding is provided by Surrey County Council.

The pension reserve has been created to reflect the pension deficit recognised in the year following notification that additional contributions were payable to the scheme.

## 19. Analysis of net assets between funds

### Analysis of net assets between funds - current year

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ |
|---|---|---|---|
| Tangible fixed assets | 39,980 | - | **39,980** |
| Current assets | 2,243,518 | 55,899 | **2,299,417** |
| Creditors due within one year | (1,879,127) | - | **(1,879,127)** |
| **Total** | 404,371 | 55,899 | **460,270** |

### Analysis of net assets between funds - prior year

| | *Unrestricted funds 2024 £* | *Restricted funds 2024 £* | *Total funds 2024 £* |
|---|---|---|---|
| Tangible fixed assets | *35,180* | - | *35,180* |
| Current assets | *1,525,041* | *38,151* | *1,563,192* |
| Creditors due within one year | *(733,795)* | - | *(733,795)* |
| **Total** | *826,426* | *38,151* | *864,577* |

## 20. Reconciliation of net movement in funds to net cash flow from operating activities

| | | Group 2025 £ | *Group 2024 £* |
|---|---|---|---|
| Net expenditure for the year (as per Statement of Financial Activities) | | **(404,307)** | *(64,879)* |
| **Adjustments for:** | | | |
| Depreciation charges | 14 | **9,000** | *8,500* |
| Loss on the sale of fixed assets | | **600** | *650* |
| Increase in debtors | 16 | **(226,073)** | *(136,013)* |
| Increase/(decrease) in creditors | 17 | **1,145,332** | *(651,863)* |
| Bank interest receivable | | **(8,043)** | *(17)* |
| **Net cash provided by/(used in) operating activities** | | **516,509** | *(843,622)* |

## 21. Analysis of cash and cash equivalents

| | Group 2025 £ | *Group 2024 £* |
|---|---|---|
| Cash at bank and in hand | **1,673,728** | *1,163,576* |
| **Total cash and cash equivalents** | **1,673,728** | *1,163,576* |

## 22. Analysis of changes in net debt

| | At 1 April 2024 £ | Cash flows £ | At 31 March 2025 £ |
|---|---|---|---|
| Cash at bank and in hand | **1,163,576** | **510,152** | **1,673,728** |
| | **1,163,576** | **510,152** | **1,673,728** |

## 23. Pension commitments

The Charity is a participating employer in the Local Government Pension Scheme known as the Surrey County Council Pension Fund ("the Fund") which is now closed to the Charity's new employees. The Fund is a multi-employer defined benefit scheme. The Scheme is funded and is contracted out of the state scheme. The assets and liabilities of the Fund are not separately identifiable to each participating employer. Accordingly, the contributions to the Fund are treated as a defined contributions scheme.

The last triennial valuation of the Scheme was performed as at 31 March 2022 by a professionally qualified actuary. The market value of the Scheme's assets at the last valuation date was £5,358 million. The valuation revealed a surplus of assets (£101 million) compared with the value of liabilities (£5,257 million), equivalent to a past service funding level of 102%.

It is possible that future valuations or interim reviews of the Fund may require additional contributions to be made. The Charity was previously informed that additional contributions were payable to the scheme over a 3 year period by 3 annual payments from 1 April 2020.

The operating costs of the defined benefit pension scheme were £65,962 *(2024 - £73,568)*. The Charity is currently required to contribute at the standard rate of 27.3% of pensionable salaries.

## 24. Operating lease commitments

At 31 March 2025 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | Group 2025 £ | *Group 2024 £* | Charity 2025 £ | *Charity 2024 £* |
|---|---|---|---|---|
| **Land and buildings** | | | | |
| Not later than 1 year | **79,000** | *34,500* | **79,000** | *34,500* |
| Later than 1 year and not later than 5 years | **288,000** | *-* | **288,000** | *-* |
| More than 5 years | **150,000** | *-* | **150,000** | *-* |
| | **517,000** | *34,500* | **517,000** | *34,500* |

| | Group 2025 £ | *Group 2024 £* | Charity 2025 £ | *Charity 2024 £* |
|---|---|---|---|---|
| **Equipment** | | | | |
| Not later than 1 year | **2,880** | *1,771* | **2,880** | *1,771* |
| Later than 1 year and not later than 5 years | **5,360** | *4,349* | **5,360** | *4,349* |
| | **8,240** | *6,120* | **8,240** | *6,120* |

The following lease payments have been recognised as an expense in the Consolidated Statement of Financial Activities:

| | Group 2025 £ | *Group 2024 £* | Charity 2025 £ | *Charity 2024 £* |
|---|---|---|---|---|
| Operating lease rentals | **45,684** | *42,747* | **45,684** | *42,747* |
| | **45,684** | *42,747* | **45,684** | *42,747* |

## 25. Related party transactions

During the year, salaries and related other costs of £302,030 *(2024 - £346,768)* relating to Alpha Community Outreach Ltd, the subsidiary of Catalyst Support Limited, were paid by Catalyst Support Limited and recharged to Alpha Community Outreach Ltd. At the year end, the amount owed to Catalyst Support Limited from Alpha Community Outreach Ltd is £32,370 *(2024 - £50,797)*. During the year, Alpha Community Outreach Ltd donated distributable profits of £NIL to Catalyst Support Limited *(2024 - £NIL)*.

During the year, payments of £3,000 *(2024 - £1,900)* were made to a contractor, who is a related party of the CEO, Susan Murphy, in respect of repairs and maintenance services provided.

During the prior year a motor vehicle owned by Alpha Community Outreach Ltd was sold to the managing director, Gary Ochoa. The price paid was equal to the net book value of the motor vehicle, being £650.

**CATALYST SUPPORT LIMITED**

England & Wales - Charity number 1075892

# Accounts

Company Registered Number: 3689561
Charity Registered Number: 1075892

# CATALYST SUPPORT LIMITED

**(A Company Limited by Guarantee)**

## TRUSTEES' REPORT AND FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 MARCH 2024

**CATALYST SUPPORT LIMITED**
**(A Company Limited by Guarantee)**

**CONTENTS**


| | Page |
|---|---|
| **Reference and Administrative Details of the Charity, its Trustees and Advisers** | 1 |
| **Trustees' Report** | 2 - 23 |
| **Statement of Trustees' Responsibilities** | 24 |
| **Independent Auditors' Report on the Financial Statements** | 25 - 28 |
| **Consolidated Statement of Financial Activities** | 29 |
| **Consolidated Balance Sheet** | 30 |
| **Charity Balance Sheet** | 31 - 32 |
| **Consolidated Statement of Cash Flows** | 33 |
| **Notes to the Financial Statements** | 34 - 60 |

**CATALYST SUPPORT LIMITED**

**(A Company Limited by Guarantee)**

## REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2024

| | |
|---|---|
| **Trustees** | Warren Rockett, Chair<br>Kath Mills, Deputy Chair<br>Kim Tinneny (resigned 1 March 2024)<br>Gerard Lyons (appointed 3 May 2024)<br>Roger Drennan<br>Charlotte Miller (appointed 3 May 2024)<br>Chisha McDonald (resigned 31 March 2024)<br>Ewan Henniker-Smith<br>Rebekka Francis (resigned 1 March 2024)<br>Sarbani Bose |
| **Company registered number** | 3689561 |
| **Charity registered number** | 1075892 |
| **Registered office** | 14 Jenner Road<br>Guildford<br>Surrey<br>GU1 3PL |
| **Company secretary** | Philip Taylor (appointed 29 June 2023) |
| **Chief executive officer** | Susan Murphy |
| **Independent auditors** | MHA<br>Statutory Auditor<br>6th Floor<br>2 London Wall Place<br>London<br>EC2Y 5AU |
| **Bankers** | Barclays Bank plc<br>Camberley<br>Surrey<br>GU15 3RQ |
| **Solicitors** | Moore Barlow LLP<br>The Oriel<br>Sydenham Road<br>Guilford<br>Surrey<br>GU1 3SR |

## PATRON, CHAIR OF TRUSTEES AND CHIEF EXECUTIVE STATEMENT FOR THE YEAR ENDED 31 MARCH 2024

### Our Patron

**HH Christopher Critchlow DL**

I was delighted to accept the invitation to become Patron of Catalyst Support. I first came across its work some years ago, when I was the Resident Judge of Guildford Crown Court. It is important for judges of the Crown Court to know about the help that may be available to those they have to sentence, in the hope that correct decisions may be made. My contact with the Probation Service caused me to visit and learn about the day-to-day work being done in Guildford, at that time mainly with those with drug problems. Then, I discovered in my year as High Sheriff of Surrey in 2022/23 how the work of the charity has grown and developed considerably in the past ten years, with your provision of much greater help in the field of mental health. It was a revelation to me to find out how large the charity has become and how important it is to so many people in the county.

It is clear that the trustees and the team led by CEO Sue Murphy are working wonders. The variety of programmes is impressive. Partnerships with different agencies appear to be thriving, and such collaboration strikes me as a sure way to obtain even better results for all those who benefit from the charity's services.

I wish to see more of the charity's work first-hand, including the Outline listening service, the Cuckooing team, and the Women's Support Centre. I can then talk about your work more knowledgeably to my contacts in Surrey. I thought the Hope Project last June was very well done, and I visited the shop in Godalming and found out how that has developed and now benefits so many.

It is my pleasure to get to know the trustees, the front-line workers, and the volunteers. I saw the warmth there was between everyone at the awards ceremony at the Harbour Hotel in Guildford that recognised employees. The value of your mental health work, your counselling, and your support for so many is vital. To all of you, I offer my sincere congratulations.

**His Honour Christopher Critchlow DL**

## PATRON, CHAIR OF TRUSTEES AND CHIEF EXECUTIVE STATEMENT FOR THE YEAR ENDED 31 MARCH 2024

### Chair of Trustees' Statement

Over the last few years, Catalyst Support has stabilised its client services while also taking advantage of opportunities to improve and to expend where it is safe to do so. Having come to the rescue of Surrey's 'Outline charity' we completed its merger into Catalyst Support and commenced our LGBTQ+ listening service. We have also integrated the Women's Support Centre, a place of refuge and safety for women dealing with abuse, discrimination, and trauma, into Catalyst Support from Woking Borough Council. Bringing new services, of which these are just two, into the charity takes a lot of time and commitment from many people, and I thank them all for their very hard work in this regard.

It is also not easy in the current economic climate to find and secure funding for the running of services, nor indeed more established ones, with many traditional funders struggling to stay afloat themselves.

I thank our funders and donors from the bottom of my heart for all their support and their belief in what we do and how we do it. Finding new monies and being more effective and efficient in how we deliver our many varied services to our clients takes up a lot of management time and often requires increased dialogue and support from the board and individual trustees. More often than ever, the charity now works in partnerships with others, thereby ensuring we can reach more people efficiently and in a cost-effective way. Our CEO comments more on partnerships and the leading role Catalyst Support plays in her report.

Delivery on the review of the structure and strategy of the charity, including its estate and services, is well underway. This included bringing onboard a new IT partner that enhances the security of our systems and data. It also allows us to progress to a new level with regards to our digital strategy. We have also increased our social media presence and reached out to clients and others in different ways. As Catalyst Support's tenure at Jenner Road comes to an end in 2024, the Trustee Board has made available resources that will enable the charity to operate in more suitable and modern buildings.

We want our buildings and the premises we use to be fully accessible to all. Our premises of the future will be welcoming spaces that can help remove barriers and enable access to everyone to participate equally, confidently, and independently. Disability Rights UK states that an accessible built environment is also vital for improving sustainability, as it is used more efficiently and is more flexible and adaptable for different users and uses. So, these changes will also help Catalyst Support in many ways as we journey to be carbon neutral.

The Board has also been acutely aware of the financial challenges employees have faced in their own lives, in common with many other people in the community. Appropriately, the Trustee Board approved a fair pay increase of 6% across the board in our workforce, who do such fantastic work for the charity and the people of Surrey, no matter how difficult the challenges.

As the charity now enters its 35th year, the board and senior management continue to work tirelessly to deliver strategic direction, good governance, and fiscal responsibility and accountability which will enable the charity to continue to thrive and improve people's lives not just across Surrey but also in those neighbouring areas, where we now have a footprint.

**Warren Rockett**
**Chair of Trustees**

## PATRON, CHAIR OF TRUSTEES AND CHIEF EXECUTIVE STATEMENT FOR THE YEAR ENDED 31 MARCH 2024

### Chief Executive's Statement

A staff's experience with partnership services highlighted the power of strong internal and external collaborations. Building solid internal partnerships not only boosts teamwork but also cultivates a more fulfilling and productive work environment. This underscores the crucial role of these connections in achieving success and job satisfaction, as well as in maintaining effective relationships with external partners.

Catalyst Support collaborates with various Surrey organisations, including VCSE/F, health and social care providers, the county council, and local districts and boroughs, to provide accessible services to residents. These partnerships bring diverse perspectives, inspire new ideas, and promote innovative problem-solving. They also support personal growth and professional development through continuous learning and knowledge exchange, enhancing service quality.

By focusing on social determinants of health, Catalyst Support addresses systemic issues behind health disparities, nurturing a culture of continuous improvement. Regular knowledge sharing and feedback sessions keep employees and teams updated and refine their skills. Exposure to varied health and social care settings improves employees' cultural competency, leading to more effective and equitable service delivery.

A collaborative workplace offers numerous benefits, from increasing employee satisfaction to driving innovation. It encourages creative thinking and the sharing of unique insights, fostering a culture of experimentation and risk-taking. The right technology is essential for facilitating collaboration, enabling seamless communication, remote teamwork, and the integration of diverse viewpoints, which are key to innovation and client safety.

We foster a safe working environment which is vital for encouraging open communication and innovative solutions. When employees feel safe to express their opinions, they are more likely to engage in collaborative efforts. Promoting cross-functional collaboration and knowledge sharing further enhances teamwork and innovation.

The charity's innovative service delivery methods ensure high-quality services for residents whilst also providing cost savings and adapting to the community's evolving needs. This not only improves the quality of life for Surrey residents but also attracts new businesses and talent to the charity, which helps boost economic growth, prosperity, enhances teamwork, promotes creativity and empowers individuals to reach their full potential.

I would like to express my gratitude to the employees of the charity for their participation throughout the year, in our internal collaborative approach to designing our service delivery model. They also helped us to better understand what is expected of us in terms of service delivery by enhancing communications using technology and meeting facilitation, defining roles and responsibilities, and promoting an inclusive, diverse, and healthy culture. To our volunteers, my appreciation and thanks go to you for your commitment and support to colleagues, without your support we couldn't achieve such outstanding accomplishments.

**Sue Murphy**

## TRUSTEES' REPORT
## FOR THE YEAR ENDED 31 MARCH 2024

### Objectives and Activities

**Public Benefit**

The trustees confirm that they have complied with the requirements of Section 4 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Catalyst Support, a non-profit organisation, was founded in 1989 with the goal of addressing the social effects of mental health problems on people's lives and promoting overall wellness. It specialises in non-medical services that support the physical and mental health of Surrey residents. The charity's work supports the population's health to improve physical and mental health outcomes, raise wellbeing, and minimise health inequalities. The principles of kindness, integrity, and commitment are upheld by the charity's workforce.

Catalyst Support work in Surrey helps improve adults' lives in terms of stability and wellbeing, with the aim of reducing harm to themselves, their families, and the community. This is achieved through a wide range of projects, many done in partnership, across the county. This allows the charity to offer services tailored to the specific needs of its clients. By involving clients in the design and delivery of programmes, the charity can create more effective and impactful interventions that address the root causes of the challenges faced by adults in Surrey.

Projects are funded through commissioned work by Surrey County Council, Public Health, and the NHS via the Integrated Care System of Surrey Heartlands and Frimley Health and Care, as well as SaBP (Surrey and Borders Partnership NHS Foundation Trust), the Office of Police and Crime Commissioner, and the National Community Lottery Fund.

**Volunteers**

In addition to paid employees, much of the work that Catalyst Support delivers is possible thanks to dedicated trained counsellors, volunteers, and peer support workers, offering a range of support for individuals, groups, administration, and the charity's books and vinyl shop often providing additional support that is rarely funded. Our trustees are also all volunteers.

All Catalyst Support services are free and confidential, and most are open for self-referral. The charity's team of trained professionals provides support and guidance to individuals in need. Whether people are seeking counselling, resources, or advocacy, Catalyst Support is here to help navigate through any challenges they may be facing.

**Statement of Fundraising Information**

Catalyst Support is registered with the Fundraising Regulator, ensuring adherence to industry standards and ethical practices, and as such, generates a portion of its funds through organising fundraising events and accepting public donations. The charity does not engage with professional fundraisers or commercial participants. Throughout the year, Catalyst Support received no complaints regarding any fundraising activities. The charity maintains a transparent donation policy, accepting contributions from those we support while ensuring they are not approached for fundraising without appropriate consent. This policy safeguards vulnerable individuals from undue intrusion.

Catalyst Support has established a fundraising protocol that ensures all activities align with our guidelines, ethos, and values. The marketing and fundraising team provides guidance to ensure that fundraising proposals meet our standards and assists in making necessary adjustments to align with our principles.

Through the generosity of 384 individual donors, Catalyst Support received over £15,000 in donations through JustGiving alone this year. The charity is profoundly grateful to all our donors, volunteers, and partners, whose generosity has made this year's achievements possible.

**Achievements and Performance**

- Catalyst Support welcomed Outline Service to the charity and is committed to supporting the listening service.
- Catalyst Support welcomed Women's Support Centre, Surrey, to help it continue to provide help for women in difficult situations.
- Catalyst Support secured a Community Connections contract and will be providing this service in partnership with Richmond Fellowship and Mary Frances Trust for the next 5 years.
- Catalyst Support has secured the Liaison and Diversion contract and will be able to provide the support offered by this service for the next 5 years.
- Alpha Community Outreach received the SME Surrey silver award for Community Business of the Year and has been selected again as a finalist for this category in 2024.
- Launch of the podcasts That's My Vinyl Answer, increasing A Novel Idea's profile as well as promoting the benefits of music in the context of mental health.
- HOPE Project launched by an employee encouraged people to leave messages of HOPE. The project reached local, national, and international publicity, and spread messages of hope and support to many people and communities. An exhibition held as part of the project helped to demonstrate how one small initiative can honour our strategy of supporting wellness together and motivate additional projects to share their work.
- The Wellbeing Questionnaire, developed by the Data Team and successfully piloted with other VCSE organisations, has been recognised as a model of best practice. It has now been integrated into the Community Connections contract as an innovative alternative for assessing client progress.
- The team worked collaboratively alongside the charity Justice and Care to support their research on exploitation and to make cuckooing a crime. Their report has now been published, further strengthening the need as exploitation rises.
- Co-producing Kudos for employee recognition was vital for fostering a positive and inclusive workplace culture. By collaboratively designing recognition programmes, we ensure that the values, achievements, and contributions celebrated truly resonate across the charity. This approach empowers employees, giving them a voice in how success is acknowledged, and strengthens our commitment to mutual respect and appreciation. Co-produced recognition not only motivates individuals but also builds a stronger, more connected organisation where everyone's efforts are valued and celebrated.

**Mental Health and Wellbeing**

**Community Connections**

The Community Connections team has had a strong year, supporting clients and working with partners to offer the services required in the community.

**Welfare Calls:** Many clients discovered they were suffering from the isolation of lockdown and received welfare calls from our team during the pandemic. This practice continued at their request until the autumn of 2023. Further discussions highlighted the need for a dedicated welfare call service to provide a touchpoint for clients across the charity to maintain the progress made with their mental health and wellbeing.

**SaBP's Pathway Forum:** Community Connections takes part in the SaBP's Pathway Forum, designed to bring together colleagues and partners across the mental health arena for weekly meetings where options can be presented and actioned. This collaboration has allowed the team to share their knowledge and expertise as well as highlight people known to us that require further support. This approach has also facilitated an increase in referrals in and out of our service.

**Wellbeing Questionnaire:** Developed in conjunction with Catalyst Support's Data Team. This new monitoring tool helps in the managing a clients recovery journey. The aim was to provide a more friendly, inclusive, and trauma-informed way of monitoring a client's journey. It is now being used by the Mary Francis Trust and Richmond Fellowship after a pilot with Catalyst Support partners Guildford Action, Canterbury Care, and The Hope Hub. Trials were conducted in their services, and the results were shared with the Commissioner as a model of good practice. Due to the strong feedback from the pilots, the Wellbeing Questionnaire has been included in the new Community Connections contract as an acceptable and alternative method to assess a client's progress.

**Community Connection Contract:** The recent bid to keep the contract in Surrey Heath, Farnham, Guildford, Waverley, and Northwest Surrey was awarded to Catalyst Support. We want to keep building strong working ties with organisations around Surrey while keeping our core values in mind. In order to facilitate a smooth transition between services, we will collaborate with our partners to create a shared referral system and co-produce support plans that identify needs and direct people into the appropriate services, including everyone in their network who might benefit.

**Safe Havens**

The Safe Havens were established in Surrey in response to growing demand for crisis services across the county and following the success of the Aldershot Safe Haven. The aim of Safe Havens is to deliver a seamless service that supports recovery and resilience while reducing costs and unnecessary attendance at the Emergency Department (ED) and hospital admissions. The aim of the Safe Haven service is to reduce emotional and psychological distress for service users experiencing a mental health crisis. This is achieved by collaborative partners working between the voluntary sector and statutory agencies. The partnership combines the ingenuity and flexibility of the voluntary sector with the support services of the NHS.

In Surrey, partners are projecting significant growth in demand for mental health services, partly due to an increase in population and a reduction in available funding. Currently, the national statistics show mental disorders account for around 5% of ED attendances, 25% of primary care attendances, 30% of acute inpatient bed occupancy, and 30% of acute readmissions. Most patients who frequently re-attend emergency departments do so because of an untreated mental health problem.

In March 2024, Aldershot Safe Haven in Hampshire celebrated 10 years in operation, supporting thousands of residents experiencing mental health crises. The Safe Havens have become an integral part of Surrey's front-line response to the increasing numbers of the local population attending already overstretched emergency departments.

Funding has been secured for another two years, so vital support can continue to be provided in Surrey.

Service Impact:

Aldershot, Guildford, and Woking Safe Havens (sites where Catalyst Support work) supported 4,241 individuals during the year. Among these service users, 1,547 were experiencing a mental health crisis. The dedication and care provided by the workforce have had a positive impact on the locality, addressing the urgent need for mental health support and helping to alleviate the burden on emergency and primary care services.

When someone seeks assistance for their mental health and wellness at Safe Haven, a peer support worker will offer preventative care. The inclusion of a peer support position in the model was requested by the Peer Support Network, which consists of people in both paid and volunteer jobs who use their personal mental health experiences to support others. The three Community Connections lead providers will hire, train, and support peer support workers to give preventative support to people.

**The following 2023/24 Safe Haven data also shows how many people were supported online**

| Location | Total Sum Presented | Sum presented in Crisis | Sum of Virtual Support |
|---|---|---|---|
| Aldershot | 1258 | 678 | 614 |
| Guildford | 2090 | 609 | 1185 |
| Woking | 698 | 217 | 230 |
| Young Adults SH | 195 | 43 | 9 |
| Grand Total | 4241 | 1547 | 2038 |

Safe Haven serves as an initial point of contact and a potential substitute for admission. The peer support worker is part of an MDT (multiple disciplinary team) that can support individuals around their wellbeing to reduce the likelihood of crisis escalation, diverting individuals away from ED and instead being supported internally by the team in a non-clinical setting. It's fantastic that someone with lived experience can offer preventative care by helping others manage their mental health and coping mechanisms.

**GPimhs and MHICS**
Catalyst Support continues to work in partnership with SaBP and the GPs to provide the integrated mental health support service GPimhs/MHICS.

**Extended network:** In the reporting period, we have successfully launched West Waverley, Walton on Thames, and West Byfleet GPimhs. The team works to support patients with complex needs; the demand for the service remains high, and patients are offered easy access to the services. In partnership with SaBP, Catalyst Support provides Community Connectors across 18 PCN's in Surrey.

**Pathways Forum:** The service has rolled out the Pathways Forums as part of the Community Mental Health Transformation Programme, which is designed to bring together experts and specialists across health care providers and voluntary services (including charities like Catalyst Support) to provide a multi-agency approach for complex cases and "wrap around" care for the individual. Our Community Connectors have been praised for presenting their clients so as to get them the best possible support.

Our team plays a vital role in the integrated service and, alongside Mental Health Practitioners, delivers 50% of client facing work, working with a team of Pharmacist, Psychiatrist, Clinical Leads and Administrators.

**Employee comment:**
**"**I introduced the concept of mindfulness to a gentleman suffering with physical pain from arthritis. He reported that our work together has helped change his perspective on his circumstance, he no longer looks at what he can't do anymore but tries to consider how he could do it differently. This also had a positive impact on his depressive symptoms.**"**

**In Reach**
In Reach service began in June 2021 and was seen as an integral part of the Transformation Pathway; however, in December 2023, it was announced that external funding for this service would stop.
In Reach – April 2023- January 2024:

The In Reach team collectively supported 165 clients throughout this period and was a key part of the transition for service users from hospital to home. The team worked collaboratively to ensure the clients were not left alone once discharged home and had ongoing support through signposting to other services.

The service received positive feedback from clients and professionals within the Discharge Team at the hospitals and Care Coordinators within CMHRS. The Discharge Hub was particularly successful and benefited the clients, as they were introduced to the service at admission, and we could follow their progress while on the ward, allowing us to get to know them and their specific needs, and then at the point of discharge, design a clear support plan for each individual. We are sorry to see this successful service come to an end.

**Recovery and Connect**
Recovery and Connect service has become part of SaBP HOMEFirst, which is an approach to supporting people who are at risk of repeat admission to the hospital due to mental health relapse. Developed with community partners, HOMEFirst support is available to adults aged 18 years and over on referral from SaBP teams and partner organisations. It brings together multi-agency working and quality care planning to provide enhanced community support.

HOMEFirst can draw upon support from Recovery and Connect workers, a Lead Occupational Therapist and Carer, and Lived Experience workers, to help people manage clients' mental health and wellbeing at home. The service includes clinical supervision as well as joint supervision, ensuring employees are well informed and have someone to support them with their client work.

As of April 2023, the service supported a total of 16 people, which is an expected number given the complexity of the group of people this service supports.

Recovery and Connect have expanded the area they cover and have taken on new partners. One is Andover Mind who manages the Farnham area on behalf of us. They have now employed an additional team member to allow expansion into Northeast Hampshire.

**Lived Experience (LE) Service in GPimhs/MHICS**
Working with three other charities and the local mental health trust across seven Primary Care Networks (PCNs), the Lived Experience (LE) Service is a collaborative partnership. Recruited for their lived experience of mental ill-health, the Lived Experience Practitioners (LXPs) bring collective expertise from a variety of social issues, such as domestic abuse, parenting, and transgender. Since the start of the service in January 2023, the LXPs have provided peer support to 73 clients between the ages of 18 and 64.

The LXPs share their recovery and hope to empower their peers to access community resources, achieve their goals, and take on valued identities and roles. They are valued by charity stakeholders and partners. More importantly, the clients have fed back high praise, stating that the support was incredible, they felt they were treated as human beings, and their LXP had been kind, with a brilliant listening ear.

The LXPs form part of wider strategic alliances with the LE movement. In January 2024, the first Surrey and Northeast Hampshire Lived Experience Conference took place, bringing together further statutory and voluntary agencies. Participants heard talks from LE speakers and took part in workshops on implementing 'true' co-production. In March 2024, our LXPs were recognised under Gold Lived Experience Charter (LEC) status, an initiative commissioned by NHS England.

**SUN – Service User Network**

SUN is a collaborative partnership between Catalyst Support, Mary Frances Trust, and SaBP. This offers community groups for people with complex emotions, facilitated jointly by lived experience and clinical practitioners, and leveraging the collective expertise of its members. Since January 2021, SUN has continued to maintain a solid membership of over 300 people and more than 4,000 attendances.

To mark it's' three-year anniversary an innovative SUN Fest, held in January 2024. Stakeholders and members came together to celebrate the service. In March 2024, SUN was recognised under the prestigious Gold Lived Experience Charter (LEC).

SUN facilitator says: ''As a SUN facilitator, it means a lot to see our members growing and learning over time from attending SUN sessions and, as a service, to see how far we have come in supporting people. I learn a lot myself from the groups and members, as well as from the from the members benefiting from the groups. I am proud of the service that we offer and being able to support people in this unique way.''

**Women's Support Centre Surrey**

The Women's Support Centre Surrey (WSC) is a specialist project within Catalyst Support. The centre works with partners to support women in the community facing challenging circumstances.

Recovery Service: Surrey County Council Public Health commissions and funds a recovery service for women across Surrey. The service provides 1:1 support and twice weekly SMART Recovery groups.
Women's health: Public Health and Central and Northwest London Sexual Health Services (CNWL Sexual Health) are working closely with the WSC as it provides a link between clients and specialist physical health services. The centre employees have:

- Received training on self-testing HIV kits, which are now available before noon at the centre.
- Training in PrEP and PEP as treatment for a reactive HIV test.
- Chlamydia tests for women under 25 years.
- Pregnancy tests for those who cannot afford to purchase one but need one.
- Male and female condoms for distribution to clients over 18.

NHS England has provided funding to the WSC. The partnership is based on WSC work that benefits women and can relieve pressures on primary and secondary healthcare providers.

Checkpoint: Surrey Police and the Office of the Police and Crime Commissioner for Surrey run an out-of-court division scheme called Checkpoint. The WSC delivers the Checkpoint Plus (women's restorative justice approach) service within Surrey. While on the checkpoint or after its completion, women receive trauma-informed specialist support to embed and sustain changes made following the restorative justice intervention.

High Harm Unit: Surrey Police High Harm Impact Perpetrator Unit West Surrey is in the process of assessing if the WSC can offer support for women considered High Harm Impact Female Perpetrators. The centre is working towards getting all four HHIPU teams from across Surrey to work within this partnership.

**Probation:** Many clients who attend the WSC are or have been at risk of becoming involved in the criminal justice system (CJS). WSC jointly runs a breakfast club with probation colleagues. People on probation (POPs) attend the breakfast club to see their probation officer. They can attend in a safe, single sex space, have breakfast, and meet with members of the WSC team to see if further support would be beneficial to the client.

The Probation Service also conducts pre-sentence reports (PSRs) and induction appointments at the WSC with the aim that the WSC can provide a 'wrap-around' service of support for the clients.

Your Sanctuary and WSC have partnered to deliver trauma-informed therapy, from WSC counsellors to Your Sanctuary clients. WSC is in the process of discussing expanding this offer to refuges.

**Outline in Catalyst**

Outline Listening Service relaunched in October 2023 under Outline in Catalyst, providing listening, comprehensive sign posting, and information services. Since reopening, the service has had 294 direct contacts from people either by phone, text, email, or instant messaging.

Catalyst Support worked collaboratively with Outline CIC to merge the service into the charity and ensure all the due diligence has been completed before re-launch to enable us to focus on externals. Since re-launch, the service has focused on working collaboratively with internal partners such as Community Connections, Catalyst Counselling, and external partners such as Pride in Surrey, Blossom, Twister, and the local community to ensure that our pathways are supportive, and we can share the service we offer with more people.

Outline in Catalyst was nominated for a Health Service Award at Pride in Surrey in February 2024, which was a positive way to celebrate and re-launch the service. Co-producing is an important part of the service's success and growth.

The merger of Outline CIC with Catalyst has been registered on 01 July 2024 with a transfer date of 01 May 2024.

**End Stigma Surrey**

End Stigma Surrey Service works to reduce stigma and discrimination for people with experience of mental health issues, increase confidence and ability to address stigma and discrimination, and improve understanding of mental health across different settings.

End Stigma Survey: A revised edition of the survey was launched to gather views and data on stigma and discrimination in Surrey. Results from the survey were shared in May 2024.

E-learning: Stigma E-learning was developed in partnership with Acting Out Productions to educate people about stigma and discrimination. Three versions were created: for healthcare settings, the workplace, and friends and family. The e-learning is being tested before being rolled out for free in the next financial year.

End Stigma Surrey was part of the LGBT community Mental Health Day called 'Love Without Labels' and multiple social media awareness campaigns.

**Physical Health Liaison**

The goal of the Physical Health Liaison pilot service was to complete the six core physical health assessments of Surrey Heartlands residents who were suffering from significant mental illnesses (SMIs). The service encourages users to see their general practitioner (GP) or schedule appointments with them. The team completed additional work to look at ongoing support needs and bridge people to other resources for additional help.

Working collaboratively with ProCare leads and North-West Surrey Integrated Service (NICS) the service established contact with GPs and worked with them on joint assessments to identify the ongoing support needs.

***Statistics of health checks from 28th September 2023 – March 2024:***

Guildford & Waverley: The team attempted to contact all patients on the SMI register. The total percentage of SMI checks completed was 49.71%, which was an increase for all surgeries. Of the 140 patients contacted, only 18 refused support.

North-West Surrey: The team attempted to contact all patients on the SMI register. The total percentage of checks completed across the surgeries was 28.46%. Out of 121 patients contacted, only 13 refused support.

The service will end in June 2024 due to a lack of external funds by commissioner of the service, despite the positive impact it is having on people's lives.

**Financial Wellbeing Support Service**
The Financial Wellbeing Service is delivered in partnership with Mary Frances Trust and the Citizens Advice Bureau, Surrey Heath. It aims to address the connection between ill mental health and financial difficulties. CAB offers financial advice to clients, and Catalyst Support helps improve elements of clients' lives, such as general living skills, self-care, relationships, physical and mental health, self-esteem, and engagement in meaningful activities to reduce social isolation.

Support is available via telephone, online, and in person. The service has had 58 referrals since its launch in September 2023.

HMP Prison: The service supports vulnerable clients at the HMP prison who have limited access to assistance when it comes to dealing with their debt and finances or need additional support and resources for when they get released. The service offers a weekly drop-in service, making a difference to both employees and inmates.

The service is gaining popularity and receives positive feedback from clients:
*"I am starting to have hope for the future and feel like I can have a clean slate."*
*"Thank you so much I am genuinely touched by the efforts you've gone to for me."*

**Catalyst Support Drug and Alcohol**

**Catalyst Counselling**
Reach Out Counselling, offered up to 12 sessions of free counselling to those concerned about their drug or alcohol use and others affected by their use. The feedback from service users, the community, counsellors, and supervisors was that a trauma-informed counselling service was needed to provide short-, medium-, and long-term counselling support.

With the support of the National Lottery, from 1st September 2023 the new improved service, Catalyst Counselling, has started. It supports individuals in Surrey with drug, alcohol, and/or mental health concerns, offering up to 24 sessions of free, confidential counselling and the option of having sessions face-to-face, via telephone, or online. The National Lottery has funded Catalyst Counselling for 3 years, with reduced funding in years 2 and 3. The service focuses on research and application for further funding sources.

From 1st September 2023 through to 31st March 2024 the service received 249 new referrals. 70% of clients referred reported a reduction in their alcohol use and positive changes in their physical health, emotional health, family, and relationships. Over 50% of clients who presented with mental health concerns showed an improvement in managing their mental health, living skills, social networks, work, identity/self-esteem, trust, and hope, indicating better mental health and wellbeing and social integration.

Catalyst Counselling worked with other organisations over the past year, developing internal pathways and implementing collaborative triage with Community Connections to enable clients to receive a trauma-informed and holistic service.

**Catalyst Counselling receives positive feedback from service users, one individual stated:**
**"***I feel comfortable and feel a weight's lifted. I've got more of an appetite, I feel more relaxed, I feel more confident and I'm happy with where I am now. I've just started a new job; I've opened up more and I've been honest more.***"**

**Liaison and Diversion (LDS)**
LDS has reached its fourth year of working in partnership with SaBP, delivering assertive outreach to people after they have left custody and prison. The service worked with 594 people during the year and supported them directly in the community or made appropriate referrals to provide ongoing support.

The nationwide re-tender for all LDS services was held this year, and SaBP's bid for Surrey was successful. To maintain assertive outreach, SaBP selected to continue to work with Catalyst Support as their preferred supplier. Working together, we will continue to use our specialties to deliver the service and offer it to clients after they are released from custody or prison through Reconnect.

Together, SaBP and Catalyst Support have delivered presentations to Lord Bradley and the Ministry of Justice on the services we provide and plans to adapt male and female pathways as part of our approach. The Women's Support Centre plays a key role in the LDS service as they provide specialist support the service refers into. Catalyst Support has been able to apply for a series of hardship funds to support vulnerable people once they leave custody. As these grants are often protective factors for people who face many challenges, support is key to reducing isolation, improving health inequalities, maintaining contact with services and families, attending appointments, and applying for jobs and support.

**Bridge the Gap**
Is commissioned by Surrey County Council as part of the Changing Futures Programme, which comprises eleven third-sector alliance partners delivering the initiative through a specialist outreach, relational model of trauma-informed support for people with multiple disadvantages in Surrey. Catalyst Support provides skilled workers who cover the county of Surrey, and have worked alongside 16 beneficiaries during the year, with an average support time of 262 days. The relational model enables us to develop and maintain supportive, healthy relationships with beneficiaries, whereby small changes have become a possibility, resulting in improved quality of life and more control.

The team was part of numerous outreach worker networking days and supervisor meetings, where governance, processes, and models were developed. Bimonthly CEO and Lived Experience meetings were held to maintain focus on the alliance goals. In December 2023, all parties met for a celebration event at Painshill. In 2024, the Changing Futures Programme was awarded silver charter status at the Lived Experience Charter 2024 Awards. Catalyst Support worked alongside the SaBP Trauma-Informed Care Team to run a test pilot on the TIA (trauma informed approach) framework. This allowed the team to work alongside statutory and voluntary sector partners and be co-authors of the framework in Surrey.

**Specialist Assertive Outreach – Cuckooing**
Cuckooing is a type of exploitation by criminal gangs. It involves befriending someone, then taking over their home and using it to deal drugs. In the reporting year, the cuckooing service received 115 referrals, which is an increase of 30 from the previous year. 17% of clients did not meet the threshold for adult social care; 57% needed tenancy support; and a further 23% had either a named social worker or adult social care involvement.

**Making Cuckooing a Crime:** This year, the team worked collaboratively alongside the charity Justice and Care to support their research on exploitation and to make cuckooing a crime. Their report has now been published, further strengthening the need as exploitation rises.

**Supporting victims:** The service continues to have strong partner relationships with police, community safety, housing, and ASB (anti-social behaviour) teams; together, we ensure that our service can provide immediate support to victims. The success and impact of the service have reached further across the country, and the team had several conversations with other statutory.

Across the neighbouring border in Rushmoor and Hart, we have been working in partnership with police, crime commissioning, and community safety colleagues and have been successful in securing pilot funding to emulate the Surrey model there. This will go live in April 2024.

**Raising Awareness:** The team partnered with Mazzone Media to produce an impactful film on cuckooing, aiming to highlight the complexities of this issue. This film will serve as a crucial tool to educate the community and highlight how Catalyst Support offers immediate and practical assistance.

**Service evaluation:** To strengthen our position for funding, we are working alongside the University of Surrey, who will conduct a service evaluation, looking at the value of the service to clients, our partnership work model, and cost benefits to the community, with findings due in September 2024.

**Amethyst Substance Use Outreach**

Since the pandemic, the team has noticed a change in the way service users present themselves to services and access homeless support in Guildford. The Sit-Up space at number 5 Hub provided a base from which assessment and housing work could be done easier and quicker, and it provided faster access to shelter. This helped clients build relationships with housing providers and clear pathways to support. It has also allowed the workers to meet and start working with clients earlier, providing faster access to support and earlier intervention. In the reporting year, there has been significant change as many long-term service users either no longer require the service or their circumstances have changed, preventing ongoing work. Many of the older clients remain on the workers' caseload; a proportion have been replaced by a younger cohort with different needs. These clients generally have more pro service involvement but have less lived experience with homelessness and related services.

The service had 11 cases at the start of the year and 17 cases in total throughout the year (not including one-off interventions and work in support of HOST); 4 clients were carried from the previous year to the end of April 2024; 8 clients closed; of these 5 were positive discharges; there were 6 new referrals, and 9 current cases remain. 4 clients worked with Bridge the Gap, 8 clients received social care support, and 6 clients engaged with i-access.

Working in partnership with other services to clients. The service worked more closely with other services, such as Bridge the Gap, Surrey Adults Matter, and adult social care, plus HOST, housing providers, and Guildford Borough Council (GBC). This all helped to increased positive outcomes and offered more support to those in need.

**The service received positive feedback from many users. Clients said:**
*"You get me, and you ask me to think of things I haven't before; I don't always like the answers I find but wouldn't have gotten them if you hadn't asked me to think."*
*"You have belief in me and encourage me to find it in myself."*

**Trading Activities**

**Alpha Community Outreach Ltd.**

This is a specialist outreach enterprise owned by Catalyst Support. A specialist team of nine workers within Surrey and Hampshire borders, using assertive outreach techniques to support clients that are considered to be too high risk and with too complex needs for mainstream agencies. The enterprise provides unrestricted income to Catalyst Support.

The team works in a person-centred, holistic way and acts as a link between clients and the appropriate statutory services to support them in ensuring that they live as safely and independently as possible. The aim of the service is to provide positive support and intervention around prevention, minimising risks, and preventing resource misuse. The team plays a critical role in helping to alleviate the mounting pressure on health and social care resources.

Alpha recognises the importance of multi-agency working, which involves building working relationships with fellow professionals to ensure that the best possible outcomes are achieved for the client. Alpha works closely with Social Services Locality Teams, Substance Misuse Teams and Mental Health teams. The team's experience allows them to provide support in instances of substance misuse, homelessness, mental health, learning disabilities, dementia, strokes, and brain injuries. This has enabled the service to work alongside Elmbridge Borough Council in piloting a Housing First Support Project for homeless people. The service regularly attends CHaRMM (Community Harm and Risk Management Meetings) and SAM meetings (Surrey Adults Matter).

**Price rates:** The service has been impacted by the cost-of-living increases. However negotiations with funders such as Surrey led to a formal pricing structure and the service has also became listed on Surrey's AOS system, streamlining both the referral and funding agreement processes.

**Internal changes:** Alpha's Managing Director and founder, Gary Ochoa, retired from the company. The service reviewed their business plans and has positioned itself to move forward with a robust strategy that looks at maintaining sustainability and managing growth whilst looking for further work opportunities including in the area of extreme hoarding. The service aims to continue to grow and will be looking at further work opportunities within the Hampshire, Hart and Rushmoor Boroughs. The service receives many inquiries for hoarding support and is looking to develop a specialist area within the business to address the issue.

**Local Housing Trust:** "Alpha's ability to work with exceptionally isolated and disengaged people is to be commended. Such an ability requires kindness, skill, and understanding, which they have in abundance."

**A Novel Idea – Charity Book / Vinyl Shop**
A Novel Idea is Catalyst Support's only charity shop, selling pre-loved books and vinyl in Godalming. Alan Garvey, was appointed manager in May 2023. Alan recruited more volunteers to manage the donations, curate the collection, identify and sell valuable books, and make the shop welcoming for visitors. The shop is entirely dependent on 18 volunteers in the reporting year. All profits from the bookshop go to Catalyst Support.

Performance: In 2023/4, shop sales increased to £28,214, up from £18,528 in the previous year. Over a third of the shop's sales come from the vinyl and CDs sold in partnership with Make a Difference with Records. Vinyl sales continue to grow. Through various initiatives, including the podcast 'That's My Vinyl Answer', the team is increasing the shop's profile as well as promoting the benefits of music in the context of mental health.

The team has recently started to market and advertise the shop in local publications and on social media, and they plan to take part in local events and develop more links with the local community.

In 2023/4 sales increased to **£28,214** from **£18,528**. Over a third of our sales now come from the Make a Difference with Records.

**Catalyst Support Volunteers**
There are currently over 100 active volunteers, supporting Catalyst Counselling, the Women's Support Centre, Amigos, A Novel Idea, Outline in Catalyst, Shifa, groups, admin, and data teams, as well as the Board of Trustees. Through an ongoing partnership with Royal Holloway University, four post-grad psychology students have completed a placement with our Amigos service. The team is strengthening their relationship with the University of Surrey to attract volunteers and further raise the profile of Catalyst Support in the community.

The charity continues to support service users who want to volunteer as a route to improving their mental health and often as a stepping stone to employment. Our growing team includes previous service users volunteering at the Women's Support Centre, A Novel Idea and as support group facilitators.

Investing in Volunteers: We are actively seeking funding opportunities to invest in volunteers. Achieving IiV status will give Catalyst Support a greater ability to recruit and retain volunteers that are essential to our success.

**Volunteer Survey:** The 2023 volunteer survey gave a snapshot of the extent of volunteering within Catalyst Support. The feedback from the survey was very positive. Key findings were as follows:

**Do they enjoy volunteering?**
99% definitely agree or tend to agree.
**Do they feel you're making a difference?**
93% definitely agree or tend to agree.
**Would they recommend volunteering at Catalyst to friends and family?**
98% definitely agree or tend to agree.

Three Rings: Three rings have been successfully implemented into Outline in Catalyst. During 2024, we will roll the system out into our other volunteer activities.

**Volunteer Training and Onboarding:** In an environment where all charities face difficulty in recruiting and retaining volunteers, we are beginning a review of our onboarding process and training offer across all volunteering activities. It is important that we make volunteering as accessible as possible, while ensuring our volunteers have the training and support, they need to succeed.

**Volunteer Code of Practice:** Catalyst Support has actively engaged with the Integrated Commissioning Board and Voluntary Support North-West Surrey to partner and develop a Code of Practice for volunteers. The aim of a Code of Practice for volunteers is to ensure clear guidelines and expectations for both volunteers and organisations. A Code of Practice can help protect the wellbeing of volunteers by outlining safety protocols and procedures in place. This document also serves as a tool for resolving conflicts and addressing any issues that may arise during volunteer work, creating a harmonious and efficient working relationship. Ultimately, the Code of Practice contributes to creating a supportive and inclusive environment for volunteers to thrive in their roles.

## Future Planning

As we close the year, the external system is in financial recovery, which is beginning to impact the charity. A few of the charity's services were discontinued at the end of 2023–2024 because of systemic financial strain. The charity continues to monitor the external environment to (a) see how the county's residents may be affected by the loss, and (b) the impact this has on the charity's finances.

To support the charity's future, it is necessary to redirect attention from core funding through statutory partners to the local environment and other grant and funding organisations. The charity is concentrating its efforts on how, when viewed as a charity of means, it can demonstrate the charitable name as an umbrella body for the various grassroots services it offers. Several smaller projects under Catalyst Support are facing challenges that are being addressed by the charity with funders and commissioners or reviewing a service model that works within the budget.

A key focus will be on income generation through the implementation of various business development strategies and initiatives. This will include identifying new revenue streams, expanding existing markets, and nurturing partnerships to drive sustainable growth. Additionally, efforts will be made to streamline operational processes and optimise efficiency to maximise profitability. By leveraging data analytics and market research, we aim to make informed decisions that will lead to long-term success. Furthermore, we will prioritise feedback through customer satisfaction tools and retention to ensure a strong foundation for future growth. Our goal is to create a dynamic and adaptable charity business mode that can thrive in an ever-changing environment. By staying agile and responsive to market trends, we will be able to adjust our strategies quickly and effectively. This proactive approach will allow us to continue to innovate to meet the evolving needs of Surrey residents.

The Senior Leadership Team (SLT) continues to review its internal structure to streamline decision-making processes and improve overall efficiency. This ongoing evaluation is part of the charity's commitment to adapt and stay competitive. The SLT is also exploring opportunities to enhance communication and collaboration among its employees to create a more agile and responsive charity capable of meeting future challenges head-on.

## Strategy

The managerial and operational services that Catalyst Support provides are evaluated in governance board meetings alongside trustees in relation to the charity's short- and long-term strategic goals. The senior leadership team's proposals serve as the foundation for the charity's capacity to receive funds for its operations. Committees and working groups play a crucial role in ensuring that the charity's activities align with its mission and vision, ultimately contributing to its overall success. Feedback and recommendations from the committees and working groups are essential in guiding decision-making processes within the charity. Finance, Remuneration, and Investments; Strategy and Business Development; Best Practice and Operational Performance; Workforce Champions; Health and Safety; and Digital, Data, and Information Governance are among the governance committees that trustees serve on.

Strategy creates a vision and direction for the organisation, and it is important that employees within Catalyst Support have clear goals and are following the direction and ethos of the charity. The current strategy provides this vision to prevent individuals from losing sight of our aims. It is essential that everyone within the charity understands and supports the strategy to work towards our common goals effectively. By involving various stakeholders in the development process, we ensure that the strategy is reflective of the entire charity's values and objectives. A series of roadshows attended by employees, volunteers, and clients led to the co-design and co-production of the strategy.

As part of the charity's drive, we will continue to honour our successes, showcasing the talent and commitment of our workforce and acknowledging the outstanding accomplishments of our employees and volunteers. Modernising the Kudos system will strengthen the charity's culture of gratitude and acknowledgment. The team engaged in a collaborative process to determine the types of kudos that truly resonate with our employees.

Promoting a diverse and inclusive environment is essential for creating innovation and collaboration among team members. By embracing different perspectives and backgrounds, we can create a stronger, more resilient workforce that is better equipped to tackle challenges and drive success.

**Within Catalyst Support we stand by our PACT:**
Person-led – we will respect you as an individual.
Actively listen – we will help you to achieve your goals.
Choice – we will support you to make informed choices.
Trust – we will build trust in communities.

**Investments**
Catalyst Support Limited does not invest as a charity other than the deposits it retains in accordance with its reserves policy. In 2023/24, two short term deposits were made, guaranteed under FSCS. The charity seeks funds, principally from the statutory sector, to undertake activities that they alone cannot undertake. It also seeks charitable contributions from the public, grant making organisations, and the government.

**Policies**
The trustees have collaborated closely with the Senior Leadership Team to develop and maintain comprehensive policies and procedures tailored to the charity's operations. These policies encompass a wide range of issues and undergo regular reviews to ensure their relevance and effectiveness. Catalyst Support employees are informed about the charity's policies during their induction and whenever significant policy changes or updates occur. This information is disseminated through training sessions, briefings, and team meetings and is also accessible electronically to all employees.

**Outcome Measures**
Most of the charity's income is based on commissioned services, where the commissioning body uses an agreed contract or SLA to specify the services that are to be provided. They include key performance indicators and standards against which performance is monitored. Quarterly meetings are held with each commissioning body to report on and review the charity's performance.

Catalyst Support measures the outcomes of the services delivered across all its projects for the purposes of training, employee development, reporting to funders and the Board of Trustees, and the improvement of services. Any improvement to services is co-produced alongside employees and clients to ensure services meet the needs of people who use them. The outcomes are measured across several metrics, including the number of people engaged with them, the effectiveness of the service provided, and the ultimate outcome of any involvement with Catalyst Support. Recognised tools such as the Outcome and Recovery Stars are used along with other quantitative and qualitative methods.

Where Catalyst Support partners and sub-contracts other charities and organisations to assist in service delivery, it ensures that their performance is measured, that they are accountable, and that they are providing value for money.

**Locations**
Catalyst Support operates across Surrey, with projects extending into neighbouring counties. Offices are located in Guildford, Woking, Camberley, and Godalming.

Employees are co-located with partners in GPimhs across Surrey Heartlands and MHICS in Frimley South as part of our collaborative partnership. The Redwood Centre at Farnham Road Hospital in Guildford and the police custody suites in Woking and Staines provide Liaison and Diversion services. Adult Safe Havens operated out of Aldershot, Guildford, and Woking. In-Reach shared office space at Farnham Road Hospital, Guildford, and Chertsey.

A review of the facilities operated by Catalyst Support was conducted as the charity continues to plan for employees returning to offices and assure safe locations for its workforce and clients. To understand the effective delivery needs of our services within the local community, an Estates Committee has been formed by the Senior Leadership Team (SLT), management, employees, and volunteers. Many of the venues offer limited access for teams to return to offices and maintain a cohesive working relationship. We will be engaging an estate agent to locate a new main Catalyst Support site that is accessible to all and future proof so that the current office(s) can be relocated into the new building by the end of the financial year 2024/25.

**Employees**
The number of employees continued to grow throughout the year with the addition of new projects and pilots, including some who were subject to TUPE. Employee numbers, from full-time and part-time employees: 121 in April 2023, rising to 145 by the end of March 2024

Catalyst Support seeks to provide employees with challenging and rewarding employment. The trustees believe that the Senior Leadership Team is continuing to recruit exceptional employees to assist in the delivery of the charity's services. Employee costs are the largest element of Catalyst Support's expenses. It is recognised by the trustees and the Senior Leadership Team that providing value for money and consistency of service is dependent upon the effective deployment, talent, and quality of its employees. It remains a workforce challenge to recruit people into the field, to fund the development of its employees, and to offer flexible working arrangements, but it is a challenge Catalyst Support meets. Employees are eligible to join a contributory pension scheme and are automatically registered for health membership.

Catalyst Support works hard at being a fair and inclusive employer, aiming to meet the needs of the charity while keeping our people at heart. Our culture is being built on our values of Kindness, Integrity, and Commitment and with that in mind, our recruitment experience and beyond are our top priorities. During a period of unprecedented growth in a pandemic, we have had to remain aware of industry and worldwide challenges and be quick to adapt to change. Supporting our workforce through changes has been incredibly challenging, but one we have grasped positively. We want our employees to feel proud to work for a charity that values them and the work they do.

**Retaining and growing our workforce**
As a member of the VCSE Alliance, Catalyst Support CEO is Portfolio Lead for Workforce, supporting the co-designed strategy "United Surrey Talent," serving as a panel member for the Workforce Innovation Fund, and overseeing pioneer projects that align with the strategy and drive forward the development of a skilled and inclusive workforce in Surrey. This role allows the Catalyst Support CEO to collaborate with key stakeholders and ensure that initiatives are effectively implemented to meet the needs of the community on behalf of Surrey VCSE organisations. An invitation to join the Workforce Retention Network has been extended as Portfolio Lead. This network supports the VCSE by bringing colleagues in the health and social care sectors in line with the United Surrey Talent Strategy in the sphere of retention.

Retaining our employees is the charity's top priority, and working collaboratively with colleagues in the Workforce Retention Network will help shape the charity's focus. By offering competitive salaries, benefits, and opportunities for growth and development, we aim to create a positive work environment that encourages commitment. Seeking feedback from employees ensures their needs and concerns are addressed.

Previous recruitment challenges have eased for the charity as we have found suitable candidates, resulting in a more efficient hiring process. There is still room for improvement in expanding our reach and impact as employees move on and new positions become available. By implementing targeted recruitment strategies and increasing our presence in diverse communities, we can attract top talent and continue to make a difference in the lives of those we serve. The focus has now shifted to ensuring a seamless transition for departing employees and effectively onboarding new team members to maintain productivity and success while retaining top talent. Influencing a flexible working culture allows for a healthy work-life balance. By providing options for remote work or flexible hours, employees feel empowered and valued, leading to increased job satisfaction and employee retention. Ultimately, this will lead to improved productivity and overall success.

Developing our culture to prioritise work-life balance and employee well-being is a key focus, as we believe that happy and fulfilled employees are more likely to stay longer-term. Our goal is to create a supportive and inclusive environment where employees feel motivated to grow and succeed, ultimately benefiting both the individual and the charity. By offering opportunities for professional development and advancement, we aim to cultivate a sense of fulfilment and purpose among our employees. Additionally, we recognise the importance of open communication and feedback in creating a positive work environment where everyone's contributions are valued. This approach not only enhances employee satisfaction but also creates a strong sense of commitment to the charity. Ultimately, we strive to create a workplace culture that promotes collaboration, innovation, and continuous improvement.

Stability comes after growth. For the charity to be successful and sustainable over the long term, stability is essential to efficiently carrying out its ethos and values. It will allow for strategic planning, risk management, and the ability to weather economic fluctuations. This will allow employees to focus on their roles and responsibilities without the constant fear of uncertainty or instability looming over them. Ultimately, a period of stability will help the charity thrive and make a positive impact in the community for years to come.

Volunteers are a core part of the charity. Without their dedication and hard work, many projects and services would not be possible. Their selflessness and passion for helping others truly make a difference in the community. Developing volunteers to support the charity's mission is a key focus for the charity. By providing training and opportunities for growth, volunteers can expand their skills and contribute even more effectively to the charity, supporting the different services available to residents of Surrey. Establishing a code of practice to support volunteers in their roles and ensure their well-being is a priority for the charity. This will help create a positive and supportive environment where volunteers feel valued and appreciated for their contributions and understand the expectations of the charity, and vice versa.

**Governance, Structure and Management**

**Constitution**

Catalyst Support Limited is a charitable company limited by guarantee incorporated on 21 December 1998 with company registration number 3689561. Catalyst Support Limited was registered as a charity on 9 June 1999 under registered charity number 1075892. The original Surrey Alcohol and Drug Advisory Service was established on 1 April 1989.

The charity was established under a Memorandum of Association, which established the objects and powers of the charity and is governed under its Articles of Association. All the trustees are members, and as the charity is limited by guarantee and has no share capital, the obligation of the trustees is limited to a £10 contribution if the charity is wound up.

**Trustees**

Catalyst Support has a strong and diverse Trustee Board with a varied and appropriate skill base. The Board continues to attract people with an interest in and empathy with the specialist work provided by Catalyst Support and aims to be a Board that reflects the wider community served by the charity.

We have a very diverse workforce and Trustee Board and work hard to ensure that remains the position. Towards the end of the reporting year three of our trustees, Kim Tinneny, Rebekka Francis and Chisha McDonald, stood down after several years of exemplary service. This leaves Catalyst Support with five hardworking trustees and an associate trustee, but their number will increase by at least two new trustees in May 2024. We have also appointed a new company secretary during the year.

After appointment, a Trustee Induction Programme is arranged and new trustees are encouraged, as are all trustees, to seek further training as part of their continuous development. This may be external or managed within the charity and there is a usually one group training session per year. In accordance with our Trustee Rules all trustees have periodic reviews, the first review being held after three years in post.

Trustees meet quarterly in a structured meeting, either in person or virtually. Members of the Senior Leadership Team and others attend as required. All trustees become Directors of Catalyst Support Limited and are also members of Catalyst Support's Committees and Working Groups.

None of the trustees/directors received, directly or indirectly, any remuneration from the charity during the year.

| COMMITTEES AND WORKING GROUPS | Warren Rockett | Kath Mills | Kim Tinneny | Roger Drennan | Chisha McDonald | Ewan Henniker-Smith | Rebekka Francis | Sarbani Bose |
|---|---|---|---|---|---|---|---|---|
| Finance, Investment and Remuneration Committee | ✔ | | | ✔ | | ✔ | | |
| Best Practice and Operational Performance Oversight Committee | | | ✔ | | ✔ | | | |
| Strategy and Business Development Oversight Committee | ✔ | ✔ | | | | ✔ | | |
| Health and Safety Committee | | | ✔ | | | | | |
| Digital and Data Governance Committee | | | | | | | | ✔ |
| Mergers and Acquisitions | | | | ✔ | | | | |
| Workforce Champions | | | | | | ✔ | ✔ | |

**Senior Leadership Team**

The trustees have delegated day to day responsibility for the management of the charity's obligations and the provision of services to its Chief Executive Officer (CEO). The CEO has regular conversations with the Chair of the Trustee Board and is responsible for ensuring the organisation of the charity's operations to deliver its services, meeting key performance indicators, and ensuring outcomes of service level agreements are met.

The senior leadership team (SLT) plays a crucial role in navigating a changing external environment, as they are the strategic direction of the organisation and ensuring that it remains competitive and relevant. Their experience, vision, and ability to adapt to new challenges are essential in guiding the charity through uncertainty and driving growth in the face of evolving market conditions. Additionally, their leadership can inspire confidence among employees, stakeholders, and clients, building a culture of innovation and resilience that is necessary for success in today's dynamic economic landscape.

The CEO has, with the trustees' approval, created a management structure to support and achieve this. The Senior Leadership Team (SLT) is currently:

**Susan Murphy -** Chief Executive Officer
**Tim Beasley -** Operations Manager (Partnerships) (started June 2023)
**Kelly Kennedy -** Operations Manager (Projects) (started July 2023)
**Lindsay Rolls -** Head of Finance and Resources (retired June 2023)
**Philip Taylor -** Finance Manager (started May 2023)
**Julie Kavanagh -** People and Culture Manager
**Gary Ochoa -** Director, Alpha Extreme Services Limited (retired March 2024)
**Keely Glithero -** Operations Manager (interim) – interim role ended June 2023
**Mark Prayag -** Operations Manager (interim) – interim role ended June 2023
**Eduardo Araujo -** Organisation Design Consultant (interim) – left February 2024

The salaries of the Key Management Personnel, Susan Murphy, is reviewed at least biennially by the trustee members of the Finance, Remuneration and Investments Committee and the Chair of Trustees. Other SLT salaries are subject to an annual benchmarking review.

**Risk Management**

There are several issues which are potential risks, which could affect Catalyst Support across its projects and operations. The trustees and Senior Leadership Team monitor them closely in accordance with our risk management structure and guidelines. It is envisaged that only a serious and enduring issue outside the control of the trustees and Senior Leadership Team would be likely to have the potential to cause serious damage to the operations and financial stability.

Regular reviews and reports with regards to risks concerning operations, health and safety and financial issues are provided at trustee meetings.

The Risk Register is kept up to date and monitored by the Senior Leadership Team and trustees. The principal risks, uncertainties and the relevant mitigations faced by the charity are:

Loss of statutory contract work and changes to contracts – Catalyst Support is proactively engaged with commissioners and funders at the appropriate levels to ensure any changes can be planned for and dealt with.

Staffing continuity, recruiting, and retaining a suitably skilled workforce – the charity has strengthened its recruitment and HR capacity, utilising specialists where needed and has a comprehensive programme for training, developing, and rewarding employees and supporting their wellbeing.

IT systems: Damage to or impairment of IT systems. The charity works with its IT supplier to ensure that systems, backup systems and cyber protection are up to date and that the supplier has adequate systems for defending and restoring systems and hardware. Employees are given regular updates on cyber awareness and security. The charity has met NHS Data Security Toolkit standards including Data Protection Impact Assessments (DPIA), Data Security and Protection Toolkit (DSPT).

## FINANCIAL REVIEW

**Financial Position**

The trustees believe the charity's financial position remains sound and stable and well placed to support its increasing number of service users, employees and volunteers engaged in a wide range of community services and support programmes.

Total income for the charity for the year under review amounted to **£4.42m (22/23: £3.74m**) which includes income from drug and alcohol support services of **£597k (22/23: £840k)** and for projects relating to mental health and wellbeing **£3.67m (22/23: £2.82m)**. Group income rose to **£4.85m (22/23: £4.18m)** which included income of **£398k (22/23: £455k)** from its social enterprise subsidiary, Alpha Community Outreach Ltd.

After group expenditures of **£4.91m (22/23: £4.03m)** the charity recorded a consolidated deficit of **£65k** for the year under review **(22/23: surplus of £152k**).

**Principal Funding Sources**

Funding sources remain predominantly short-term (1-4 years), which is common in the sector. However, notable exceptions include our largest project, the Community Connections Wellbeing Services, which begins in 2024/25 with a 5+1+1-year agreement, and the Liaison and Diversion Service, also commencing in 2024/25 with a similar contract length. The charity leverages a diverse range of funding streams, including contracts and grants, to deliver the specific services outlined in this report. Our principal funding sources are derived from service level agreements with statutory funders, alongside limited grant income.

**These key funding sources include:**

**Surrey County Council –** Community Connections wellbeing services and drug and alcohol support services

**Surrey Heartlands ICB –** Woking and Guildford Safe Havens

**Surrey and Borders Partnership NHS Foundation Trust –** Primary care networks and mental health and wellbeing services, Aldershot Safe Haven, and Criminal Liaison and Diversion, including Reconnect

**The National Lottery Community Fund –** Catalyst Counselling (formerly Reach Out Counselling)

**Police and Crime Commissioner Surrey –** Cuckooing, and Women's Support Centre

The charity continues to develop a range of new projects and services, including an expansion into Hart in Hampshire. In addition, we will look at increasing our independent funding sources and further develop our social enterprise initiatives to strengthen our service delivery moving forward. Achieving medium and long-term financial stability is a priority for the years ahead as we anticipate continuing financial pressures on public services in the post-pandemic environment.

**Financial Policies**

Financial policies are approved by the trustees and aim to minimise exposure to risk wherever possible. The charity prepares an operating budget at the beginning of each financial year with revised forecasts during the year. Expenditure is closely monitored against budget and detailed financial reports for each project are reviewed quarterly by members of the Finance Committee and trustees who additionally review the Company's balance sheet, cash flow and reserves position. There were no apparent breaches of the charity's financial policies in the year under review.

Financial information on projects is provided to the service managers of those projects and to the Senior Leadership Team on a monthly or quarterly basis. The Senior Leadership Team, supported by the trustees, have sought to manage the charity's income and expenditure in such a way that commissioners can readily see the value which is being generated by its activities.

All surpluses are held in cash, there are two short-term deposits in place, and there is no medium- or long-term investments. Cash balances are reviewed by the Finance Committee each quarter.

## TRUSTEES' REPORT
## FOR THE YEAR ENDED 31 MARCH 2024

### Reserves

The trustees are fully aware of the need to retain a sufficient level of reserves to support future endeavours and developments, to support the charity's contractual obligations and day-to-day operations in the event of unforeseen shortfalls such as the loss of a major source of income, and to provide working capital where funding is paid in arrears or delayed. A sufficient reserve is also needed to comply with legislation and best practice and to demonstrate to our funders and partners that the charity is financially secure and well managed.

The charity's reserves policy reflects these requirements while recognising that our objectives of requiring the delivery of services must be the prime focus for use of funds.

During the year under review, the Trustees monitored a Designated Reserve to fund the upgrading of the Charity's information technology, data processing and digital communication systems. Expenditure on a new website was finalised during the year. Simultaneously, an IT review and report indicates the Designated Reserve may need to increase. The IT Designated Reserve currently stands at £50,000.

Most of the charity's remaining reserves are unrestricted. The trustees presently aim to maintain a target range for unrestricted funds at a level of between two and three months of operational expenditure based on current expenditure of approximately £4.9m and adjusted to £4.1m for projects that have ended. This results in a target range for free reserves of £680k to £1,020k. Free reserves at balance sheet date stood at the lower point of this range at £776k. At this level the trustees consider that, in the event of a significant deterioration in funding, its free reserves, alongside recurring income streams, will enable it to continue its current activities while exploring ways in which additional funds can be raised and/or expenditure reduced. This target range is reviewed at least annually by the trustees.

### Going Concern

In meeting their obligation to consider the going concern status of the charity, the trustees have reviewed budgets and forecasts for the coming year to 31st March 2025 and where possible to September 2025. They have considered the organisation's ability to fund its activities and to find new sources of income and funding. The trustees consider that the forecasts prepared are appropriate and that the organisation can reasonably expect to fund its projects and activities until at least September 2025. The charity's progress in meeting its forecasts will continue to be monitored and mitigating actions taken where necessary. Given the leadership change at Alpha Community Outreach Ltd, a paper has been approved for a newly costed approach, aiming to restore profitability to the social enterprise. The trustees have concluded that it is appropriate to consider the organisation a going concern.

### Statement of Disclosure to Auditors

Insofar as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

This report has been prepared having taken advantage of the small companies' exemption in the Companies Act 2006.

This report was approved and authorised for issue by the Trustees and signed on its behalf by:

W Rockett

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**Warren Rockett**
**Chair of Trustees**

**Date:** 8 November 2024

## STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 MARCH 2024

The Trustees (who are also the Directors of the Charity for the purposes 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. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and 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 Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the Group and Charity's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by order of the Members of the Board of Trustees and signed on its behalf by:

W Rockett
.....
**Warren Rockett**
Chair
Date: 8 November 2024

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CATALYST SUPPORT LIMITED

### Opinion

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

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2024 and of the Group's 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 Act 2011.

### 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group 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.

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 Group's or the parent 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.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CATALYST SUPPORT LIMITED (CONTINUED)

### Other information

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

We have nothing to report in this regard.

### Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- 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 our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' 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 charitable company for the purposes 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 Group's and the parent charitable company'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 Group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditors' 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 Auditors' 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.

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:

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management and those charged with governance to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management about any instances of non-compliance with laws and regulations;
- Reviewing the control systems in place and testing the effectiveness of the controls;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- Evaluating the business rationale of significant transactions outside the normal course of business;
- Reviewing accounting estimates for bias;
- Challenging assumptions and judgements made by management and Trustees on significant accounting estimates;
- Reviewing minutes of meetings of those charged with governance; and
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

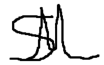
Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed 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 for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CATALYST SUPPORT LIMITED (CONTINUED)

### Use of our report

This report is made solely to the charitable company's Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's Trustees, as a body, Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's Members those matters we are required to state to them in an Auditors' 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 charitable company and its Members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Stuart McKay BSc FCA DChA (Senior Statutory Auditor)**
for and on behalf of
**MHA**
Statutory Auditor
London, United Kingdom

Date: 11/12/2024

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

**CATALYST SUPPORT LIMITED**

**(A Company Limited by Guarantee)**

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
## FOR THE YEAR ENDED 31 MARCH 2024

| | Note | Unrestricted funds 2024 £ | Restricted funds 2024 £ | Total funds 2024 £ | *Total funds 2023 £* |
|---|---|---|---|---|---|
| **Income from:** | | | | | |
| Donations | 4 | **91,288** | **5,290** | **96,578** | *31,574* |
| Charitable activities | 5 | **3,941,257** | **382,062** | **4,323,319** | *3,678,597* |
| Other trading activities | 6 | **426,688** | **-** | **426,688** | *474,179* |
| Bank interest receivable | | **17** | **-** | **17** | *32* |
| **Total income** | | **4,459,250** | **387,352** | **4,846,602** | *4,184,382* |
| **Expenditure on:** | | | | | |
| Raising funds - trading activities | 7 | **390,306** | **-** | **390,306** | *450,080* |
| Charitable activities | 8 | **4,140,354** | **380,821** | **4,521,175** | *3,581,818* |
| **Total expenditure** | | **4,530,660** | **380,821** | **4,911,481** | *4,031,898* |
| **Net movement in funds** | | **(71,410)** | **6,531** | **(64,879)** | *152,484* |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward | | **897,836** | **31,620** | **929,456** | *776,972* |
| Net movement in funds | | **(71,410)** | **6,531** | **(64,879)** | *152,484* |
| **Total funds carried forward** | | **826,426** | **38,151** | **864,577** | *929,456* |

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.

The notes on pages 34 to 60 form part of these financial statements.

**CATALYST SUPPORT LIMITED**

**(A Company Limited by Guarantee)**
**REGISTERED NUMBER: 3689561**

## CONSOLIDATED BALANCE SHEET
## AS AT 31 MARCH 2024

| | Note | 2024 £ | 2024 £ | 2023 £ | 2023 £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Intangible assets | 13 | | **-** | | - |
| Tangible assets | 14 | | **35,180** | | *29,823* |
| | | | **35,180** | | *29,823* |
| **Current assets** | | | | | |
| Debtors: Amounts falling due within one year | 16 | **399,616** | | *263,603* | |
| Cash at bank and in hand | 21 | **1,163,576** | | *2,021,688* | |
| | | **1,563,192** | | *2,285,291* | |
| Creditors: Amounts falling due within one year | 17 | **(733,795)** | | *(1,385,658)* | |
| **Net current assets** | | | **829,397** | | *899,633* |
| **Total net assets** | | | **864,577** | | *929,456* |
| **Funds** | | | | | |
| Restricted funds | 18 | | **38,151** | | *31,620* |
| Unrestricted funds | | | | | |
| Designated funds | 18 | **50,000** | | *80,000* | |
| General funds | 18 | **776,426** | | *817,836* | |
| Total unrestricted funds | 18 | | **826,426** | | *897,836* |
| **Total funds** | | | **864,577** | | *929,456* |

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

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

W Rockett
.....
**Warren Rockett**
Chair
Date: 8 November 2024

The notes on pages 34 to 60 form part of these financial statements.

**CATALYST SUPPORT LIMITED**

**(A Company Limited by Guarantee)**
**REGISTERED NUMBER: 3689561**

## CHARITY BALANCE SHEET
## AS AT 31 MARCH 2024

| | Note | 2024 £ | 2024 £ | 2023 £ | 2023 £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Intangible assets | 13 | | **-** | | - |
| Tangible assets | 14 | | **31,624** | | *25,117* |
| Investments | 15 | | **100** | | *100* |
| | | | **31,724** | | *25,217* |
| **Current assets** | | | | | |
| Debtors: Amounts falling due within one year | 16 | **349,709** | | *238,706* | |
| Cash at bank and in hand | | **1,131,171** | | *1,966,723* | |
| | | **1,480,880** | | *2,205,429* | |
| Creditors: Amounts falling due within one year | 17 | **(656,192)** | | *(1,301,366)* | |
| **Net current assets** | | | **824,688** | | *904,063* |
| **Total net assets** | | | **856,412** | | *929,280* |
| **Charity funds** | | | | | |
| Restricted funds | | | **38,151** | | *31,620* |
| Unrestricted funds | | | | | |
| Designated funds | 18 | **50,000** | | *80,000* | |
| General funds | 18 | **768,261** | | *817,660* | |
| Total unrestricted funds | | | **818,261** | | *897,660* |
| **Total funds** | | | **856,412** | | *929,280* |

The Charity's net movement in funds for the year was £(72,868) *(2023 - £164,184)*.

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

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

## CHARITY BALANCE SHEET (CONTINUED)
## AS AT 31 MARCH 2024

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

W Rockett
.....
**Warren Rockett**
Chair
Date: 8 November 2024

The notes on pages 34 to 60 form part of these financial statements.

## CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2024

| | Note | 2024 £ | *2023 £* |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| Net cash used in operating activities | 20 | **(843,622)** | *876,370* |
| **Cash flows from investing activities** | | | |
| Bank interest receivable | | **17** | *32* |
| Purchase of tangible fixed assets | 14 | **(14,507)** | *(11,535)* |
| **Net cash used in investing activities** | | **(14,490)** | *(11,503)* |
| **Change in cash and cash equivalents in the year** | | **(858,112)** | *864,867* |
| Cash and cash equivalents at the beginning of the year | | **2,021,688** | *1,156,821* |
| **Cash and cash equivalents at the end of the year** | 21 | **1,163,576** | *2,021,688* |

The notes on pages 34 to 60 form part of these financial statements.

As the Group and Charity does not have any debt, an analysis of net debt has not been produced.

## 1. General information

Catalyst Support Limited is a charitable company limited by guarantee and is registered with the Registrar of Companies (Company Registered Number: 3689561) and the Charity Commission (Charity Registered Number: 1075892) in England and Wales.

In the event of the Group being wound up, the liability in respect of the guarantee is limited to £10 per member of the Group.

The address of the registered office is given in the Group information on page 1 of these financial statements.

## 2. Accounting policies

### 2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Catalyst Support Limited meets the definition of a public benefit entity under FRS 102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy. The financial statements are prepared in sterling which is the functional and presentational currency of the Group and are rounded to the nearest pound.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

### 2.2 Going concern

The Trustees have assessed the use of going concern and have considered possible events or conditions that might cast significant doubt on the ability of the Group to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of the approval of these financial statements. The Trustees have concluded that there is a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. The Group therefore continues to adopt the going concern basis in preparing these financial statements.

The Trustees are not aware of any post balance sheet events which would have a material impact on these financial statements.

## 2. Accounting policies (continued)

### 2.3 Income

All income is recognised once the Group has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably. Income is deferred only when the Group has to fulfil conditions which they are uncertain they are able to fulfill before being entitled to the income.

Grant income comes from the National Lottery Community Fund and other donors. Other income comes mainly from statutory bodies, including Surrey County Council, Surrey and Borders Partnership NHS Foundation Trust, the Office of the Police & Crime Commissioner for Surrey, Surrey Police and Local Borough Councils.

### 2.4 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the categories.

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 allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

Redundancy and termination payments are recognised immediately upon becoming a constructive obligation.

All expenditure is inclusive of irrecoverable VAT.

### 2.5 Employee benefits

When employees have rendered service to the Charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The Charity operates a defined benefit pension plan for the benefit of its employees. A liability for the Charity's obligations under the plan is recognised net of plan assets. The net change in the net defined benefit liability is recognised as the cost of the defined benefit plan during the period. Pension plan assets are measured at fair value and the defined benefit obligation is measured on an actuarial basis using the projected unit method.

## 2. Accounting policies (continued)

### 2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

### 2.7 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

### 2.8 Tangible fixed assets and depreciation

Tangible fixed assets costing £5,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. The £5,000 capitalisation limit is reduced for computer equipment, such as laptops to £NIL so that a good record of computer equipment can be maintained, and motor vehicles held within the subsidiary.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

| | | |
|---|---|---|
| Motor vehicles | - | 50% |
| Furniture and equipment | - | 25% |
| Computer equipment | - | 33% |

### 2.9 Intangible assets - goodwill

Goodwill arising on business combinations is capitalised, classified as an asset on the balance sheet and amortised on a straight line basis over its useful life, which should not exceed ten years if a reliable estimate of the useful life cannot be made.

### 2.10 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

### 2.11 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

## 2. Accounting policies (continued)

### 2.12 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### 2.13 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Group anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated Statement of Financial Activities as a finance cost.

### 2.14 Financial instruments

The Group only holds basic Financial Instruments. The financial assets and financial liabilities of the Group are as follows:

Debtors – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in Note 16. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Liabilities – trade creditors, accruals and other creditors will be classified as financial instruments, and are measured at amortised cost as detailed in Notes 17. Taxation and social security balances are not included in the financial instruments disclosure.

### 2.15 Operating leases

Rentals paid under operating leases are charged to the Consolidated Statement of Financial Activities on a straight line basis over the lease term.

## 2. Accounting policies (continued)

### 2.16 Pensions

The Group operates two pension schemes for its employees:-

a) A defined contribution workplace scheme which is available to all eligible employees. The Charity contributes at rates recommended under government auto-enrolment procedures.

b) The Group is also a participating employer in the defined benefit Local Government Pension Scheme known as the Surrey County Council Pension Fund ("the Fund") which is now closed to the Group's new employees. The assets and liabilities of the Fund are not separately identifiable to each employer. The assets of the scheme are held separately from those of the Group in an independently administered fund and pensions payable under the scheme are based on final pensionable salary. This scheme is the Local Government Pension Scheme administered by the Surrey County Council, who also arrange for triennial actuarial reviews to be carried out.

   The latest actuarial valuation was carried out as at 31 March 2022. The operating costs of providing these benefits are recognised in the Consolidated Statement of Financial Activities in the accounting year in which the benefits are earned by the employees and related financing and other costs recognised in the year in which they arise. No other retirement benefits are provided.

The pension charge represents the amounts payable by the Charity to each scheme in respect of the year. Contributions are expensed as they become payable.

### 2.17 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

## 3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

- The annual depreciation charge is sensitive to changes in the estimated useful lives and residual value of assets. The useful lives and residual values are re-assessed annually and amended where necessary.

- The discount rate used for deficit reduction payments.

## 4. Income from donations

| | Unrestricted funds 2024 £ | Restricted funds 2024 £ | Total funds 2024 £ |
|---|---|---|---|
| Donations | 91,288 | 5,290 | **96,578** |

| | *Unrestricted funds 2023 £* | *Restricted funds 2023 £* | *Total funds 2023 £* |
|---|---|---|---|
| Donations | *31,498* | *76* | *31,574* |

## 5. Income from charitable activities

| | Unrestricted funds 2024 £ | Restricted funds 2024 £ | Total funds 2024 £ |
|---|---|---|---|
| Drugs and alcohol support | 244,104 | 352,857 | **596,961** |
| Mental health and wellbeing | 3,637,148 | 29,205 | **3,666,353** |
| Other projects | 60,005 | - | **60,005** |
| **Total 2024** | 3,941,257 | 382,062 | **4,323,319** |

| | *Unrestricted funds 2023 £* | *Restricted funds 2023 £* | *Total funds 2023 £* |
|---|---|---|---|
| Drugs and alcohol support | *563,119* | *276,856* | *839,975* |
| Mental health and wellbeing | *2,823,969* | - | *2,823,969* |
| Other projects | *14,653* | - | *14,653* |
| *Total 2023* | *3,401,741* | *276,856* | *3,678,597* |

## 5. Income from charitable activities (continued)

Income from charitable activities includes income received from the following government sources:

| | 2024<br>£ | *2023*<br>*£* |
|---|---|---|
| Surrey County Council | **1,558,442** | *1,510,854* |
| National Lottery Community Fund | **151,414** | *146,931* |
| Surrey & Borders Partnership NHS Trust | **1,647,935** | *1,360,958* |
| Office of the Police & Crime Commissioner - Surrey | **177,734** | *109,333* |
| Surrey Heath Borough Council | **10,000** | - |
| NHS Surrey Heartlands CCG | **409,342** | *500,442* |
| Guildford Borough Council | **26,270** | *26,270* |
| Runnymede Borough Council | **15,000** | - |
| Woking Borough Council | **145,148** | - |
| Ministry of Housing, Communities and Local Govt | **-** | *19,932* |
| NHS England | **103,295** | - |
| Misc other | **-** | *3,877* |
| | **4,244,580** | *3,678,597* |

## 6. Income from other trading activities

| | Unrestricted funds 2024 £ | Total funds 2024 £ |
|---|---|---|
| Income from trading subsidiary | 398,278 | **398,278** |
| Sale of donated goods | 28,410 | **28,410** |
| | 426,688 | **426,688** |

| | *Unrestricted funds 2023 £* | *Total funds 2023 £* |
|---|---|---|
| Income from trading subsidiary | *455,484* | *455,484* |
| Sale of donated goods | *18,695* | *18,695* |
| | *474,179* | *474,179* |

## 7. Expenditure on raising funds - trading activities

| | Unrestricted funds 2024 £ | Total funds 2024 £ |
|---|---|---|
| Direct costs | 314,295 | **314,295** |
| Support costs - Staff costs | 31,483 | **31,483** |
| Support costs - Other costs | 44,028 | **44,028** |
| Support costs - Depreciation | 500 | **500** |
| **Total 2024** | 390,306 | **390,306** |

| | *Unrestricted funds 2023 £* | *Total funds 2023 £* |
|---|---|---|
| Direct costs | *371,034* | *371,034* |
| Support costs - Staff costs | *34,169* | *34,169* |
| Support costs - Other costs | *44,503* | *44,503* |
| Support costs - Depreciation | *750* | *750* |
| *Total 2023* | *450,456* | *450,456* |

## 8. Analysis of expenditure on charitable activities - by fund

| | Unrestricted funds 2024 £ | Restricted funds 2024 £ | Total funds 2024 £ |
|---|---|---|---|
| Drugs and alcohol support | 318,647 | 354,530 | **673,177** |
| Mental health and wellbeing | 3,432,486 | 26,291 | **3,458,777** |
| Other projects | 389,221 | - | **389,221** |
| **Total 2024** | 4,140,354 | 380,821 | **4,521,175** |

| | *Unrestricted funds 2023 £* | *Restricted funds 2023 £* | *Total funds 2023 £* |
|---|---|---|---|
| Drugs and alcohol support | *491,671* | *248,247* | *739,918* |
| Mental health and wellbeing | *2,636,280* | - | *2,636,280* |
| Other projects | *205,620* | - | *205,620* |
| *Total 2023* | *3,333,571* | *248,247* | *3,581,818* |

## 9. Analysis of expenditure on charitable activities - by type

| | Activities undertaken directly 2024 £ | Support costs 2024 £ | Total funds 2024 £ |
|---|---|---|---|
| Drugs and alcohol support | 559,480 | 113,697 | **673,177** |
| Mental health and wellbeing | 2,841,172 | 617,605 | **3,458,777** |
| Other projects | 13,269 | 375,952 | **389,221** |
| **Total 2024** | 3,413,921 | 1,107,254 | **4,521,175** |

| | *Activities undertaken directly 2023 £* | *Support costs 2023 £* | *Total funds 2023 £* |
|---|---|---|---|
| Drugs and alcohol support | *614,809* | *125,109* | *739,918* |
| Mental health and wellbeing | *2,147,745* | *488,535* | *2,636,280* |
| Other projects | *4,176* | *201,444* | *205,620* |
| *Total 2023* | *2,766,730* | *815,088* | *3,581,818* |

## 9. Analysis of expenditure on charitable activities - by type (continued)

### Analysis of support costs

| | Total funds 2024 £ | *Total funds 2023 £* |
|---|---|---|
| Staff costs | **709,094** | *556,821* |
| Depreciation | **8,000** | *8,000* |
| Other staff costs | **96,451** | *49,280* |
| Premises costs | **51,713** | *42,210* |
| Venue and event costs | **13,058** | *10,486* |
| Bank charges | **2,617** | *5,912* |
| Office costs | **93,019** | *77,399* |
| Technology costs | **43,164** | *21,929* |
| Governance costs | **71,581** | *39,123* |
| Volunteers expenses | **960** | - |
| Travel and subsistence | **4,687** | *3,404* |
| Service level agreement costs | **12,910** | *524* |
| | **1,107,254** | *815,088* |

## 10. Governance costs

| | 2024 £ | *2023 £* |
|---|---|---|
| Auditors' remuneration - Audit of the financial statements | **18,500** | *17,400* |
| Auditors' remuneration - Taxation services | **1,050** | *1,900* |
| Auditors' remuneration - Other non-audit services | **5,400** | *5,000* |
| Auditors' remuneration - Over-accrual in prior periods | **-** | *(52)* |
| Legal and professional fees | **50,554** | *21,736* |
| Trustee meeting and training expenditure | **387** | *189* |
| **Total** | **75,891** | *46,173* |

Included within Governance costs is £7,750 *(2023 - £7,050)* of Auditors' remuneration incurred by the trading subsidiary, which has been recognised within Expenditure on raising funds.

## 11. Staff costs

| | Group 2024 £ | *Group 2023 £* | Charity 2024 £ | *Charity 2023 £* |
|---|---|---|---|---|
| Wages and salaries | **3,269,753** | *2,656,377* | **2,983,310** | *2,321,140* |
| Social security costs | **201,588** | *243,789* | **174,491** | *210,221* |
| Pension costs | **231,938** | *177,297* | **204,638** | *151,551* |
| | **3,703,279** | *3,077,463* | **3,362,439** | *2,682,912* |

The average number of persons employed by the Group during the year was as follows:

| | Group 2024 No. | *Group 2023 No.* |
|---|---|---|
| Employees | **145** | *121* |

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

| | Group 2024 No. | *Group 2023 No.* |
|---|---|---|
| In the band £60,001 - £70,000 | **1** | - |

The total amount of employee benefits received (including employer's national insurance and pension contributions) by Key Management Personnel is £149,751 *(2023 - £137,801).* The Group considers its Key Management Personnel to comprise of the Trustees, the Chief Executive Officer of Catalyst Support Limited and the Managing Director of Alpha Community Outreach Limited.

There was one minimum statutory redundancy payment during the year *(2023 - one)*, for the amount of £1,122 *(2023 - £1,300)* and one non-contractual settlement payment *(2023 - one)* for the amount of £12,892 *(2023 - £580).*

## 12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2023 - £NIL)*.

During the year ended 31 March 2024, expenses totalling £NIL were reimbursed or paid directly to 0 Trustees *(2023 - £121 to one Trustee)*. Expenses were incurred in relation to travel expenses.

## 13. Intangible assets

**Group and Charity**

| | Goodwill £ |
|---|---|
| **Cost** | |
| At 1 April 2023 and At 31 March 2024 | **12,000** |
| **Amortisation** | |
| At 1 April 2023 and At 31 March 2024 | **12,000** |
| **Net book value** | |
| At 31 March 2024 | **-** |
| *At 31 March 2023* | - |

## 14. Tangible fixed assets

### Group

| | Motor vehicles £ | Furniture and equipment £ | Computer equipment £ | Total £ |
|---|---|---|---|---|
| **Cost or valuation** | | | | |
| At 1 April 2023 | **8,500** | **33,948** | **155,964** | **198,412** |
| Additions | **-** | **-** | **14,507** | **14,507** |
| Disposals | **(5,500)** | **-** | **-** | **(5,500)** |
| At 31 March 2024 | **3,000** | **33,948** | **170,471** | **207,419** |
| **Depreciation** | | | | |
| At 1 April 2023 | **5,750** | **32,694** | **130,145** | **168,589** |
| Charge for the year | **500** | **-** | **8,000** | **8,500** |
| On disposals | **(4,850)** | **-** | **-** | **(4,850)** |
| At 31 March 2024 | **1,400** | **32,694** | **138,145** | **172,239** |
| **Net book value** | | | | |
| At 31 March 2024 | **1,600** | **1,254** | **32,326** | **35,180** |
| *At 31 March 2023* | *2,750* | *1,254* | *25,819* | *29,823* |

## 14. Tangible fixed assets (continued)

**Charity**

| | Furniture and equipment £ | Computer equipment £ | Total £ |
|---|---|---|---|
| **Cost or valuation** | | | |
| At 1 April 2023 | **32,068** | **151,992** | **184,060** |
| Additions | **-** | **14,507** | **14,507** |
| At 31 March 2024 | **32,068** | **166,499** | **198,567** |
| **Depreciation** | | | |
| At 1 April 2023 | **31,041** | **127,902** | **158,943** |
| Charge for the year | **-** | **8,000** | **8,000** |
| At 31 March 2024 | **31,041** | **135,902** | **166,943** |
| **Net book value** | | | |
| At 31 March 2024 | **1,027** | **30,597** | **31,624** |
| *At 31 March 2023* | *1,027* | *24,090* | *25,117* |

## 15. Fixed asset investments

| Charity | Investment in subsidiary company £ |
|---|---|
| **Cost or valuation** | |
| At 1 April 2023 | **100** |
| At 31 March 2024 | **100** |

Catalyst Support Limited holds 100 £1 ordinary shares in Alpha Community Outreach Ltd (Company Registered Number: 07563107), representing a 100% holding. The financial results of the subsidiary are included in these consolidated financial statements. The registered office of Alpha Community Outreach Ltd is 14 Jenner Road, Guildford, Surrey, GU7 1LQ.

The principal activity of the company is to provide support to complex individuals living in the community who will generally have addiction and mental health issues and not be suitable for mainstream services. The company also carries out specialist cleaning services including for hoarders and post mortem. The financial results of the subsidiary were as follows:

| | **2024** | *2023* |
|---|---|---|
| | **£** | *£* |
| Income | **398,295** | *455,484* |
| Expenditure | **390,306** | *450,080* |
| Gift aid for distribution | **-** | *17,104* |
| Total comprehensive income | **7,989** | *(11,700)* |
| Net assets | **8,265** | *276* |

## 16. Debtors

| | **Group 2024 £** | *Group 2023 £* | **Charity 2024 £** | *Charity 2023 £* |
|---|---|---|---|---|
| **Due within one year** | | | | |
| Trade debtors | **100,704** | *121,053* | **-** | *-* |
| Amounts owed by group undertakings | **-** | *-* | **50,797** | *96,156* |
| Prepayments and accrued income | **298,912** | *142,550* | **298,912** | *142,550* |
| | **399,616** | *263,603* | **349,709** | *238,706* |

## 17. Creditors: Amounts falling due within one year

| | Group 2024 £ | *Group 2023 £* | Charity 2024 £ | *Charity 2023 £* |
|---|---|---|---|---|
| Trade creditors | **37,249** | *25,726* | **35,946** | *23,640* |
| Other taxation and social security | **110,002** | *128,603* | **86,552** | *102,999* |
| Other creditors | **85,000** | *83,936* | **85,000** | *83,936* |
| Accruals and deferred income | **501,544** | *1,147,393* | **448,694** | *1,090,791* |
| | **733,795** | *1,385,658* | **656,192** | *1,301,366* |

The Charity operates a defined contribution scheme with the Surrey County Council Local Government Pension Scheme which has a guaranteed element of pension benefits. The pension cost charge represents the contributions payable by the Charity to the Funds in respect of the year, and for both schemes amounted to £204,638 *(2023 - £151,551).*

The Charity was previously informed that contributions of £120,000 were payable to the defined benefits scheme over a 3 year period.

| | Group 2024 £ | *Group 2023 £* | Charity 2024 £ | *Charity 2023 £* |
|---|---|---|---|---|
| **Deferred income** | | | | |
| Deferred income at 1 April | **1,106,694** | *685,786* | **1,055,847** | *629,542* |
| Resources deferred during the year | **421,190** | *1,106,694* | **376,106** | *1,055,847* |
| Amounts released from previous periods | **(1,106,694)** | *(685,786)* | **(1,055,847)** | *(629,542)* |
| **Deferred income at 31 March** | **421,190** | *1,106,694* | **376,106** | *1,055,847* |

Deferred income relates to various projects and grants which are ongoing into 2024-25 and for which funds have been received in advance. These are below:

- Recovery & Connect
- Cuckooing Surrey
- Cuckooing Hampshire
- Catalyst Counselling
- Financial and Wellbeing Support Service
- Service User Network
- Community Champions
- Physical Health Liason Workers

## 18. Statement of funds

### Current year

| | Balance at 1 April 2023 £ | Income £ | Expenditure £ | Balance at 31 March 2024 £ |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| **Designated funds** | | | | |
| Digital infrastructure improvements | 80,000 | - | (30,000) | 50,000 |
| **General funds** | | | | |
| General funds | 897,836 | 4,459,250 | (4,500,660) | 856,426 |
| Pension reserve | (80,000) | - | - | (80,000) |
| | 817,836 | 4,459,250 | (4,500,660) | 776,426 |
| **Total Unrestricted funds** | 897,836 | 4,459,250 | (4,530,660) | 826,426 |
| **Restricted funds** | | | | |
| Catalyst Counselling | 18,738 | 151,704 | (150,844) | 19,598 |
| Support Provision for Self Isolating Patients | 152 | - | (152) | - |
| York Road | 2,546 | - | (2,546) | - |
| Financial and Wellbeing Support Service | - | 34,205 | (26,291) | 7,914 |
| Cuckooing Surrey | 10,184 | 109,993 | (109,538) | 10,639 |
| Bridge the gap | - | 91,450 | (91,450) | - |
| | 31,620 | 387,352 | (380,821) | 38,151 |
| **Total of funds** | 929,456 | 4,846,602 | (4,911,481) | 864,577 |

## 18. Statement of funds (continued)

**Prior year**

| | *Balance at 1 April 2022* £ | *Income* £ | *Expenditure* £ | *Transfers in/out* £ | *Balance at 31 March 2023* £ |
|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | |
| **Designated funds** | | | | | |
| Digital infrastructure improvements | - | - | - | *80,000* | *80,000* |
| **General funds** | | | | | |
| General funds | *854,037* | *3,907,450* | *(3,783,651)* | *(80,000)* | *897,836* |
| Pension reserve | *(80,000)* | - | - | - | *(80,000)* |
| | *774,037* | *3,907,450* | *(3,783,651)* | *(80,000)* | *817,836* |
| **Total Unrestricted funds** | *774,037* | *467,351* | *(3,783,651)* | - | *897,836* |
| **Restricted funds** | | | | | |
| Catalyst Counselling | - | *147,007* | *(128,269)* | - | *18,738* |
| Support Provision for Self Isolating Patients | *152* | - | - | - | *152* |
| York Road | *531* | *19,932* | *(17,917)* | - | *2,546* |
| Cuckooing Surrey | *2,252* | *109,993* | *(102,061)* | - | *10,184* |
| | *2,935* | *276,932* | *(248,247)* | - | *31,620* |
| **Total of funds** | *776,972* | *276,932* | *(4,031,898)* | - | *929,456* |

## 18. Statement of funds (continued)

The Digital infrastructure improvements was created to fund the upgrading of the Charity's information technology, data processing and digital communication systems.

The purpose of each major restricted fund is as follows:

Catalyst Counselling includes funds received from The National Lottery Community Fund for the provision of counselling for individuals around substance misuse by volunteer counsellors.

Cuckooing Surrey provides support for vulnerable adults affected by cuckooing.

Support Provision for Self Isolating Patients provides support for COVID-19 positive individuals who were insecurely housed during the pandemic lockdown and its aftermath. The funding is provided by Surrey County Council.

The York Road project provides a Substance Misuse Outreach Navigator working with the York Road Project. Brief interventions, advice and support is given for individuals to access treatment and recovery services. The York Road project is a Charity providing accommodation to the homeless in Woking.

Financial and Wellbeing Support Service provides individuals with improved confidence in managing their financial resources, increased engagement with the local community, less social isolation and improved overall mental health.

Bridge the Gap provides a relational model of trauma-informed support for people with multiple disadvantages in Surrey. The funding is provided by Surrey County Council. Further information received in the year provided clarity that the income from this project should be treated as restricted funds. In relation to the prior year balances, we do not consider that they need to change. The balances are below our materiality threshold, and the income and expenditure for the project are separately accounted for in your accounting system and management accounts. We consider that no prior year adjustment is required, and there are no significant issues in relation to trust law breaches.

The pension reserve has been created to reflect the pension deficit recognised in the year following notification that additional contributions were payable to the scheme.

## 19. Analysis of net assets between funds

**Analysis of net assets between funds - current period**

| | Unrestricted funds 2024 £ | Restricted funds 2024 £ | Total funds 2024 £ |
|---|---|---|---|
| Tangible fixed assets | 35,180 | - | **35,180** |
| Current assets | 1,525,041 | 38,151 | **1,563,192** |
| Creditors due within one year | (733,795) | - | **(733,795)** |
| **Total** | 826,426 | 38,151 | **864,577** |

## 19. Analysis of net assets between funds (continued)

**Analysis of net assets between funds - prior period**

| | *Unrestricted funds 2023 £* | *Restricted funds 2023 £* | *Total funds 2023 £* |
|---|---|---|---|
| Tangible fixed assets | *29,823* | - | *29,823* |
| Current assets | *2,253,671* | *31,620* | *2,285,291* |
| Creditors due within one year | *(1,385,658)* | - | *(1,385,658)* |
| **Total** | *897,836* | *31,620* | *929,456* |

## 20. Reconciliation of net movement in funds to net cash flow from operating activities

| | | **Group 2024 £** | *Group 2023 £* |
|---|---|---|---|
| Net income/expenditure for the period (as per Statement of Financial Activities) | | **(64,879)** | *152,484* |
| **Adjustments for:** | | | |
| Depreciation charges | 14 | **8,500** | *8,750* |
| Loss on the sale of fixed assets | | **650** | - |
| (Increase)/decrease in debtors | 16 | **(136,013)** | *351,922* |
| (Decrease)/increase in creditors | 17 | **(651,863)** | *363,246* |
| Bank interest receivable | | **(17)** | *(32)* |
| **Net cash provided by/(used in) operating activities** | | **(843,622)** | *876,370* |

## 21. Analysis of cash and cash equivalents

| | **Group 2024 £** | *Group 2023 £* |
|---|---|---|
| Cash at bank and in hand | **1,163,576** | *2,021,688* |
| **Total cash and cash equivalents** | **1,163,576** | *2,021,688* |

## 22. Analysis of changes in net debt

| | At 1 April 2023 | Cash flows | At 31 March 2024 |
|---|---|---|---|
| | £ | £ | £ |
| Cash at bank and in hand | 2,021,688 | (858,112) | 1,163,576 |
| | 2,021,688 | (858,112) | 1,163,576 |

## 23. Pension commitments

The Charity is a participating employer in the Local Government Pension Scheme known as the Surrey County Council Pension Fund ("the Fund") which is now closed to the Charity's new employees. The Fund is a multi-employer defined benefit scheme. The Scheme is funded and is contracted out of the state scheme. The assets and liabilities of the Fund are not separately identifiable to each participating employer. Accordingly, the contributions to the Fund are treated as a defined contributions scheme.

The last triennial valuation of the Scheme was performed as at 31 March 2022 by a professionally qualified actuary. The market value of the Scheme's assets at the last valuation date was £5,358 million. The valuation revealed a surplus of assets (£101 million) compared with the value of liabilities (£5,257 million), equivalent to a past service funding level of 102%.

It is possible that future valuations or interim reviews of the Fund may require additional contributions to be made. The Charity was previously informed that additional contributions were payable to the scheme over a 3 year period by 3 annual payments from 1 April 2020.

The operating costs of the defined benefit pension scheme were £73,568 *(2023 - £54,621).* The Charity is currently required to contribute at the standard rate of 27.3% of pensionable salaries.

## 24. Operating lease commitments

At 31 March 2024 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | **Group 2024 £** | *Group 2023 £* | **Charity 2024 £** | *Charity 2023 £* |
|---|---|---|---|---|
| **Land and buildings** | | | | |
| Not later than 1 year | **34,500** | *49,000* | **34,500** | *49,000* |
| Later than 1 year and not later than 5 years | **-** | *27,500* | **-** | *27,500* |
| | **34,500** | *76,500* | **34,500** | *76,500* |

| | **Group 2024 £** | *Group 2023 £* | **Charity 2024 £** | *Charity 2023 £* |
|---|---|---|---|---|
| **Equipment** | | | | |
| Not later than 1 year | **1,771** | *1,080* | **1,771** | *1,080* |
| Later than 1 year and not later than 5 years | **4,349** | - | **4,349** | - |
| | **6,120** | *1,080* | **6,120** | *1,080* |

The following lease payments have been recognised as an expense in the Consolidated Statement of Financial Activities:

| | **Group 2024 £** | *Group 2023 £* | **Charity 2024 £** | *Charity 2023 £* |
|---|---|---|---|---|
| Operating lease rentals | **42,747** | *50,080* | **42,747** | *50,080* |
| | **42,747** | *50,080* | **42,747** | *50,080* |

## 25. Related party transactions

During the year, salaries and related other costs of £346,768 *(2023 - £394,551)* relating to Alpha Community Outreach Ltd, the subsidiary of Catalyst Support Limited, were paid by Catalyst Support Limited and recharged to Alpha Community Outreach Ltd. At the year end, the amount owed to Catalyst Support Limited from Alpha Community Outreach Ltd is £50,797 *(2023 - £96,156)*. During the year, Alpha Community Outreach Ltd donated distributable profits of £NIL to Catalyst Support Limited *(2023 - £17,104).*

During the year, payments of £1,900 *(2023 - £NIL)* were made to a contractor, who is a related party of the CEO, Susan Murphy, in respect of repairs and maintenance services provided.

During the year a motor vehicle owned by Alpha Community Outreach Ltd was sold to the managing director, Gary Ochoa. The price paid was equal to the net book value of the motor vehicle, being £650 *(2023 - £NIL).*

**CATALYST SUPPORT LIMITED**

England & Wales - Charity number 1075892

# Accounts

**Company Registered Number: 3689561**
**Charity Registered Number: 1075892**

# CATALYST SUPPORT LIMITED

**(A Company Limited by Guarantee)**

## TRUSTEES' REPORT AND FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 MARCH 2023

**CATALYST SUPPORT LIMITED**
**(A Company Limited by Guarantee)**

**CONTENTS**


| | Page |
|---|---|
| **Reference and Administrative Details of the Charity, its Trustees and Advisers** | 1 |
| **Patron, Chair of Trustees and Chief Executive Statement** | 2 - 5 |
| **Trustees' Report** | 6 - 30 |
| **Statement of Trustees' Responsibilities** | 31 |
| **Independent Auditors' Report on the Financial Statements** | 32 - 35 |
| **Consolidated Statement of Financial Activities** | 36 |
| **Consolidated Balance Sheet** | 37 |
| **Charity Balance Sheet** | 38 - 39 |
| **Consolidated Statement of Cash Flows** | 40 |
| **Notes to the Financial Statements** | 41 - 66 |

**CATALYST SUPPORT LIMITED**

**(A Company Limited by Guarantee)**

## REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2023

| | |
|---|---|
| **Trustees** | Warren Rockett, Chair<br>Kath Mills, Deputy Chair<br>Kim Tinneny<br>Libby Grant (resigned 1 December 2022)<br>Roger Drennan<br>Jill Clucas (resigned 1 August 2022)<br>Chisha McDonald<br>Ewan Henniker-Smith<br>Rebekka Francis<br>Sarbani Bose |
| **Company registered number** | 3689561 |
| **Charity registered number** | 1075892 |
| **Registered office** | 14 Jenner Road<br>Guildford<br>Surrey<br>GU1 3PL |
| **Chief executive officer** | Susan Murphy |
| **Independent auditors** | MHA<br>Statutory Auditor<br>6th Floor<br>2 London Wall Place<br>London<br>EC2Y 5AU |
| **Bankers** | Barclays Bank plc<br>Camberley<br>Surrey<br>GU15 3RQ |
| **Solicitors** | Clyde & Co<br>Beaufort House<br>Chertsey Street<br>Guilford<br>Surrey<br>GU1 4HA |

**PATRON, CHAIR OF TRUSTEES AND CHIEF EXECUTIVE STATEMENT**
**FOR THE YEAR ENDED 31 MARCH 2023**

## Our Patron

**Lady (Louise) O'Connor DL, out-going Patron of Catalyst**.

It is with some sadness but great pride in the past and current achievements of Catalyst that I have witnessed over the last six years, that I write my last statement for the Annual Report.

Over the last six years, Catalyst has weathered and met many challenges, the greatest being the COVID, which showed just how adaptable and innovative the organisation could be, to support clients who relied on their support. The dedication of Catalyst's leadership team, front line workers and volunteers to ensure those relying on Catalyst services received help has been well documented. This ability to adapt and evolve is apparent in the changes that both the Chief Executive and Chair of Trustees outline in their reports, which are necessary to meet the diverse needs of clients undergoing so many challenges caused by the long-term effects of COVID, physically, mentally and socially, exacerbated by the cost-of-living crisis.

During my time as Patron, I have endeavoured to share with many in Surrey, the great work done by Catalyst, and it has been a pleasure to introduce past High-Sheriffs and fellow Deputy Lieutenants to the crucial role Catalyst plays throughout the County. I am therefore delighted that our most recent High Sheriff, and fellow Deputy Lieutenant, His Honour Chris Critchlow DL, is succeeding to the role of Patron of Catalyst. Besides his many years of experience as Resident Judge at Guildford Crown Court, Chris Critchlow also chairs the Surrey Lieutenancy Domestic Abuse Focus Group. Therefore, his past and current roles and experience align most appropriately with the future direction of Catalyst.

It has been a privilege to have supported the work of Catalyst as Patron, and I wish all those who work so hard to help those in need of the services provided under the Catalyst umbrella, the very best for all the future developments.

**Louise**
**Lady O'Connor, DL**

## PATRON, CHAIR OF TRUSTEES AND CHIEF EXECUTIVE STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

### HH Christopher Critchlow DL, incoming Patron of Catalyst

As High Sheriff of Surrey (March 2022-March 2023) and as a former barrister and retired Crown Court Judge, who sat in Guildford Crown Court from 1987-2016, I was keen to visit Catalyst during my year of office. From time to time I had heard about its work with addicts and knew something of the needs of those the charity helps. So it was, on 28/9/22 that my wife and I went to the Moorcroft Community Centre at Sue Murphy's invitation. I honoured her request that I wear Court Dress - velvet breeches, waistcoat, jacket with lace cuffs and a lace jabout. So attired, I walked into the main part of the Centre, believing that to be the entrance to the charity's offices. Nobody turned a hair upon seeing me in my costume, and I was kindly escorted to where I found those awaiting my visit.

My meeting with Sue, Warren, Jill, Clem, Natasha, Gemma, Khalda and Saima opened my eyes to the scope of the invaluable work Catalyst is doing. I went away full of new information and admiration for the breadth of its operations and the number of people it helps. I put out on my shrieval website an article about my visit. I subsequently invited Sue to a dinner I hosted for some others in the county who are working in mental health. It's one of the privileges of being High Sheriff that you can bring together people you meet who operate in the same field but who may not always know each other or have the chance to converse away from their pressured working environment.

My theme as High Sheriff was "Against Abuse, For Recovery". I visited the Women's Support Centre in Woking on 7/11/22 and heard about their important work with victims of domestic abuse. I am pleased to learn that it will be able to continue under the agreement Catalyst has reached with Woking Borough Council. Since 2019, as the chair of the Lord Lieutenant's Focus Group on Domestic Abuse. I, and others, have supported those who run the refuges, organisations and charities which help victims. We aim to assist wherever we can, by raising awareness of the seriousness of the problem and encouraging victims to come forward.

I was surprised but delighted to be invited to become the Patron of Catalyst. I am conscious that I succeed Lady Louise O'Connor DL, whose knowledge and experience will have been of great benefit to the charity. Following in her footsteps, I hope I will not be a disappointment. I wish to assist the charity, its trustees, and staff, in whatever ways I can, and I look forward to hearing all about what it is doing and what are its short and long-term plans.

**HH Christopher Critchlow, DL**

**PATRON, CHAIR OF TRUSTEES AND CHIEF EXECUTIVE STATEMENT**
**FOR THE YEAR ENDED 31 MARCH 2023**

## Chair of Trustees' Statement

Catalyst successfully navigated the pandemic and now is engaged in a new challenge, that of the external cost of living crisis; that not only affects our clients and increases the pull upon our services/resources, but also affects our staff and volunteers.

During the year the Board and CEO commenced a review of the structure and strategy of the charity, including its estates and services, and so that the charity can operate effectively both in the current environment and on into the future. That meant looking at everything within the charity and identifying what is needed for the future, particularly in the people arena where recruitment for new posts or to replace key staff has not been easy. Important organisation redesign work has been undertaken (commented upon in detail in the CEO's report) and is producing interesting results, including some exciting personal and internal operational developments that will continue over the next 12 months.

Catalyst now seeks to stabilise its services whilst also taking advantage of opportunities to improve and to expand where it was safe to do so. Our CEO, senior colleagues, and Board members continue to work tirelessly in this regard, leveraging support and finance as needed.

In 2022 Catalyst started the process of merging the Surrey charity Outline into our charity, which despite best efforts by all concerned is taking somewhat longer to fully achieve than we all had hoped. That merger ensures the continuation of Outline's vital work/services within Surrey. Also in 2022, the Board approved Shifa* becoming part of Catalyst and it has successfully integrated into the charity.

Following negotiations with Woking Borough Council, the Catalyst CEO with the active support of the Board of Trustees reached an agreement in early 2023 for the transfer of the Women's Support Centre to Catalyst (with funding). Thus, ensuring the continuation of a vital 10-year Surrey wide service which has provided a place of refuge and safety to women and girls dealing with abuse, discrimination and trauma. They become fully part of Catalyst as of 1st June 2023.

The focused efforts of Catalyst Trustees, continue to ensure strategic direction, good governance, and fiscal responsibility and accountability within the charity, thus enabling it to develop in a safe and sustainable way.

At the end of 2022 Lady Louise O'Connor DL stood down as our Patron after 6 fantastic years. I am pleased to announce that the Board of Trustees have found an exceptional replacement, His Hon Christopher Critchlow LLB, DL (High Sheriff of Surrey 2022-23). He brings to the charity his extensive, wide-ranging, and well-respected community knowledge and lived experience.

Going forward the Board will continue to ensure the charity works to improve people's lives across Surrey.

* Shifa helps to empower Asian women with mental and emotional health issues to integrate into mainstream society with improved self-confidence and raised self-esteem. It supports local immigrant women suffering from domestic abuse, anxiety and depression and provides a safe and secure place where women can socialise and access support without feeling stigmatised.

**Warren Rockett**
**Chair of Trustees**

## Chief Executive's Statement

Returning to the office has taken on a new meaning. As Catalyst returned to work, we reflected that more than a year ago, the World Health Organisation declared COVID-19 a global pandemic. So, in the years to come, we will look back on how the pandemic's last effects have permanently reshaped the workplace and the world at large and how Catalyst handled the return to work. The fog of returning obscured what our "new normal" will look like as work becomes increasingly digitally enabled.

While both staff and Catalyst have varying expectations on what a return should look like, one thing is clear: everyone expects more flexibility in the workplace, and a hybrid workplace model combines characteristics of remote and on-site work. A review of Catalyst estates ensued to understand the Charity and staff requirements to be able to offer space so that staff can connect in person with each other; the Estates Group continues to work with staff to find new offices.

The organisation redesign commenced taking into consideration staff engagement feedback, "shaping" work of the Senior Leadership Team, and the Strategy supporting wellness together, job descriptions, and how we communicate and become more efficient. The results of this project will influence how the Charity is organised to give strategic and operational oversight, establish explicit agreements, integrate communication channels and coordination of teams, and introduce management best practices that will promote future growth for Catalyst.

**What it is not**: a restructure or one time delivered project.

**What it is**: As a charity we are designing our service delivery model to make each service more effective. We are also reviewing how our structure of roles and teams may better support what is expected of us in terms of service delivery, improving communications using technology and meeting facilitation, clarifying roles and responsibilities, and fostering an inclusive, diverse, and healthy culture. This is being achieved while consulting with staff.

Working together with staff to create our 3-year strategy was a vital approach to bring various teams together and stretch our understanding of the primary objectives for the 20 services the charity provides. We have outlined our goals to achieve Supporting Wellness Together, mental, and physical health, spiritual, social, and lifestyle goals with humour, grace, and determination. We needed to talk about how to combine physical requirements with emotional and mental health needs as mental health awareness grows. The state of someone's health and wellness affects how they feel about their lives and how they go about living each day. Catalyst considered this to be important because it would benefit both staff members and people who utilise our services.

We acknowledge that the exchange between people sharing their gifts and assets creates connections, and that these connections are a crucial resource for the community to understand the challenges and opportunities to deliver integrated support to improve the lives of people who live and work in their local area. Our #butterflies4hope project optimises teamwork between staff, clients, the local community, and partnered with individuals beyond our expectations as people of all ages handcrafted the butterflies to show that there is HOPE for people, even those who frequently suffer with their own emotional wellbeing. Anyone can access a page on the Catalyst website to share messages far and wide for those who might need a reminder that HOPE is just around the corner by scanning a QR code attached to the butterfly. Seeing our #butterflies4hope campaign, a member of the public made clothing, with proceeds going back to Catalyst to support our efforts to secure unrestricted funds that can be used to develop strength-based support to inspire people, promoting their health and wellbeing.

My thanks and appreciation go to the staff, volunteers, and trustees of Catalyst for their dedication and creative thinking in delivering the plethora of services provided by the charity. For their patience as we go on a journey of cultural change to ensure our organisational redesign aligns with our strategic aims to improve population health and tackle health inequalities.

**Sue Murphy**
**Chief Executive Officer**

## Objectives and Activities

## Public Benefit

The Trustees confirm that they have complied with the requirements of Section 4 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Catalyst is a non-profit organization that works with people to support their physical and mental health wellbeing in promoting collective wellness for Surrey residents, including its workforce. With a particular focus on the broader determinants of health (things like housing, job, and education), our work supports population health to enhance physical and mental health outcomes, increase wellbeing, and minimise health inequalities by promoting inclusivity throughout the County. Our workforce operate in accordance with our principles of **kindness, integrity,** and **commitment** to support the provision of Catalyst services.

The charity works with adults in Surrey to improve their lives in terms of stability and wellbeing, with the aim of reducing harm to themselves, their families, and the community. We do this through a wide range of projects, many in partnership, across the county, embracing mental health and wellbeing and drug and alcohol support.

Projects are funded through commissioned work including Surrey County Council, Public Health, and the NHS through the Integrated Care System of Surrey Heartlands and Frimley Health and Care as well as SABP (Surrey and Borders Partnership NHS Foundation Trust), the Office of Police and Crime Commissioner, the National Community Lottery Fund, and a few other funders including the Community Foundation for Surrey, including donations direct to Catalyst and fundraising activities.

**Mental Health and Wellbeing** - As one of three lead providers of the Surrey-wide Community Connections mental health and wellbeing service, Catalyst offers one to one and group support often in partnership with other organisations. This includes being part of three of the five adult Safe Havens offering out of hours mental health crisis support. In August 2022, we took on the delivery of the Woking Mind and Shifa service, a service that was previously sub-contracted by Catalyst. Woking Mind services and Shifa are now part of Catalyst and are delivered using the same model of Community Connections.

A Young Adult Safe Haven offers a safe space for 18-25-year-olds to talk openly and confidentially about their mental health and emotional wellbeing; a service delivered by Catalyst in partnership with Oakleaf, a Guildford based mental health charity.

Through GPimhs (GP integrated mental health services) and MHICS (Mental Health Integrated Community Services) we offer extended appointments for mental health support within GP surgeries in 13 locations across the county in partnership with primary care and the NHS.

The Service User Network (SUN), in partnership with SABP and Mary Frances Trust, offers easy to access community-based support for adults experiencing difficulties with complex emotions often associated with personality disorder. Peer led support groups that are offered in-person and online.

In-Reach supports patients being discharged from mental health hospital wards, helping to smooth the transition from the ward to home. Recovery and Connect supports people for up to three months who are registered with Community Mental Health Recovery Services (CMHRS) but not engaging with community services. Both services are funded by Surrey Heartlands Clinical Commissioning Group (CCG) (latterly known as the Integrated Care System – ICS) and delivered with our Community Connections partners.

End Stigma Surrey, a service awarded by Surrey County Council / Public Health to Catalyst, Mary Frances Trust, and Acting Out Productions (affiliated to Let's Link charity) works at reducing the stigma and discrimination associated with mental health for people in Surrey.

**Drug and Alcohol** - Reach Out Counselling, funded since 2011 by the National Community Lottery Fund, seeks to help people deal with trauma and underlying issues, leading to problems with drug and alcohol use. Counselling is available for individuals, families, friends and carers affected by drug and/alcohol use.

We also provided the CHI (Catalyst High Impact) service for high risk and treatment resistant drinkers in Surrey. As of October 2022, Catalyst no longer provides this service.

**Other Projects** We work to reduce inequalities around health and social care and aim to engage people into services. Our Specialist Outreach services are delivered across the county through the Cuckooing team who work with adults who have been or are at risk of being cuckooed and our Bridge the Gap team that outreaches to support individuals coping with multiple disadvantages (including those people who face multiple inequalities including gender based violence and abuse, substance use, mental ill health, homelessness, being involved in the criminal justice system and the removal of children). We have also provided harm reduction support to rough sleepers in Woking and Guildford (our involvement in Woking ended in February 2023 as a member of staff left the service). Our aim is to help build resilience and bridge people into appropriate support and services.

Our Liaison and Diversion service provides early intervention for vulnerable people as they come to the attention of the criminal justice system. The RECONNECT service works to improve the wellbeing of people in prison, reduce inequalities, and address health-related drivers of offending behaviours on their release from custody.

**Trading Activities** Catalyst's wholly-owned subsidiary, Alpha Extreme Services Limited (since renamed Alpha Community Outreach Limited), combines specialist skilled assertive outreach workers who can engage clients where other services do not, either as a primary service or complementing a wider package with often challenging people, who may need ongoing support. This includes extreme cleans; returning profits to Catalyst thus enabling Catalyst opportunities to fund roles that would have come from unrestricted funds.

In addition to paid staff, much of the work that Catalyst delivers is due to our dedicated trained counsellors and volunteers, offering a range of support for individuals, groups, administration, and bookshop volunteers – often providing additional support which is rarely funded. Our Trustees are also all volunteers.

All of Catalyst services are free and most are available for people to self-refer.

## Statement of Fundraising Information

Catalyst raises some of its funds from the public by means of organising fundraising events and accepting donations but does not work with professional fundraisers or commercial participators. The Charity is registered with the Fundraising Regulator. No complaints were received in respect of any aspect of fundraising during the year. The Charity has a transparent donations policy. While the charity accepts donations from the people we work with, we do not approach them for fundraising without the appropriate consents which ensures vulnerable people are protected from unreasonable intrusion. The charity has a fundraising protocol to ensure guidelines and standards are met and align to our ethos and values. The Communications and Fundraising team will advise people if a proposal does not meet our values and ethos and will help fundraisers adjust what they intend to do if necessary.

## Achievements and Performance 2022 – 2023

The financial year 2022–2023 was a year of development, growth, and learning. The months of July and August were particularly hectic as we managed the Outline acquisition and, following the closure of Woking Mind, brought the Community Connections subcontracted services in-house. To better plan our future strategy, we sought input from our staff, volunteers, and clients. We have also established a new strapline that better reflects the services we offer: **Supporting Wellness Together**. Our accomplishments included:

Collaborative Partnerships

- Through discussions with Surrey Heath Borough Council, secured gardening space for a community wellbeing garden in Frimley.
- In partnership with Surrey County Council, launched the HOPE Project and facilitated groups, activities, and workshops, with an aim to instill HOPE within communities.
- Collaborated with LGBTQi communities and Girl Guide Rangers to crochet butterflies of HOPE.
- Continued to develop our mental health partnership with Make a Difference with Records at our book/vinyl shop based in Godalming.
- Supported the release of three podcasts entitled What's My Vinyl Answer in partnership with Make a Difference with Records and The Creative Well where artists discuss mental health and their music influences.
- Safeguarding Lead undertook Stalking Training for the Liaison and Diversion team including SABP staff.
- Developed relationships with RHS Wisley and the Woking Asian Business Forum to develop a community wellbeing garden in Maybury.
- CEO was a panel member for the Mental Health Investment Fund and the Workforce Innovation Fund on behalf of the VCSE Alliance.
- Took part in World Book Night for the first-time offering people copies of 'Dare to Change your Life' by Lawrence Okolie to encourage people to both read and make positive changes to their lives.
- Welcome Wizards made up of Catalyst clients played at Loftus Road (Queens Park Rangers ground) in a memorial for the Grenfell Tower Fire where seventy-two people lost their lives.
- Developed a partnership with the Forest Bathing Institute supporting wellbeing through nature for both clients and staff.
- Moved Bridge The Gap from a pilot service to providing a contract involving an alliance of voluntary sector partners.
- A joint application for funding from the National Lottery for a new Financial Wellbeing Service that would offer mental health and financial advice and support for three years was made with Mary Frances Trust and Citizens Advice Surrey Heath and Epsom.
- Staff member recognised as author for their contribution to the Trauma Informed Care Framework and Toolkit in partnership with SABP.
- Alpha and PA Housing working in partnership have agreed funding to extend the Housing First Project in Elmbridge Borough for 2022/23 and 2023/24. This scheme is to support people with complex and high needs and histories of entrenched or repeated homelessness to live in their own home.
- In partnership, Alpha and Catalyst were instrumental in developing the Surrey Hoarding Protocol.

Integrated Support

- Secured further funding for the Young Adult Safe Haven until March 2024.
- Completed a pilot of extended weekend opening hours at Woking Safe Haven from April 1st to March 31st, 2022.
- Catalyst outreach workers are now able to distribute Naloxone in the community.
- Introduced an online referral form for Reach Out and Community Connections, making it easier for individuals and professionals to refer.
- In response to client feedback, completed a successful pilot In-Reach Out providing up to 24 weeks of counselling.

- Discussions with Frimley Health and Care to offer a pilot service in Surrey Heath and Farnham to support people on the SMI register to attend physical health checks.
- A physical health check liaison service implemented that encourages and bridges people who use Catalyst's services to attend physical health checks and any other identified health checks.

Person Led Approach

- Started the process of merging with Outline, who provide support to people with their sexuality and gender identity, including but not limited to the lesbian, gay, bi-sexual, and trans community.
- Continued to deliver the Woking Mind and Shifa service as part of Community Connections.
- Shifa developed opportunities to cycle, swim, learn to drive and hold ESOL lessons for Asian women, empowering them to integrate within their communities.
- Re-branded our mental health anti stigma campaign from Time to Change Surrey to End Stigma Surrey in partnership with Mary Frances Trust and Acting Out Productions.

Diverse and Inclusive Culture

- Undertook staff engagement feedback covering a variety of areas so that they could voice their opinions.
- Recruited an Organisational Design Specialist to help us develop our service delivery model in a way that makes each service more effective.
- Developed a 3-year Strategic Plan which was co-produced with our trustees, employees, and volunteers.
- Changed our strapline from *'Helping People Change'* to ***'Supporting Wellness Together.'***
- Recruited a Funding Bid Writer, a role which is new to the charity.
- On boarded sixty-three new members of staff and thirty new volunteers.
- Continued the development of roles for people with Lived Experience.
- Hosted our first staff and volunteer Christmas party since before COVID.
- Catalyst received Cyber Essentials Certification.
- Introduced Salary Sacrifice to staff.
- Offered lunch and learn sessions for staff.
- Our first client wedding; having met at one of our Social Drop-ins, the couple became friends supporting each other's mental health, going on to helping each other through COVID.
- Recruited a Volunteer Development Manager for the Charity.
- Launched our first Volunteer Newsletter.
- Our Safeguarding Lead introduced Safeguarding drop-in sessions for staff.

Funding

- Organised a charity abseil at Guildford Cathedral for May 2023, the first one of its kind in the history of Catalyst.
- Developed a relationship with a member of the public who designed apparel to support the HOPE project with 15% of sales donated to Catalyst.
- Various staff members completed the tough Mudder Challenge, a 100-mile bike ride, and the Surrey Half Marathon in aid of Catalyst.
- Hollins and Porter, social media influencers raised money for the charity through a podcast talking about the loss of Jay's sister to drugs and alcohol.
- Staff wellbeing event at Smurfit Kappa to educate the workforce around drugs and alcohol.
- International award-winning documentary filmmaker and writer Emma Goude, author of My Beautiful Psychosis talks about her experience of psychosis at our Godalming Bookshop, A Novel Idea.
- Staff member is part of the discussions at the House of Lords to raise awareness of body image on social media.
- Alpha were runners up of the Supported Living Finalists of the Year Category at the Surrey Care Association Awards.
- Alpha won silver in the Community Business of the Year and were nominated for the Positive Impact Award at the Surrey Business Awards.

## Catalyst Mental Health and Wellbeing

## Community Connections

As one of the three main providers in the delivery of Community Connections, Catalyst and our partners have *Supported Wellness Together* throughout 2022 and 2023. Over the course of the last financial year, we are on target to have supported over 11,000 clients – which is a record amount and an astonishing achievement for this team. In August 2022, Catalyst started the delivery of what was previously Woking Mind services. Woking Mind sadly had to close their doors at the end of August 2022. From August 2022, Catalyst transferred six members of staff from Woking Mind into Catalyst so the Woking Mind clients continued to get the same support from the same staff in the same location, causing minimal disruption to the service and clients. Also part of Woking Mind, was the Shifa service and this service also transferred to Catalyst. Shifa support South Asian women affected by domestic abuse, isolation, and mental health, and continues to offer the same support for women in the community of Surrey.

Catalyst's Community Connections team work together with partners to improve the mental health and wellbeing of those who are homeless, in hard to engage and ethnically diverse communities and those struggling with employment and are looking for volunteering opportunities to get back to work and into the community. In addition to this we continue to support those with mild to moderate mental health challenges in the community.

Our Community Connections team supports clients in North-West and South-West Surrey and provide one-to-one, group and buddying support with the aim of building resilience, developing techniques and strategies to overcome personal challenges and to reintegrate, those who feel isolated, back in to the community.

During the year, we have received positive testimonials.

"*You always went the extra mile to make sure you understood what I was trying to say and help me to do things like contact doctors, when I felt too confused or overwhelmed to. That's why I think these sessions have had more of an impact than any of the support I've had in the past and why I genuinely feel better. I cannot thank you enough for the difference you have made in my life*" – E

"*The service I received at my time with catalyst was exceptional. I found this method of support more effective than previous ones. The sessions allowed me to feel listened to and be honest about my feelings; something I have always struggled with. Because of this, I was able to work through trauma and be directed to the right resources for me*." - anon

## A Novel Idea – Charity Book / Vinyl shop

Our charity bookshop is looking to expand its opening times. Current opening times being 10am – 1pm Tuesday-Thursdays, 10am – 4pm Friday – Saturday and closed on Sundays and Mondays. Our book and vinyl partnership continued to grow, and we have released Podcasts, hosted in-store events, and developed a marketing strategy to help boost sales. Sales for the financial year April 2022 to March 2023 equated to £18,435.39. All profits from the books and vinyl go back into supporting our clients across Surrey. The new vinyl venture provides more volunteering opportunities and remains a key part of Catalyst. Going forward it has been highlighted that a book/vinyl store manager should be appointed on a part time basis to help manage volunteers and help to increase the opening hours. With this in mind, Catalyst has just recruited a person to this role.

## SUN – Service User Network

SUN, launched in January 2021, is the most established service in Catalyst's Lived Experience (LE) portfolio. SUN offers community-based support for adults experiencing difficulties with relationships and complex emotions (often associated with personality disorder). Groups are run jointly by clinical and lived experience facilitators. At the end of February 2023 there were 533 SUN members registered – an 84% increase on the previous year's figures. Some 34 members were returning to the service per month and a further 21 joining. Of the 24 groups offered, the cancellation rate for members was a mere 0.3.

Over the year, SUN has been working to expand its online and face-to-face service. A new group is now offered at Farnborough Library (from April) and was launched with a daytime social at the venue. To further facilitate user engagement, Catalyst staff have been involved with a newsletter and focus groups for members. Staff will also represent the service by presenting a poster at the leading British and Irish Group for the Study of Personality Disorder (BIGSPD) Conference 2023. Catalyst is committed to promoting the lived experience workforce and the values of co-production, with a new Service Manager dedicated to this, to provide hope, support wellness and deliver services how and where they are needed.

## Safe Havens – out of hours mental health crisis support

Our continued objective of Supporting Wellness Together sees Catalyst continuing to work in collaboration with Surrey and Borders Partnership NHS Foundation Trust (SABP), Andover Mind and Oakleaf in three of the five Safe Havens. This partnership allows for a greater depth and breadth of knowledge, experience and understanding when delivering our out of hour's service to those in Aldershot, Woking and Guildford.

For the past year our Woking Safe Haven trialled a weekend service between the hours of 12:30pm – 6pm. An analysis of the uptake for crisis support during the weekend unfortunately did not support the need for this service nor an extension, so this service was ended on 31st March 2023.

Catalyst, in partnership with Oakleaf, leads the pilot of the Young Adult Safe Haven, which supports the wellbeing of clients between the ages of 18-25 years old in Guildford. Based on the numbers of attendees who have used the service we are pleased that the pilot has been extended for an additional year until March 2024. We support these clients between the hours of 5-9pm.

On average our Safe Haven have supported the wellness of 338 clients per month with an 'in crisis' average of 138 per month.

Catalyst has supported over 4000 clients over the course of the last financial year.

**Visits to our Safe Havens from April 2022-March 2023:**

Guildford = 1756
Woking = 979
Aldershot = 1125

Young Adult Safe Haven = 237

Between April 2022 and March 2023, there were 3860 visitors to the three Safe Havens where Catalyst staff provide cover, compared to 3848 visits the year before. 1594 people visited the three Safe Havens virtually this year, seeing an increase compared to 1309 the year before.

## Working with GP Practices – GPimhs and MHICS

We continue to work with primary care and SABP in partnership for the delivery of GPimhs and MHICS Services. In 2022-2023 we rolled out GPimhs services in Weybridge and Hersham (WHAM), East Waverley, Shepperton, Sunbury-On-Thames and Ashford (SASSE 1), and Staines, Stanwell, and Ashford (SASSE 3). We are looking forward to the launch of Walton-on-Thames, West Waverley, and West Byfleet.

Our Community Connectors play a vital role in the GPimhs and MHICS model and makes up around 50% of the client facing work alongside the Mental Health Practitioners.

Farnham MHICS feedback from a client: *'It is the first time I have been in contact with this service and didn't know what to expect. GP signed me off for 2 weeks and offered the MHICS service. I was struggling at work as a teaching assistant, we had children from Ukraine who have had terrible trauma and it was all very stressful for me. I kept waking up at night crying. So, when I was given the details about MHICS I thought I've nothing to lose and help is being offered so I contacted the service and was allocated to Ellie.*

*Ellie was wonderful. I felt listened to, not rushed and that was so valuable. She encouraged me to speak, and she was everything I needed at that point. Our conversations brought me a sense of peace. It helped having someone else outside of the immediate situation to talk to, when I put the phone down after my first session, I finally felt like I could breathe. Knowing that someone was there that I can talk to made such a difference. I want Ellie to know she made such a difference to me at a time when I was really struggling. I can't thank her enough*

WHAM GPimh feedback: Associate Director Georgina Foulds (SABP) congratulated community Connector SNB on the appropriateness of the referral, the written report and the presentation which clearly demonstrated the needs of the patient and why the step up was appropriate. The assessment was done thoroughly and team members of the CHMRS were not aware that SNB was a CC due to the standard of work and they commended the ability to get so much information from the patient in such little time.

The patient emailed and said*: "Thank you so much it was lovely to speak to you. It's a relief to know after all these years of suffering a lonely life and isolation mentally I am able to release some small part of my terrible life. Thank you so much it meant so much to not be judged but understood."*

## Lived Experience (LE) Service in GPimhs/MHICS

As part of the Community Mental Health Transformation Programme (CMHTP), Catalyst has been instrumental in developing the new Lived Experience Service across Surrey Heartlands and Frimley South. Recruitment for the Lived Experience Practitioners, known as LXPs, began in October 2022 and by January they were supporting their first patients. The service partners with three other charities; Andover Mind, Mary Frances Trust, and Richmond Fellowship, but with nine LXPs, Catalyst is the largest provider, serving seven Primary Care Networks (PCNs).

Catalyst LXPs provide essential peer support for those using services and their carers, but more importantly, they provide a broader perspective in the development of primary care mental health services. LXPs work in a way that acknowledges the personal, social, cultural, and spiritual strengths and needs of individuals, helping them to identify their own recovery goals. Beneficiary S commented to us that in the four years of contact with services, their LXP and the LE service overall had been the "most helpful".

LXP outreach can access community groups and networks to maximise opportunities for people to become involved in valued roles and develop positive identities. They also share coping, self-help, and self-management techniques to support people in their recovery. Additionally, LXPs will link regularly with under-represented communities and groups to widen access to our services.

## In-Reach Service

The In-Reach service has had 282 referrals since April 2022, with over 68% of referrals being accepted with 9.4% being re-referrals. In-Reach has grown into a truly incorporated service amongst all the hospital wards that it supports. The collaborative nature of the In-Reach service, means wards, experts and clients welcome the support as it can act as a gateway to various other support systems, both internally and externally to Catalyst.

One of our key performance indicators depicts how only 10.6% of referrals disengage with the service following acceptance, portraying how the support from In-Reach workers has an incredibly high success and completion rate. Since In-Reach began, we have consistently collaborated with other providers to support all elements of a client's wellness journey, with 36% of clients being referred to Community Connections and 19% of clients being referred to employment. We have supported a total of 12 wards since we began In-Reach in 2021. Some of those wards have since closed; we are still currently supporting 8 of those wards in 2023.

From a gender perspective, men's mental health is something we as a collective society are trying to engage with and support more, 53.3% of our In-Reach referrals are from males, depicting how we are supporting the growth of men's mental health and wellness. In addition, In-Reach will soon have its own module on SystmOne (SABP's internal database), to enable consolidation of all the client's data in one place, with notes and information from every SABP relative department. As well as this we are now part of the SABP led discharge hub that brings all the relevant people together to support an individual once admitted to hospital and plan their discharge at inception rather than wait until they are discharged and have delays in discharge.

*Client feedback – "I miss my support worker she was brilliant and one of the few people I could trust, speak openly to and connect with"*

*"Support from Jack has been invaluable. The phone calls lifted me up I felt very motivated to take on life after appointments. I have found In-Reach very therapeutic. I felt that I was given a safe environment to be vulnerable"*

## Recovery and Connect Service

Since Recovery and Connect started taking referrals in 2021, we have had an acceptance rate of 75%, with an average of 10.5 weeks of successful engagement and support provided. The nature of the Recovery and Connect support being public ensures it acts as an efficient gateway to further support from other organisations and support systems in the community.

50% of our clients were signposted with an onward referral and 33.3% were supported to connect with activities or groups in the community. 66.7% of the clients that were supported, have said they have received emotional support and guidance. Recovery and Connect is transitioning its method of work and is now part of SABP My Shared Care Forum. This is a new pathway bringing together all internal and external agencies. This avoids patients having to repeat their story and brings everyone together in one space to provide the best assistance for the individuals we support. We work collaboratively with all partners and their support systems in the clients' wellness journey, including in the areas of employment, housing, health and work.

*Client feedback –*
*"The support has been tailored and personalised, sensitive to my needs"*

*"In terms of connecting me, Naomi has helped me to achieve greater social inclusion in engaging with the local community in which I now permanently reside - this has been a big step for me and a resoundingly positive one."*

## End Stigma Surrey (formerly Time to Change Surrey)

End Stigma Surrey is a county campaign and project, commissioned by Surrey County Council and delivered by a partnership of Surrey community mental health not for profit providers; Mary Frances Trust, Catalyst and Acting Out Productions.

The aim is simple: to raise awareness and reduce mental health stigma. We use a range of tools and interventions including empowering people with mental health issues; running a Lived Experience / Mental Health Champions scheme; using drama to bring alive mental health issues and the stigma people experience. Our social media spreads our messages across the county and beyond.

The partners work closely together with added value coming from a range of input that exceeds the budget allocation for salaries, running costs, activities, and events.

Here are the highlights for the year:

- New branding and a new website with content including results from a mental health stigma survey that highlighted the following areas where people with lived experience of mental health issues experienced stigma: Family and friends – 72%; colleagues and managers in the workplace – 58%; primary and acute care – also 58%.
- Introduction of Mental Health champions' stories and blogs, plus an anti-stigma toolkit to help people identify and reduce stigma.
- Our social media continues to exceed expectations and has gathered an impressive following.
- Networks extend across all areas of diversity and equality and harder to reach groups – good links with GRT; LGBTQIA+; young adults and further education establishments. Work ongoing to engage BAME; organisations signed up to national Time to Change Employers Pledge; men's mental health; mental health support organisations; local councils; colleges / universities and workplaces in Surrey.
- Training sessions on mental health anti-stigma for End Stigma Surrey champions delivered by Jo Loughran, who was previously Director of national Time to Change..
- Presentations made to primary care networks and protected learning groups
- We created a short Gypsy Roma Traveller (GRT) drama with our GRT champion. This has been performed online to audiences of professional health and care colleagues and has been widely acknowledged as a first in terms of highlighting mental health issues in the GRT community.
- Dramas: it took longer than anticipated to get organisations to sign up post COVID but we have delivered the number of interventions outlined in the Key Performance Indicators and are on track to meet the 2023-24 targets set.
- Media coverage on BBC Surrey, and Leatherhead Community Radio.

## Catalyst Drug and Alcohol

Catalyst has worked with people around their drug and alcohol use since 1989 and continues to provide many needed services and skills. Funding sadly has reduced for drug and/ alcohol work but we continue to use our skills and expertise across the range of services we provide as there are a high number of people who present with co-occurring mental health and or drug/alcohol needs.

## Reach Out Counselling

Our Reach Out counselling service offers up to 12 sessions of free counselling to those concerned about their drug/alcohol use and to family, friends and carers who are concerned about their relative, friend, or someone else's use. During the period between April 2022 and March 2023, the service received 626 new referrals of which 283 were suitable for counselling and attended assessment. All clients who refer into the service are contacted and if counselling is not the best support for them at that time, they are bridged to services that are more appropriate for their needs or discharged if they do not wish to engage.

From individuals who received counselling support from April 2022 to March 2023:

- 77% individuals wanting support for their drug/alcohol use
- 23% family, friend, or carer
- 50% female
- 47% male
- 3% gender not known/not disclosed.

We have promoted and link-worked with other organisations over the past year to ensure that individuals who would benefit from Reach Out counselling are aware of our service and can receive the valuable counselling support we can offer.

Developing internal project pathways has enabled us to support clients in line with a trauma-informed and holistic approaches, aiding their recovery journey.

We have received positive feedback from our service users this year, one of these stated *'My counselling experience was excellent and has had and will have a significant impact on my life and the lives of those around me. Thank you'*

Our current funding with the National Lottery is due to end on 31st August 2023 and therefore the focus this year has been to research and apply for alternative funding sources alongside a new National Lottery bid. We have listened to our client, counsellor, supervisor, and community feedback to formulate a co-produced service which will address the needs of the community going forward.

Internal scoping of services across Surrey has indicated there are limited services across Surrey that offer counselling to individuals with co-occurring mental health and substance use concerns, our aim is to provide a unique service that will provide support for those with concurrent mental health and substance misuse concerns alongside individuals who are only seeking support in relation to just one of those needs.

To enable us to support individuals who have experienced past trauma and therefore have difficulty in building trust and in line with working from a trauma-informed approach, our aim is to offer individuals short, medium, and long-term counselling of up to 24 sessions, based on their needs and regular mutual reviews.

Following successful completion of the first phase of our new application with the National Lottery, we have now submitted for the second phase and await a decision from them.

We are also currently in the process of compiling applications for other funding streams. Our focus for the year ahead once secure funding is achieved is to embed the new service into the community.

## Other Projects

## Specialist Assertive Outreach – Cuckooing

The project is now in its fourth year and continues to support individuals who are manipulated and exploited by drug dealers, often linked to county lines, by helping them both in a practical manner, such as providing them with a phone and credit for support services to be able to contact them, as well as helping build up their own resilience to help prevent them being exploited again in the future.

Further funding was made available to recruit an additional worker, who has now been with the team for nearly one year. This has meant we are able to increase promotion of the service, conduct presentations to help raise awareness of cuckooing; educate on signs to look out for; issues around professional curiosity and reduce stigma. A vulnerable drug-user may be believed to have simply invited people into the home, whereas the reality is they are being cuckooed and the property being abused and, once the 'friends' have moved on, are at risk of homelessness where landlords have served notice of possession of the property.

During the full year ending March 2023 the service received a total of 79 new referrals, supporting 35 partial Premises Closure Notices, disrupting the operations of OCGs and/or local drug dealers on 33 occasions, and resulting in a total of 111 onward referrals or re-engagement of clients with the support services they need to help them remain resilient to further exploitation in future. Some additional finance is being sought via the NCLCC Surge Funding process to support the work of this team by enabling an enhanced handover and upskilling between one of the current part-time outreach workers who is due to retire, and a new worker once recruited – outcome awaited.

Our top indicators list shows the most prevalent issues our clients have that potentially made them more vulnerable to being cuckooed. This list is used by housing and police, especially when they have 'intensification weeks,' which place a spotlight on cuckooing through antisocial behaviour teams and housing providers in Surrey. Interesting data from this:

- 15% have no history of drug use and 4% were not using drugs or alcohol at the time of being cuckooed.
- 7% of the clients are aged 70+ with the oldest being 93yrs.
- 76% experience social isolation.
- 94% have poor mental health.
- 22% with physical health problems.
- 3% with a Learning Disability.

As well as working intensely with victims of cuckooing, we also offer prevention visits. This could be for someone who denies anything is/has been going on, or for someone who is potentially vulnerable and there are signs they could be being cuckooed. This could lead to a one-off visit where protective measures are discussed and a plan put in place for when people ask for money or to stay. It can also lead to ongoing work, with the team making appropriate referrals and professional meetings called. The team will signpost or offer support to anyone they assess and if support needs are identified, they do not close a file until the necessary support is forthcoming.

Over the next year, as well as continuing to support this vulnerable client group, we hope to be able to work with partner agencies around the stigma of this client group. We would like to think that everyone should be offered the same opportunities and that just because they are well known to services and use substances, this does not mean they asked to be in a situation where they no longer feel safe in their own home. We can also now distribute Naloxone in appropriate cases.

## SMO - Substance Misuse Outreach Navigators

## Guildford and Woking SMO

Our part-time substance misuse navigators work with community partners and outreach to the homeless communities in Woking and Guildford. Their aim is to break down barriers, build relationships and encourage people into appropriate support services, thus resulting in the role being time-consuming work.

**Guildford SMO:** -Catalyst partnered with the Homeless Outreach and Service Team (HOST) to help deliver the Guildford service. HOST went through a period of change in autumn 2022 with a whole team turn around, leaving one Catalyst staff member in a position of knowledge and stepping in to assist as much as possible whilst new staff settled into new roles. Surrey Adult Matters (SAM) and Bridge the Gap became key also during this period with a greater level of joined up working and the ability to share outreach responsibilities for the most vulnerable clients across Substance Outreach happened during the period, where nationally we were still navigating coming out of the pandemic. With services changing hands and the lack of community support groups available made this a challenging time. We are only just starting to see more in-person support groups available for the community that we support.

**Number of clients worked with:**

- **19** in total between March 2022 – April 2023 (not including one off interventions and work in support of HOST)
- Majority of clients carried forward from previous year
- **8** clients closed
- **5** new referrals
- **11** current cases.

**Trends/observations post COVID:**

- Marked drop in heroin usage, most using heroin pre-pandemic seem to have been able to access support and substitute prescribing or cross-addicted to crack or more commonly alcohol.
- The lack of face-to-face recovery meetings, other than those run by AA, has been problematic for this cohort, as many have difficulty with internet access and those who do have it feel online meetings don't meet their needs. One client recently said that he needed face to face as a controlling factor as online he felt he could log in on one hand whilst holding his beer in the other, and probably would.
- There is also a heightened shame amongst rough sleeping and those in supported housing. The one in person SMART group in the area attracts people from a large catchment and they have stated they feel more judged for their circumstances than their substance misuse by people who have been able to travel to attend.
- Increase in more chaotic binge drinking behaviours than daily drinking, often tied to clients' mental health.
- Return to face-to-face support by statutory Substance Misuse services. Clients struggled with telephone appointments or could not access online services, the return to face-to-face has increased engagement with these services and clients feel they are getting more from these.

**Service user feedback:**

(Quotes paraphrased from conversations)

*"I feel listened too, not told. Feels like you care."*

*"I wouldn't have made it here without you, I know you will say I could of, but I don't think so."*

*"I trust you; you explain things and you're always finding a way to be positive."*

*"I knew I could count on you, and even when you dint know what to do you would tell me the truth."*

*"I always feel like you're fighting with me, not against."*

*"You see a lot more in me than I see in myself. I'm glad you're here, don't leave me."*

**Positive outcomes:**

- The end of COVID policies around housing has not led to as many rough sleepers as expected as those in accommodation have improved engagement with services. For those approaching services now expectations of support are higher.
- Bridge The Gap; being able to work in partnership with bridge the gap workers has worked well.
- Our outreach workers are now able to distribute take home Naloxone kits where appropriate.

**Woking SMO:** The partnership with York Road Project has seen a substance use outreach worker with extensive experience work with the team at the York Road Project and across the outreach services in Woking, supporting clients who are rough sleeping and or new to the night shelter or their own accommodation. The role has made an impact on building relationships, trust, and support for clients to access treatment services be that i-access, fellowship meetings, attending the GP for health checks, dentist and or the hospital for follow up physical health checks. Many conversations throughout the year have been held on harm reduction, discussing life-saving Naloxone and talking about fears, dreams and goals.

Unfortunately, this partnership ended in February 2023 with the outreach staff member leaving to pursue other life commitments. During the time in post positive impacts were made on the residents of Woking and surrounding community. York Road Project will continue to provide this service in Woking with their own outreach worker.

## CHI – Catalyst High Impact Team

The Catalyst High Impact (CHI) team worked with change resistant, dependent drinkers that were placing significant strain on the emergency services. This challenging work was performed by a team of 4 individuals using assertive outreach and working in line with the blue light initiative developed by Alcohol Change UK with the aim of improving outcomes for the clients, their families, and the community. The CHI service went out to tender in January 2022 and from October 2022 Westminster Drug Project now deliver this service. All four members of Catalyst staff transferred across.

## Bridge the Gap

As part of the Changing Futures government initiative programme, and commissioned by Surrey County Council, an alliance of ten Third Sector providers have joined together to provide the Bridge the Gap service, with 2022/23 being its first year of delivery. Bridge the Gap provides a specialist model of trauma-informed assertive outreach support for individuals with multiple disadvantages in Surrey. These could include homelessness, domestic abuse, drug and alcohol use, mental health etc. The aim of this service is to intensively support people at rebuilding their lives; a key part of which is using the team around the person, a process led by Public Heath, which enables a coordinated response from services to meet the needs of the client.

Catalyst has two skilled and dedicated assertive outreach workers delivering the service across the County of Surrey, and through the alliance we have developed a referral and allocation meeting to ensure we are aligning this process with trauma-informed care principles. This will help to ensure the experience is enjoyable and supportive for beneficiaries.

Our staff have worked alongside 15 beneficiaries during the year in various parts of the county placing the service where the individual needs support. With our focus being "supporting wellness together," the staff have developed and maintained supportive, healthy relationships with beneficiaries, whereby small changes have become a possibility, and some of these relationships continue as we can work with beneficiaries for up to two years.

## L & D – Liaison and Diversion Service

The service provides early intervention and support for individuals in the criminal justice system with the overarching aim to reduce offending and improve health inequalities for adults. The team consist of five Liaison and Diversion outreach workers who cover the county of Surrey.

Individuals are assessed for vulnerabilities whilst in police custody by practitioners from SABP (Surrey and Borders Partnership NHS Foundation Trust). Once the assessment is completed the referral is shared with the outreach team who will find the support the individual needs and bridge to mental health physical health, drug and alcohol services, supporting people with housing and financial services and support to attend meetings and appointments.

From April 2022 to March 2023 the service has seen an increase in referrals, on average 30 per week and interventions provided on average 500 per month. SABP staffing has seen the onboarding of physical health nurses together with existing mental health services who support outreach to provide screening in the community to improve access to services. Another addition to the team is peer support workers who outreach and can refer into the team for longer wellbeing support.

The outreach service this year has focussed on promoting the service externally to raise awareness of the service provided and development of referral pathways for improved access of support for clients. A new and lifesaving addition to the service this year is providing access of Naloxone and Nyxoid to clients, friends, family, and carers. In addition to this, through local grants we have been able to continue our support to provide mobile phones, phone credit, journals, food parcels and support with access to bikes/travel to be able to get to work and appointments.

Client feedback:

*"I just want to say thank you for absolutely everything you have done for me, you have been the only one who has really reached out and helped me when I need it. "*

*"I asked for you because you helped me so much last time. I am very grateful for all the help you have given me and the support with getting things done, like my appointments and bringing the nurses to help me. Thank you for your encouragement to seek help."*

*"Thank you so much for getting all of the mould in my flat cleaned as I had been trying for months unsuccessfully to get them to do it."*

### RECONNECT

RECONNECT is a priority for improving quality of care in the NHS Long Term Plan to improve the wellbeing of people in prison, reduce inequalities and address health-related drivers of offending behaviours on their release from custody. It was identified that both men and women in custody often have multiple vulnerabilities and disadvantages which puts them in a position of reoffending when released.

RECONNECT was commissioned to offer a service which begins 12 weeks prior to release to identify an individual's needs and complete a support plan with them. RECONNECT work in a person-centred and trauma-informed approach to support every individual prior and after release. The aim is to improve continuity of care from custody to community to improve health outcomes and reduce reoffending.

RECONNECT launched in May 2021, this year the service has seen an increase in referrals to 81, with 29 client active clients. during that time and currently have two full time staff that cover Surrey.

The service has seen the development of:

- extended support to males on release from prison which began September 2022 and so far it has been very successful; the team lead is looking to recruit three more male staff members as we receive more and more referrals from male prisons.
- the peer support role has been up and running since January 2023. We currently have two peer support workers and we are in the process of recruiting another one.
- continued working closely with the other services in the wider L and D service - outreach and custody teams - to promote continuity of care and ensure complex clients receive in depth support.

Client feedback -
*Following my release from custody on 25/02/2022, I have been fortunate to have come across Reconnect. Initially it was a nervous occasion, not knowing what support there might or might not be in place. With the help from Reconnect it has enhanced my confidence and has equipped me with the motivation needed to move forward. Reconnect have been extremely supportive within referrals to a number of appropriate agencies. I have always received prompt updates of any progress made. In addition to the above; Reconnect maintains a high level of consideration and concerns when dealing with complex situations. For that, I am truly grateful. Without the support from Reconnect, in all honesty, there wouldn't have been many options available in helping individuals re-establish themselves back into the community. Reconnect provide a listening ear and helping hand to get through difficult times.*

*"I, personally, really appreciate the support and referrals Reconnect have encouraged me with."*

*"I would like to say thank you so much."*

*"Thank you so much with your help and support you have done so much in helping me change my life again thank you."*

*"Moved in to my new house successfully. Thanks for all you help you gave me. See you around."*

## Catalyst Volunteers

There are currently 74 active volunteers, supporting Amigos, A Novel idea, Outline, Groups, Admin, Data and Shifa. Nine volunteers joined the team between January and March 2023 and ten are currently being onboarded, including eight for Outline.

Catalyst actively supports service users who want to volunteer, as a route to improving their mental health and often as a stepping-stone to employment. We currently have 6 volunteers who were previously service users, as well as staff members who have progressed through volunteering, from being a service user to an employee. Some of our trustees are also former service users.

**Newsletter**
In January we launched a volunteer newsletter – **https://mailchi.mp/7d4231d2f1a3/catalyst-volunteer-newsletter-no-1** which is averaging a 70% open rate. The newsletter goes out to c1,200 people each month, introducing volunteers to their peers and to staff across Catalyst to help ensure the volunteers understand more about Catalyst beyond the service they support. We share new volunteering roles, vacancies for employed roles, fundraising, training for volunteers and any news or developments that they might find interesting.

**Volunteer Survey**
The first of what will be an annual volunteer survey is about to be launched. Results will be shared in the next Trustee update. We are going to ask volunteers about their motivations, how we communicate, support, and develop them and how we can do things better. The first survey will give us a benchmark to be able to measure the success of the improvements we make to the volunteering experience at Catalyst.

**Volunteer Documentation Review**
All volunteer documentation has been reviewed and amended to make the forms accessible and welcoming to all communities.

**Equality and Diversity Monitoring**
A new form and process has been created to help us measure the diversity of our volunteering team. Gathering this information will make sure we understand the current position and help us ensure that our volunteers reflect the communities we support.

**Outline**
New processes and documentation have been developed. We have three volunteers and two staff members trained to support people calling the listening service, and another eight volunteers being onboarded, having completed their initial training. We are monitoring the current onboarding process to agree a streamlined and hopefully faster onboarding process for the future.

**Three Rings**
A new volunteer management database is now live and is being rolled out to support Outline, particularly with rotas. All volunteer data will be migrated to Three Rings, so that we have a single, secure record of all volunteer information with appropriate levels of access for staff.

## Trading Activities - Specialist Outreach

Catalyst is proud to own our social enterprise business. Alpha Community Outreach Ltd. This team of eleven provide specialist outreach services across Surrey and Hampshire. The outreach methodology is based on non-statutory assertive outreach techniques, and we serve clients deemed as "complex" and not suitable for mainstream services. Clients may well present with a "complexity of issues" such as substance misuse, mental health problems, organic brain conditions and acquired brain injuries. Our role includes offering practical, emotional, slow stream rehabilitation and acting as a bridge between our client and appropriate services. Our ethos centres on the client's needs, voice and aim to rehabilitate towards independence and mainstream community services. We support in excess of 200 people a year.

*"An incredibly supportive team that not only provide great care for their clients but for their staff too!"*
*Alpha Team Member*

**Name Change**

We have changed from *Alpha Extreme Services Limited* to *Alpha Community Outreach Limited* and are in the process of rebrand, including a website refresh of the Alpha website.

We became concerned that the word "Extreme" could be seen as mildly offensive by clients and not terribly descriptive of a wide range of services Alpha now provides.

**Service Overview**

Alpha started over 10 years ago at around the time Catalyst's dual diagnosis assertive outreach team was decommissioned. We recognised the need to have a service that could work longer term with very entrenched clients requiring long term, slow stream rehabilitation support.

Catalyst recognised a shift in how its services were being commissioned and that to build an independent service could provide the charity with unrestricted funding and able to follow trends and needs of the community. This put us at the forefront of issues such as cuckooing and "legal highs". We independently employed one of the few "legal high" specialist outreach workers in the UK putting the charity "front and centre" of an issue that legislation and statutory services had yet to recognise.

The team is mostly made up of seasoned experienced outreach workers recruited from various fields and specialities. Some staff have special interests such as in acquired brain injuries or in forensic mental health. All staff have a minimum set of qualification supplemented by ongoing training and supervision with their Catalyst colleagues.

A long legacy in providing dual diagnosis outreach work forms the base of our activities, and an ability to work proactively and "grow projects" (such as cuckooing) means we:

- Add greatly to the range and geography of Catalyst's footprint.
- Grow services both for our own portfolio and to a point Catalyst can create a dedicated service.
- Explore the widest range of partners and potential opportunities.
- Provide unrestricted income to the charity.
- Grow talent, resource, and wisdom.

Alpha has a wide customer base and geographical footprint going into North Hampshire and South London. The bulk of our work is through spot-purchased individual care packages, supporting "complex clients and cases." For example, clients may have a combination of issues around their mental health, substance misuse or other.

We also hold "Housing First" contracts (supporting clients placed in new accommodation) and various agreements for the provision of support to various borough councils and housing providers.

**Challenges**

**Recruitment** – this is a challenge across the whole sector such that Alpha is having to look at different ways to recruit, retain and reward our staff.

**Service Perception** – This service is often thought of as "the deep cleaners," perhaps most surprisingly even within Catalyst itself. Misunderstanding of the specialism and expertise is something that is being addressed; especially now we are terminating the deep clean element of the business.

**Resources** – Rate increases for Alpha's specialised services are having to increase. More of the work undertaken is through "custom made" packages around rehabilitative work with hoarders, having developed a strong knowledge and partnerships in this area, such that Alpha is now being recognised as specialists in this field. It has a consistently dedicated, positive and kind team culture, proving resilient throughout difficult circumstances over the past year.

**Internal changes and futureproofing** – Through the writing of new business strategies (1, 3, 5 and10 years), planning for both movement and growth can be improved. Alpha is also looking at its own management design and continuity plans, in particular relating to critical staff posts.

**To Celebrate:**

- Effective business has been growing year on year for 10 years plus;
- Multi-award winners in past year - (Surrey Care Association Awards *Supported Living Provider of the Year* (Runner Up) and Surrey SME Business Awards- *Community Business of The Year* (Silver)).

## Future Planning

The organisation redesign will create a new strategy of communication that connects our job roles to operations, how we recruit and advertise, creating easy and clear access to information, saving time for staff, and developing a common operational language. Our business efficiency roadmap will be key to redefining roles and teams, how and where we communicate to avoid wasting energy on lack or misinformation. To support the roles and responsibilities, skill level, and accountability to decide the structure of the team in the future, a review of the Charity will start from the Senior Leadership Team down to staff.

At this early stage we are defining our future tools needed to communicate effectively in place and thereby saving the charity money that can be used elsewhere in the organisation is promising. It has brought to light the internal lack of devices needed to install tools for efficient use. We are creating updated training materials and identifying 'super users' so that staff members can use the tools we give them to accomplish their jobs as well as share Catalyst information centrally. Considering this, we are looking to recruit a Digital Lead, whose work will be crucial in supporting our internal digital knowledge and experience.

A key priority for the next year will be to effectively communicate the strategic plan to staff, volunteers, and stakeholders on both *what* the strategy is and *how* to achieve it. Linking our day-to-day activities that align with our overarching ambition and long-term vision as a guide to what is seen as good and important within the Charity. Staff engagement will be key to sharing the success stories that have opened doors to new opportunities, appreciating and celebrating staff for a job well done, attracting new talent and for staff to understand the true impact of their contributions.

Through growth comes stability which is necessary for staff to do their best work. During times of change or uncertainty, stability is often shaken and can disrupt employees' ability to focus, adapt, and thrive. Catalyst has been on a journey of cultural change for the past year and the realisation from staff engagement feedback has inspired the refocus of energies to ensure management policies and decisions support the agreed vision, mission, values, philosophy, and strategic priorities of the Charity to align with our strategic aims.

We will concentrate on two essential factors for stability: (1) Our **physical stability** will mean staff are physically safe and have the tools and resources need to do their work safely and effectively. (2) Our **psychological security** will impact a sense of wellbeing, trust in colleagues and in the Charity's future, and overall optimism and resilience.

## Strategy

At governance board meetings the management and operational services provided by Catalyst are reviewed against the short-term and longer-term strategic goals of the organisation. In most instances the determining factor which drives the Charity's operational success is the ability to secure funding for its activity based upon researched and opportune proposals from the Senior Leadership Team. Targeted working groups and committees involving trustee members review and assess many of these. Governance Committees on which Trustees sit cover Finance, Remuneration, and Investments; Strategy and Business Development; Best Practice and Operational Performance, Workforce Champions, Services Advisory Group and Health and Safety as well as Digital, Data, and Information Governance.

Strategy creates a vision and direction for the whole organisation, and it is important that all staff within Catalyst have clear goals and are following the direction and mission of the Charity. The current strategy provides this vision to prevent individuals from losing sight of our aims. The Catalyst Strategy was co-design and co-produced following a series of roadshows attended by staff, volunteers, and clients. The strategy's next steps involve celebrating our accomplishments as a charity, the opportunities created by the new approach, the effects it has on our workforce, and the innovation that results from carrying out activities.

To keep the strategy and goal at the forefront of our minds, further roadshows are planned with the help of the staff, volunteers, and clients to share their stories and enhance innovative ideas. Provide many opportunities for people to participate in and understand the strategy while also assisting staff in realising the full significance of their contributions. What our values mean to Catalyst staff and how they put them into practice is through the dedication to offering honest support in a welcoming, friendly, and courteous manner.

Within Catalyst we stand by our **PACT**:
**Person led** – we will respect you as an individual.
**Actively listen** – we will help you to achieve your goals.
**Choice** – we will support you to make informed choices.
**Trust** – we will build trust in communities.

**Investments**
Catalyst Support Limited does not invest as a Charity other than the deposits it retains in accordance with its reserves policy. The Charity seeks funds, principally from the statutory sector, to undertake activities that they alone cannot undertake. It also seeks charitable contributions from the public, grant making organisations and government or quasi government bodies.

**Policies**
The Trustees have worked closely with the Senior Leadership Team to develop and maintain policies and procedures suitable for the Charity's operations. These cover a wide range of issues and are the subject of frequent review. Catalyst employees receive information about the Charity's policies at induction and when any significant change in policy or update takes place. This is communicated through training, briefings, and team meetings, and are electronically available to all.

**Outcome Measures**
Most of the Charity's income is based on commissioned services where the commissioning body utilises an agreed contract or SLA to specify the services which are to be provided. They include key performance indicators and standards, against which performance is monitored. There are normally quarterly meetings with each commissioning body to report upon and review the Charity's performance.

Catalyst measures outcomes of the services delivered across all its projects for the purpose of training, staff development, reporting to funders and the Board, and the improvement of services. Any improvement to services is co-produced alongside staff and clients to ensure Catalyst services meet the needs of people. These are measured across several metrics including the number of people engaged with, the effectiveness of the service provided and the ultimate outcome of any involvement with Catalyst. Recognised tools such as the Outcome and Recovery Stars are used in a few projects along with other quantitative and qualitative methods.

Where Catalyst partners and sub-contracts other charities and organisations to assist in service delivery, it ensures that their performance is measured and accountable, and that they are providing value for money.

**Locations**
Catalyst operates across Surrey, with some projects operating into neighbouring counties. We have offices at Guildford, Woking, Camberley, and Godalming.

Staff members were co-located with partners in GPimhs across Surrey Heartlands and MHICS in Frimley South as part of our collaborative partnership to enhance population health and address health inequalities. The Redwood Centre at Farnham Road Hospital in Guildford, the police custody suites in Woking, and Staines all provided Liaison and Diversion services. Adult Safe Havens operated out of Aldershot, Guildford, and Woking, while Young Adults Safe Haven (YASH) was established in the same Guildford location as the adult Safe Haven. In-Reach shared office space at Farnham Road Hospital, Guildford, and Chertsey.

A review of the facilities operated by Catalyst was conducted as the Charity continues to plan for staff returning to offices and assure safe locations for its workforce and clients. To understand the effective delivery needs of our services within the local community, an Estates Committee has been formed by the Senior Leadership, Management, staff, and volunteers. Many of the venues offer limited access for teams to return to offices and maintain a cohesive working relationship. We will be engaging an estate agent to locate a new main Catalyst site that is accessible to all and future proof, so that current office(s) can be relocated into the new building by the end of the financial year 2023/24.

**Employees**
The number of employees continued to grow throughout the year with the addition of new projects and pilots, including staff who were subject to TUPE with the change of provider within CHI at the end of October. Employee numbers, from full and part-time staff: **117** in April 2022, rising to **137** by the end of March 2023.

Catalyst seeks to provide employees with challenging and rewarding employment. The Trustees believe that the Senior Leadership Team is continuing to recruit exceptional employees to assist in the delivery of the Charity's services. Employee costs are the largest element of Catalyst's expense. It is recognised by the Trustees and the Strategic Leadership Team that providing value for money and consistency of service is dependent upon the effective deployment, talent, and quality of its employees. It remains a workforce challenge to recruit people into the field, to fund the development of its employees, and to offer flexible working arrangements, but it is a challenge Catalyst meets. Employees are eligible to join a contributory pension scheme and are automatically registered for health membership provision.

Catalyst is working hard towards being a fair and inclusive employer aiming to meet the needs of the organisation but with our people at the heart. Our culture is being built on our values of **Kindness**, **Integrity**, and **Commitment** and with that in mind our recruitment experience and beyond is our top priority. During a period of unprecedented growth in a pandemic we have had to remain aware of industry and worldwide challenges and be quick to adapt to change. Supporting our staff through changes has been incredibly challenging but one we have grasped positively. We want our staff to feel proud to work for a Charity which values them and the work they do.

## Governance, Structure and Management

**Constitution**
Catalyst Support Limited is a charitable company limited by guarantee incorporated on 21 December 1998 with company registration number 3689561. Catalyst Support Limited was registered as a charity on 9 June 1999 under registered charity number 1075892. The original Surrey Alcohol and Drug Advisory Service was established on 1 April 1989.

The Charity was established under a Memorandum of Association which established the objects and the powers of the Charity and is governed under its Articles of Association.

All the Trustees are members and as the Charity is limited by guarantee and has no share capital, the obligation of the Trustees is limited to a £10 contribution if the Charity is wound up.

**Trustees**
Whilst Catalyst has a strong and diverse Trustee board, with a varied and appropriate skill base, the Board recognises the importance of attracting people with an interest in and empathy with the specialist work provided by Catalyst. It aims to be a Board that also reflects the wider community it serves.

Two trustees stepped down during the year, they were: Jill Clucas and Libby Grant. Libby Grant had been with the charity for over 30 years having been a founder trustee. Her long experience and knowledge will particularly be missed. As at the end of 2022-23 Catalyst has eight Trustees and continues to be the most widely diverse board in the charity's history.

In 2022, the Charity recruited additional Trustees through a transparent recruitment process that used a mix of advertising in a variety of channels and through professional and personal contacts. There is no time or upper age limit for holding an appointment as a Trustee.

After appointment, a Trustee Induction programme is arranged and the new Trustee is encouraged, as are all Trustees, to seek further training as part of their continuous development. This may be external or managed within the Charity and there is a usually one group training session per year. All Trustees with continuing appointments have periodic reviews. At the end of the financial year, Catalyst had a Trustee Board of eight people comprising three men and five women.

Trustees meet quarterly in a structured meeting, either in person or virtually and they include all the Senior Leadership Team at appropriate times. All Trustees are also members of Catalyst Committees and Working Groups, covered in the previous section.

None of the Trustees received, directly or indirectly, any remuneration from the Charity during the year.

**Senior Leadership Team**
The Trustees have delegated day to day responsibility for the management of the Charity's obligations and the provision of services to its Chief Executive Officer. The CEO has regular conversations with the Chair of the Trustee Board and is responsible for ensuring the organisation of the Charity's operations to deliver its services, meeting key performance indicators and ensuring outcomes of service level agreements are met. The CEO has, with the Trustees' approval, created a management structure to support and achieve this. The Senior Leadership Team (SLT) is currently:

| | |
|---|---|
| Susan Murphy | Chief Executive Officer |
| Clem Parker | Chief Operating Officer (resigned November 2022) |
| Lindsay Rolls | Head of Finance and Resources (retired June 2023) |

| | |
|---|---|
| Philip Taylor | Finance Manager (started May 2023) |
| Danni Bowles | Head of People and Culture (resigned September 2022) |
| Julie Kavanagh | HR Manager (interim) – started December 2022 |
| Gary Ochoa | Director, Alpha Community Outreach Ltd |
| Anthony Aralepo | Head of Project and Development (resigned March 2023) |
| Keely Glithero | Operations Manager (interim) – from November 2022 |
| Mark Prayag | Operations Manager (interim) – from November 2022 |
| Eduardo Araujo | Organisation Design Consultant (interim) – started December 2022 |

The salaries of the Key Management Personnel, Susan Murphy and Gary Ochoa, are reviewed at least biennially by the Trustee members of the Finance, Remuneration and Investments Committee and the Chair of Trustees. Other SLT salaries are subject to an annual benchmarking review.

**Risk Management**
There are several issues which are potentially risks which could affect Catalyst across its projects and operations. The Trustees and Senior Leadership Team monitor these closely in accordance with our risk management structure and guidelines. It is envisaged that only a serious and enduring issue outside the control of the Trustees and Senior Leadership Team would be likely to cause serious damage to the operations and financial stability. That stated, the charity's response to mitigate COVID risks, which has been monitored at Trustee level, has thus far been very successful.

Regular reviews and reports with regards to risks concerning operations, health and safety and financial issues are provided at Trustee meetings.

The Risk Register is kept up to date and monitored by the Senior Leadership Team and Trustees. The principal risks, uncertainties and the relevant mitigations faced by the Charity are:

• **Loss of statutory contract** work and changes to contracts – Catalyst is proactively engaged with commissioners and funders at the appropriate levels to ensure any changes can be planned for and dealt with.

• **Staffing** continuity, recruiting and retaining suitably skilled staff – the Charity has strengthened its recruitment and HR capacity, utilising specialists where needed and has a comprehensive programme for training, developing, and rewarding staff and supporting their wellbeing.

• **IT systems -** Damage to or impairment of IT systems. The Charity works with its IT supplier to ensure that systems, backup systems and cyber protection are up to date and that the supplier has adequate systems for defending and restoring systems and hardware. Staff are given regular updates on cyber awareness and security. The charity has met NHS Data Security Toolkit standards including Data Protection Impact Assessments (DPIA), Data Security and Protection Toolkit (DSPT), and has attained the Cyber Essential Certificate.

## FINANCIAL REVIEW

### Financial Position

Catalyst continued to consolidate its financial position during the year under review recording increases in both its income and retained funds. The trustees believe the Charity's financial position remains sound and stable and well placed to support its increasing number of service users, staff and volunteers engaged in a wide range of community service and support programmes.

Total income for the Charity for the year under review amounted to £3.74m (last year £3.69m) which includes income from drug and alcohol support services of £836k and for projects relating to mental health and wellbeing £2.83m. Group income rose to £4.18m (last year £4.14m) which included income of £455k (last year £442k) from its social enterprise subsidiary, Alpha Community Outreach Ltd (formerly Alpha Extreme Services Ltd).

After group expenditures of £4.02m the Charity recorded a consolidated surplus of £152k for the year under review (last year £228k).

### Principal Funding Sources

Funding sources continue to be on a largely short term basis (1-4 years) which is typical in the sector. The Charity utilises a range of funding streams including contracts and grants to provide specific services as detailed elsewhere in this Report. Principal funding sources arise from service level agreements with statutory funders as well as limited grant income. The principal funding sources include:

- Surrey County Council – Community Connections wellbeing services and drug and alcohol support services
- NHS Surrey Heartlands – Woking and Guildford Safe Havens.
- Surrey and Borders Partnership NHS Foundation Trust – Primary care networks and mental health and wellbeing services, and Criminal Liaison and Diversion.
- The National Lottery Community Fund – Reach Out counselling.
- Police and Crime Commissioner Surrey - Cuckooing

The charity is continuing to develop a range of new projects and services in response to the changing landscape. In addition, we will look at increasing our independent funding sources and further develop our social enterprise initiatives in order to strengthen our service delivery moving forward. Achieving medium and long term financial stability is a priority for the years ahead as we anticipate continuing financial pressures on public services in the post-pandemic environment.

### Financial Policies

Financial policies are approved by the Trustees and are strictly enforced both at management level and with regard to employees. The Charity prepares an operating budget at the beginning of each financial year which is updated during the year, typically at the half year point. Expenditure is closely monitored against budget and detailed financial reports for each project are reviewed quarterly by members of the Finance Committee and Trustees who additionally review the Company's balance sheet, cash flow and reserves position. There were no apparent breaches of the Charity's financial policies in the year under review.

Financial information on projects is provided to the managers of those projects and to the Senior Leadership Team on a monthly or quarterly basis. The Senior Leadership Team, supported by the Trustees, have sought to manage the Charity's income and expenditure in such a way that commissioners can readily see the value which is being generated by its activities.

All surpluses are held in cash and there are no medium- or long-term investments. Cash balances are reviewed by the Finance Committee each quarter.

**Reserves**

The Trustees are fully aware of the need to retain a sufficient level of reserves to support future endeavours and developments, to support the Charity's contractual obligations and day-to-day operations in the event of unforeseen shortfalls such as the loss of a major source of income, and to provide working capital where funding is paid in arrears or delayed. A sufficient reserve is also needed to comply with legislation and best practice and to demonstrate to our funders and partners that the Charity is financially secure and well managed.

The Charity's reserves policy reflects these requirements while at the same time recognising that our objectives of requiring the delivery of services must be the prime focus for use of funds.

During the year under review the Trustees created a Designated Reserve of £80,000 to fund the upgrading of the Charity's information technology, data processing and digital communication systems.

Most of the Charity's remaining reserves are unrestricted. The Trustees presently aim to maintain a target range for unrestricted funds at a level of between two and three months of operational expenditure based on current expenditure of approximately £3.7m. This results in a target range for free reserves of £616k to £925k. Free reserves at balance sheet date stood at the midpoint of this range at £792k (unrestricted funds of £817k less £25k expended on fixed assets). At this level the Trustees consider that, in the event of a significant deterioration in funding, its free reserves, alongside recurring income streams, will enable it to continue its current activities while exploring ways in which additional funds can be raised and/or expenditure reduced. This target range is reviewed at least annually by the Trustees.

**Going Concern**

In meeting their obligation to consider the going concern status of the organisation, the Trustees have reviewed budgets and forecasts for the coming year to 31st March 2024 and where possible to September 2024. They have considered the organisation's ability to fund its activities and to find new sources of income and funding. The Trustees consider that the forecasts prepared are appropriate and that the organisation can reasonably expect to fund its projects and activities until at least September 2024. The Charity's progress in meeting its forecasts will continue to be monitored and mitigating actions taken where necessary. The Trustees have concluded that it is appropriate to consider the organisation a going concern.

## TRUSTEES' REPORT
## FOR THE YEAR ENDED 31 MARCH 2023

### Statement of Disclosure to Auditors

Insofar as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

This report has been prepared having taken advantage of the small companies' exemption in the Companies Act 2006.

**ON BEHALF OF THE BOARD**

**Signed**



**Warren Rockett – Chair**

Date: 10/11/2023

## STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 MARCH 2023

The Trustees (who are also the Directors of the Charity for the purposes 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. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and 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 Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the Group and Charity's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by order of the Members of the Board of Trustees and signed on its behalf by:



.....

**Warren Rockett**
Chair
Date: 10/11/2023

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CATALYST SUPPORT LIMITED

### Opinion

We have audited the financial statements of Catalyst Support Limited (the 'parent charitable company') and its subsidiary (the 'Group') for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2023 and of the Group's 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 Act 2011.

### 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group 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.

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

We have nothing to report in this regard.

### Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- 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 our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' 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 charitable company for the purposes 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 Group's and the parent charitable company'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 Group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditors' 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 Auditors' 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.

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:

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management and those charged with governance to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management about any instances of non-compliance with laws and regulations;
- Reviewing the control systems in place and testing the effectiveness of the controls;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- Evaluating the business rationale of significant transactions outside the normal course of business;
- Reviewing accounting estimates for bias;
- Challenging assumptions and judgements made by management and Trustees on significant accounting estimates;
- Reviewing minutes of meetings of those charged with governance; and
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

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 for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

**Use of our report**

This report is made solely to the charitable company's Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's Trustees, as a body, Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's Members those matters we are required to state to them in an Auditors' 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 charitable company and its Members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Stuart McKay BSc FCA DChA (Senior Statutory Auditor)**
for and on behalf of
**MHA**
Statutory Auditor
London, United Kingdom

Date: 14/12/2023

**CATALYST SUPPORT LIMITED**

**(A Company Limited by Guarantee)**

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2023

| | Note | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total funds 2023 £ | *Total funds 2022 £* |
|---|---|---|---|---|---|
| **Income from:** | | | | | |
| Donations | 4 | **31,498** | **76** | **31,574** | *14,665* |
| Charitable activities | 5 | **3,401,741** | **276,856** | **3,678,597** | *3,674,923* |
| Other trading activities | 6 | **474,179** | **-** | **474,179** | *451,801* |
| Bank interest receivable | | **32** | **-** | **32** | *1* |
| **Total income** | | **3,907,450** | **276,932** | **4,184,382** | *4,141,390* |
| **Expenditure on:** | | | | | |
| Raising funds - trading activities | 7 | **450,080** | **-** | **450,080** | *429,995* |
| Charitable activities | 8 | **3,333,571** | **248,247** | **3,581,818** | *3,483,452* |
| **Total expenditure** | | **3,783,651** | **248,247** | **4,031,898** | *3,913,447* |
| **Net movement in funds** | | **123,799** | **28,685** | **152,484** | *227,943* |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward | | **774,037** | **2,935** | **776,972** | *549,029* |
| Net movement in funds | | **123,799** | **28,685** | **152,484** | *227,943* |
| **Total funds carried forward** | | **897,836** | **31,620** | **929,456** | *776,972* |

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.

The notes on pages 41 to 66 form part of these financial statements.

**CATALYST SUPPORT LIMITED**

**(A Company Limited by Guarantee)**
**REGISTERED NUMBER: 3689561**

## CONSOLIDATED BALANCE SHEET
## AS AT 31 MARCH 2023

| | Note | 2023 £ | 2023 £ | 2022 £ | 2022 £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Intangible assets | 13 | | **-** | | - |
| Tangible assets | 14 | | **29,823** | | *27,038* |
| | | | **29,823** | | *27,038* |
| **Current assets** | | | | | |
| Debtors: Amounts falling due within one year | 16 | **263,603** | | *615,525* | |
| Cash at bank and in hand | 21 | **2,021,688** | | *1,156,821* | |
| | | **2,285,291** | | *1,772,346* | |
| Creditors: Amounts falling due within one year | 17 | **(1,385,658)** | | *(1,022,412)* | |
| **Net current assets** | | | **899,633** | | *749,934* |
| **Total net assets** | | | **929,456** | | *776,972* |
| **Charity funds** | | | | | |
| Restricted funds | 18 | | **31,620** | | *2,935* |
| Unrestricted funds | | | | | |
| Designated funds | 18 | **80,000** | | - | |
| General funds | 18 | **817,836** | | *774,037* | |
| Total unrestricted funds | 18 | | **897,836** | | *774,037* |
| **Total funds** | | | **929,456** | | *776,972* |

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

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

.....
**Warren Rockett**
Chair
Date: 10/11/2023

The notes on pages 41 to 66 form part of these financial statements.

**CATALYST SUPPORT LIMITED**

**(A Company Limited by Guarantee)**
**REGISTERED NUMBER: 3689561**

## CHARITY BALANCE SHEET
## AS AT 31 MARCH 2023

| | Note | 2023 £ | 2023 £ | *2022 £* | *2022 £* |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Intangible assets | 13 | | **-** | | *-* |
| Tangible assets | 14 | | **25,117** | | *22,850* |
| Investments | 15 | | **100** | | *100* |
| | | | **25,217** | | *22,950* |
| **Current assets** | | | | | |
| Debtors | 16 | **238,706** | | *601,347* | |
| Cash at bank and in hand | | **1,966,723** | | *1,073,348* | |
| | | **2,205,429** | | *1,674,695* | |
| Creditors: amounts falling due within one year | 17 | **(1,301,366)** | | *(931,922)* | |
| **Net current assets** | | | **904,063** | | *742,773* |
| **Total net assets** | | | **929,280** | | *765,723* |
| **Charity funds** | | | | | |
| Restricted funds | | | **31,620** | | *2,935* |
| Unrestricted funds | | | | | |
| Designated funds | 18 | **80,000** | | - | |
| General funds | | | **817,660** | | *762,788* |
| Total unrestricted funds | | | **897,660** | | *762,788* |
| **Total funds** | | | **929,280** | | *765,723* |

The Charity's net movement in funds for the year was £164,184 *(2022 - £228,909)*.

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

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

## CHARITY BALANCE SHEET (CONTINUED)
## AS AT 31 MARCH 2023



.....
**Warren Rockett**
Chair
Date: 10/11/2023

The notes on pages 41 to 66 form part of these financial statements.

## CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2023

| | Note | 2023 £ | *2022 £* |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| Net cash used in operating activities | 20 | **876,370** | *517,895* |
| **Cash flows from investing activities** | | | |
| Bank interest receivable | | **32** | *1* |
| Purchase of tangible fixed assets | 14 | **(11,535)** | *(15,736)* |
| **Net cash used in investing activities** | | **(11,503)** | *(15,735)* |
| **Change in cash and cash equivalents in the year** | | **864,867** | *502,160* |
| Cash and cash equivalents at the beginning of the year | | **1,156,821** | *654,661* |
| **Cash and cash equivalents at the end of the year** | 21 | **2,021,688** | *1,156,821* |

The notes on pages 41 to 66 form part of these financial statements.

As the Group and Charity does not have any debt, an analysis of net debt has not been produced.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

### 1. General information

Catalyst Support Limited is a charitable company limited by guarantee and is registered with the Registrar of Companies (Company Registered Number: 3689561) and the Charity Commission (Charity Registered Number: 1075892) in England and Wales.

In the event of the Group being wound up, the liability in respect of the guarantee is limited to £10 per member of the Group.

The address of the registered office is given in the Group information on page 1 of these financial statements.

### 2. Accounting policies

#### 2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Catalyst Support Limited meets the definition of a public benefit entity under FRS 102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy. The financial statements are prepared in sterling which is the functional and presentational currency of the Group and are rounded to the nearest pound.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

#### 2.2 Going concern

The Trustees have assessed the use of going concern and have considered possible events or conditions that might cast significant doubt on the ability of the Group to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of the approval of these financial statements. The Trustees have concluded that there is a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. The Group therefore continues to adopt the going concern basis in preparing these financial statements.

The Trustees are not aware of any post balance sheet events which would have a material impact on these financial statements.

## 2. Accounting policies (continued)

### 2.3 Income

All income is recognised once the Group has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably. Income is deferred only when the Group has to fulfil conditions which they are uncertain they are able to fulfill before being entitled to the income.

Grant income comes from the National Lottery Community Fund and other charities. Other income comes mainly from statutory bodies, including Surrey County Council, Surrey and Borders Partnership NHS Foundation Trust, the Office of the Police & Crime Commissioner for Surrey, Surrey Police and Local Borough Councils.

### 2.4 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the categories.

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 allocated on the portion of the asset’s use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

Redundancy and termination payments are recognised immediately upon becoming a constructive obligation.

All expenditure is inclusive of irrecoverable VAT.

### 2.5 Employee benefits

When employees have rendered service to the Charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The Charity operates a defined benefit pension plan for the benefit of its employees. A liability for the Charity’s obligations under the plan is recognised net of plan assets. The net change in the net defined benefit liability is recognised as the cost of the defined benefit plan during the period. Pension plan assets are measured at fair value and the defined benefit obligation is measured on an actuarial basis using the projected unit method.

## 2. Accounting policies (continued)

### 2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

### 2.7 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

### 2.8 Tangible fixed assets and depreciation

Tangible fixed assets costing £5,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. The £5,000 capitalisation limit is reduced for computer equipment, such as laptops to £NIL so that a good record of computer equipment can be maintained, and motor vehicles held within the subsidiary.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

| | | |
|---|---|---|
| Motor vehicles | - | 50% |
| Furniture and equipment | - | 25% |
| Computer equipment | - | 33% |

### 2.9 Intangible assets - goodwill

Goodwill arising on business combinations is capitalised, classified as an asset on the balance sheet and amortised on a straight line basis over its useful life, which should not exceed ten years if a reliable estimate of the useful life cannot be made.

### 2.10 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

### 2.11 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

## 2. Accounting policies (continued)

### 2.12 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### 2.13 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Group anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated Statement of Financial Activities as a finance cost.

### 2.14 Financial instruments

The Group only holds basic Financial Instruments. The financial assets and financial liabilities of the Group are as follows:

Debtors – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in Note 16. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Liabilities – trade creditors, accruals and other creditors will be classified as financial instruments, and are measured at amortised cost as detailed in Notes 17. Taxation and social security balances are not included in the financial instruments disclosure.

### 2.15 Operating leases

Rentals paid under operating leases are charged to the Consolidated Statement of Financial Activities on a straight line basis over the lease term.

## 2. Accounting policies (continued)

### 2.16 Pensions

The Group operates two pension schemes for its employees:-

a) A defined contribution workplace scheme which is available to all eligible employees. The Charity contributes at rates recommended under government auto-enrolment procedures.

b) The Group is also a participating employer in the defined benefit Local Government Pension Scheme known as the Surrey County Council Pension Fund ("the Fund") which is now closed to the Group's new employees. The assets and liabilities of the Fund are not separately identifiable to each employer. The assets of the scheme are held separately from those of the Group in an independently administered fund and pensions payable under the scheme are based on final pensionable salary. This scheme is the Local Government Pension Scheme administered by the Surrey County Council, who also arrange for triennial actuarial reviews to be carried out.

   The latest actuarial valuation was carried out as at 31 March 2022. The operating costs of providing these benefits are recognised in the Consolidated Statement of Financial Activities in the accounting year in which the benefits are earned by the employees and related financing and other costs recognised in the year in which they arise. No other retirement benefits are provided.

The pension charge represents the amounts payable by the Charity to each scheme in respect of the year. Contributions are expensed as they become payable.

### 2.17 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

## 3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

- The annual depreciation charge is sensitive to changes in the estimated useful lives and residual value of assets. The useful lives and residual values are re-assessed annually and amended where necessary.

- The discount rate used for deficit reduction payments.

## 4. Income from donations

| | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total funds 2023 £ |
|---|---|---|---|
| Donations | 31,498 | 76 | **31,574** |

| | *Unrestricted funds 2022 £* | *Restricted funds 2022 £* | *Total funds 2022 £* |
|---|---|---|---|
| Donations | *13,443* | *1,222* | *14,665* |

## 5. Income from charitable activities

| | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total funds 2023 £ |
|---|---|---|---|
| Drugs and alcohol support | 563,119 | 276,856 | **839,975** |
| Mental health and wellbeing | 2,823,969 | - | **2,823,969** |
| Other projects | 14,653 | - | **14,653** |
| **Total 2023** | 3,401,741 | 276,856 | **3,678,597** |

| | *Unrestricted funds 2022 £* | *Restricted funds 2022 £* | *Total funds 2022 £* |
|---|---|---|---|
| Drugs and alcohol support | *1,087,756* | *187,093* | *1,274,849* |
| Mental health and wellbeing | *2,339,641* | *49,650* | *2,389,291* |
| Other projects | *1,717* | *9,066* | *10,783* |
| *Total 2022* | *3,429,114* | *245,809* | *3,674,923* |

## 5. Income from charitable activities (continued)

Income from charitable activities includes income received from the following government sources:

| | 2023 £ | *As restated 2022 £* |
|---|---|---|
| Surrey County Council | **1,510,854** | *1,480,759* |
| National Lottery Community Fund | **146,931** | *105,593* |
| Surrey & Borders Partnership NHS Trust | **1,360,958** | *1,610,489* |
| Time to Change | **-** | *15,008* |
| Office of the Police & Crime Commissioner - Surrey | **109,333** | *53,993* |
| Surrey Heath | **-** | *1,500* |
| NHS Guildford & Waverley CCG | **-** | *-* |
| NHS Surrey Heartlands CCG | **500,442** | *361,444* |
| Guildford Borough Council | **26,270** | *25,270* |
| Ministry of Housing, Communities and Local Govt | **19,932** | *19,028* |
| NHS England | **-** | *191,786* |
| Misc other | **3,877** | *-* |
| | **3,678,597** | *3,864,870* |

## 6. Income from other trading activities

| | Unrestricted funds 2023 £ | Total funds 2023 £ |
|---|---|---|
| Income from trading subsidiary | 455,484 | **455,484** |
| Sale of donated goods | 18,695 | **18,695** |
| | 474,179 | **474,179** |

| | *Unrestricted funds 2022 £* | *Total funds 2022 £* |
|---|---|---|
| Income from trading subsidiary | *442,474* | *442,474* |
| Sale of donated goods | *9,327* | *9,327* |
| | *451,801* | *451,801* |

## 7. Expenditure on raising funds - trading activities

| | Unrestricted funds 2023 £ | Total funds 2023 £ |
|---|---|---|
| Direct costs | 371,034 | **371,034** |
| Support costs - Staff costs | 34,169 | **34,169** |
| Support costs - Other costs | 44,503 | **44,503** |
| Support costs - Depreciation | 750 | **750** |
| **Total 2023** | 450,456 | **450,456** |

| | *Unrestricted funds 2022 £* | *Total funds 2022 £* |
|---|---|---|
| Direct costs | *348,003* | *348,003* |
| Support costs - Staff costs | *33,901* | *33,901* |
| Support costs - Other costs | *41,954* | *41,954* |
| Support costs - Depreciation | *6,137* | *6,137* |
| *Total 2022* | *429,995* | *429,995* |

## 8. Analysis of expenditure on charitable activities - by fund

| | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total funds 2023 £ |
|---|---|---|---|
| Drugs and alcohol support | 491,671 | 248,247 | **739,918** |
| Mental health and wellbeing | 2,636,280 | - | **2,636,280** |
| Other projects | 205,620 | - | **205,620** |
| **Total 2023** | 3,333,571 | 248,247 | **3,581,818** |

| | *Unrestricted funds 2022 £* | *Restricted funds 2022 £* | *Total funds 2022 £* |
|---|---|---|---|
| Drugs and alcohol support | *1,072,473* | *192,884* | *1,265,357* |
| Mental health and wellbeing | *2,147,675* | *50,000* | *2,197,675* |
| Other projects | *13,750* | *6,670* | *20,420* |
| *Total 2022* | *3,233,898* | *249,554* | *3,483,452* |

## 9. Analysis of expenditure on charitable activities - by type

| | Activities undertaken directly 2023 £ | Support costs 2023 £ | Total funds 2023 £ |
|---|---|---|---|
| Drugs and alcohol support | 614,809 | 125,109 | **739,918** |
| Mental health and wellbeing | 2,147,745 | 488,535 | **2,636,280** |
| Other projects | 4,176 | 201,444 | **205,620** |
| **Total 2023** | 2,766,730 | 815,088 | **3,581,818** |

| | *Activities undertaken directly 2022 £* | *Support costs 2022 £* | *Total funds 2022 £* |
|---|---|---|---|
| Drugs and alcohol support | *1,103,937* | *161,420* | *1,265,357* |
| Mental health and wellbeing | *1,850,620* | *347,055* | *2,197,675* |
| Other projects | *9,459* | *10,961* | *20,420* |
| *Total 2022* | *2,964,016* | *519,436* | *3,483,452* |

## 9. Analysis of expenditure on charitable activities - by type (continued)

### Analysis of support costs

| | Total funds 2023 £ | *Total funds 2022 £* |
|---|---|---|
| Staff costs | **556,821** | *370,235* |
| Depreciation | **8,000** | *6,000* |
| Other staff costs | **49,280** | *30,218* |
| Premises costs | **42,210** | *20,432* |
| Venue and event costs | **10,486** | *1,833* |
| Bank charges | **5,912** | *4,074* |
| Office costs | **77,399** | *30,979* |
| Technology costs | **21,929** | *22,102* |
| Governance costs | **39,123** | *31,869* |
| Volunteers expenses | **-** | *526* |
| Travel and subsistence | **3,404** | *1,162* |
| Service level agreement costs | **524** | *6* |
| | **815,088** | *519,436* |

## 10. Governance costs

| | 2023 £ | *2022 £* |
|---|---|---|
| Auditors' remuneration - Audit of the financial statements | **17,400** | *15,000* |
| Auditors' remuneration - Taxation services | **1,900** | *800* |
| Auditors' remuneration - Other non-audit services | **5,000** | *4,500* |
| Auditors' remuneration - Over-accrual in prior periods | **(52)** | *-* |
| Legal and professional fees | **21,736** | *11,176* |
| Trustee meeting and training expenditure | **189** | *393* |
| **Total** | **46,173** | *31,869* |

Included within Governance costs is £7,050 of Auditors' remuneration incurred by the trading subsidiary, which has been recognised within Expenditure on raising funds.

## 11. Staff costs

| | **Group 2023 £** | *Group 2022 £* | **Charity 2023 £** | *Charity 2022 £* |
|---|---|---|---|---|
| Wages and salaries | **2,656,377** | *2,624,830* | **2,321,140** | *2,299,833* |
| Social security costs | **243,789** | *228,370* | **210,221** | *198,387* |
| Pension costs | **177,297** | *128,931* | **151,551** | *110,743* |
| | **3,077,463** | *2,982,131* | **2,682,912** | *2,608,963* |

The average number of persons employed by the Group during the year was as follows:

| | **Group 2023 No.** | *Group 2022 No.* |
|---|---|---|
| Employees | **121** | *116* |

No employee received remuneration (not including employer's national insurance and pension contributions) amounting to more than £60,000 in either year.

The total amount of employee benefits received (including employer's national insurance and pension contributions) by Key Management Personnel is £137,801 *(2022 - £137,135)*. The Group considers its Key Management Personnel to comprise of the Trustees, the Chief Executive Officer of Catalyst Support Limited and the Managing Director of Alpha Community Outreach Limited.

There was one minimum statutory redundancy payment during the year *(2022 - one)*, for the amount of £1,300 *(2022 - £2,448)* and one non-contractual payment *(2022 - NIL)* for the amount of £580 *(2022 - £NIL).* The non-contractual payment ex-gratia payment was made as a gesture of goodwill.

## 12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2022 - £NIL)*.

During the year ended 31 March 2023, expenses totalling £121 were reimbursed or paid directly to 1 Trustee *(2022 - £NIL)*. Expenses were incurred in relation to travel expenses.

## 13. Intangible assets

**Group and Charity**

| | **Goodwill £** |
|---|---|
| **Cost** | |
| At 1 April 2022 and At 31 March 2021 | **12,000** |
| **Amortisation** | |
| At 1 April 2022 and At 31 March 2021 | **12,000** |
| **Net book value** | |
| At 31 March 2023 | **-** |
| *At 31 March 2022* | - |

## 14. Tangible fixed assets

**Group**

| | Motor vehicles £ | Furniture and equipment £ | Computer equipment £ | Total £ |
|---|---|---|---|---|
| **Cost or valuation** | | | | |
| At 1 April 2022 | **8,500** | **33,948** | **144,429** | **186,877** |
| Additions | **-** | **-** | **11,535** | **11,535** |
| At 31 March 2023 | **8,500** | **33,948** | **155,964** | **198,412** |
| **Depreciation** | | | | |
| At 1 April 2022 | **5,750** | **32,319** | **121,770** | **159,839** |
| Charge for the year | **-** | **375** | **8,375** | **8,750** |
| At 31 March 2023 | **5,750** | **32,694** | **130,145** | **168,589** |
| **Net book value** | | | | |
| At 31 March 2023 | **2,750** | **1,254** | **25,819** | **29,823** |
| *At 31 March 2022* | *2,750* | *1,629* | *22,659* | *27,038* |

## 14. Tangible fixed assets (continued)

**Charity**

| | Furniture and equipment £ | Computer equipment £ | Total £ |
|---|---|---|---|
| **Cost or valuation** | | | |
| At 1 April 2022 | **32,068** | **141,725** | **173,793** |
| Additions | **-** | **10,267** | **10,267** |
| At 31 March 2023 | **32,068** | **151,992** | **184,060** |
| **Depreciation** | | | |
| At 1 April 2022 | **31,041** | **119,902** | **150,943** |
| Charge for the year | **-** | **8,000** | **8,000** |
| At 31 March 2023 | **31,041** | **127,902** | **158,943** |
| **Net book value** | | | |
| At 31 March 2023 | **1,027** | **24,090** | **25,117** |
| *At 31 March 2022* | *1,027* | *21,823* | *22,850* |

## 15. Fixed asset investments

| Charity | Investment in subsidiary company £ |
|---|---|
| **Cost or valuation** | |
| At 1 April 2022 | **100** |
| At 31 March 2023 | **100** |

Catalyst Support Limited holds 100 £1 ordinary shares in Alpha Community Outreach Ltd (Company Registered Number: 07563107), representing a 100% holding. The financial results of the subsidiary are included in these consolidated financial statements. The registered office of Alpha Community Outreach Ltd is 14 Jenner Road, Guildford, Surrey, GU7 1LQ.

The principal activity of the company is to provide support to complex individuals living in the community who will generally have addiction and mental health issues and not be suitable for mainstream services. The company also carries out specialist cleaning services including for hoarders and post mortem. The financial results of the subsidiary were as follows:

| | **2023** | *2022* |
|---|---|---|
| | **£** | *£* |
| Income | **455,484** | *442,474* |
| Expenditure | **450,080** | *430,613* |
| Gift aid for distribution | **17,104** | *12,200* |
| Total comprehensive income | **(11,700)** | *(339)* |
| Net assets | **276** | *11,976* |

## 16. Debtors

| | **Group 2023 £** | *Group 2022 £* | **Charity 2023 £** | *Charity 2022 £* |
|---|---|---|---|---|
| **Due within one year** | | | | |
| Trade debtors | **121,053** | *121,526* | **-** | *-* |
| Amounts owed by group undertakings | **-** | *-* | **96,156** | *107,348* |
| Prepayments and accrued income | **142,550** | *493,999* | **142,550** | *493,999* |
| | **263,603** | *615,525* | **238,706** | *601,347* |

## 17. Creditors: Amounts falling due within one year

| | **Group 2023 £** | *Group 2022 £* | **Charity 2023 £** | *Charity 2022 £* |
|---|---|---|---|---|
| Pension deficit liability | **80,000** | *80,000* | **80,000** | *80,000* |
| Trade creditors | **25,726** | *62,106* | **23,640** | *60,362* |
| Other taxation and social security | **128,603** | *147,812* | **102,999** | *123,008* |
| Other creditors | **3,936** | *5,000* | **3,936** | *4,373* |
| Accruals and deferred income | **1,147,393** | *727,494* | **1,090,791** | *664,179* |
| | **1,385,658** | *1,022,412* | **1,301,366** | *931,922* |

The Charity operates a defined contribution scheme with the Surrey County Council Local Government Pension Scheme which has a guaranteed element of pension benefits. The pension cost charge represents the contributions payable by the Charity to the Funds in respect of the year, and for both schemes amounted to £151,551 *(2022: £110,743).*

The Charity was previously informed that contributions were payable to the defined benefits scheme over a 3 year period with 3 payments of £40,000 being made annually from 1 April 2020.

| | **Group 2023 £** | *Group 2022 £* | **Charity 2023 £** | *Charity 2022 £* |
|---|---|---|---|---|
| **Deferred income** | | | | |
| Deferred income at 1 April | **685,786** | *437,316* | **629,542** | *407,587* |
| Resources deferred during the year | **1,106,694** | *685,786* | **1,055,847** | *629,542* |
| Amounts released from previous periods | **(685,786)** | *(437,316)* | **(629,542)** | *(407,587)* |
| **Deferred income at 31 March** | **1,106,694** | *685,786* | **1,055,847** | *629,542* |

Deferred income relates to various projects and grants which are ongoing into 2023-24 and for which funds have been received in advance. These are below:

- In Reach
- Cuckooing
- Reach Out Counselling
- Making Every Contact Count
- Primary Care Network
- Hope Project
- Garden Project
- Safe Haven Peer Support
- Physical Health Liason Workers

## 18. Statement of funds

### Current year

| | Balance at 1 April 2022 £ | Income £ | Expenditure £ | Transfers in/out £ | Balance at 31 March 2023 £ |
|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | |
| **Designated funds** | | | | | |
| Digital infrastructure improvements | - | - | - | 80,000 | 80,000 |
| **General funds** | | | | | |
| General funds | 854,037 | 3,907,450 | (3,783,651) | (80,000) | 897,836 |
| Pension reserve | (80,000) | - | - | - | (80,000) |
| | 774,037 | 3,907,450 | (3,783,651) | (80,000) | 817,836 |
| **Total Unrestricted funds** | 774,037 | 3,907,450 | (3,783,651) | - | 897,836 |
| **Restricted funds** | | | | | |
| Reach Out - The National Lottery Community Fund | - | 147,007 | (128,269) | - | 18,738 |
| Support Provision for Self Isolating Patients | 152 | - | - | - | 152 |
| York Road | 531 | 19,932 | (17,917) | - | 2,546 |
| Cuckooing | 2,252 | 109,993 | (102,061) | - | 10,184 |
| | 2,935 | 276,932 | (248,247) | - | 31,620 |
| **Total of funds** | 776,972 | 4,184,382 | (4,031,898) | - | 929,456 |

**18. Statement of funds (continued)**

**Prior year**

| | *Balance at 1 April 2021* £ | *Income* £ | *Expenditure* £ | *Transfers in/out* £ | *Balance at 31 March 2022* £ |
|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | |
| General funds | *668,877* | *3,894,359* | *(3,663,893)* | *(45,306)* | *854,037* |
| Pension reserve | *(120,000)* | *-* | *-* | *40,000* | *(80,000)* |
| | *548,877* | *3,894,359* | *(3,663,893)* | *(5,306)* | *774,037* |
| **Restricted funds** | | | | | |
| Reach Out - The National Lottery Community Fund | *-* | *106,510* | *(111,816)* | *5,306* | *-* |
| Support Provision for Self Isolating Patients | *152* | *-* | *-* | *-* | *152* |
| York Road | *-* | *19,028* | *(18,497)* | *-* | *531* |
| Creative Response | *-* | *50,000* | *(50,000)* | *-* | *-* |
| Cuckooing | *-* | *71,493* | *(69,241)* | *-* | *2,252* |
| | *152* | *247,031* | *(249,554)* | *5,306* | *2,935* |
| **Total of funds** | *549,029* | *247,031* | *(3,913,447)* | *-* | *776,972* |

## 18. Statement of funds (continued)

The Trustees have created a Designated Reserve of £80,000 to fund the upgrading of the Charity's information technology, data processing and digital communication systems.

The purpose of each major restricted fund is as follows:

Reach Out includes funds received from The National Lottery Community Fund for the provision of counselling for individuals around substance misuse by volunteer counsellors.

Creative Response Supporting vulnerable adults of all ages with mental health issues, including addictions, learning and physical disabilities.

Cuckooing Providing support for vulnerable adults affected by cuckooing.

Support Provision for Self Isolating Patients provides support for COVID-19 positive individuals who were insecurely housed during the pandemic lockdown and its aftermath. The funding is provided by Surrey County Council.

The York Road project provides a Substance Misuse Outreach Navigator working with the York Road Project. Brief interventions, advice and support is given for individuals to access treatment and recovery services. The York Road project is a Charity providing accommodation to the homeless in Woking.

The pension reserve has been created to reflect the pension deficit recognised in the year following notification that additional contributions were payable to the scheme.

## 19. Analysis of net assets between funds

**Analysis of net assets between funds - current year**

| | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total funds 2023 £ |
|---|---|---|---|
| Tangible fixed assets | 29,823 | - | **29,823** |
| Current assets | 2,253,671 | 31,620 | **2,285,291** |
| Creditors due within one year | (1,385,658) | - | **(1,385,658)** |
| **Total** | 897,836 | 31,620 | **929,456** |

## 19. Analysis of net assets between funds (continued)

**Analysis of net assets between funds - prior year**

| | *Unrestricted funds 2022 £* | *Restricted funds 2022 £* | *Total funds 2022 £* |
|---|---|---|---|
| Tangible fixed assets | *27,038* | *-* | *27,038* |
| Current assets | *1,769,411* | *2,935* | *1,772,346* |
| Creditors due within one year | *(1,022,412)* | *-* | *(1,022,412)* |
| **Total** | *774,037* | *2,935* | *776,972* |

## 20. Reconciliation of net movement in funds to net cash flow from operating activities

| | | **Group 2023 £** | *Group 2022 £* |
|---|---|---|---|
| Net income for the year (as per Statement of Financial Activities) | | **152,484** | *227,943* |
| **Adjustments for:** | | | |
| Depreciation charges | 14 | **8,750** | *12,137* |
| Decrease in debtors | 16 | **351,922** | *4,423* |
| Increase in creditors | 17 | **363,246** | *273,393* |
| Bank interest receivable | | **(32)** | *(1)* |
| **Net cash provided by operating activities** | | **876,370** | *517,895* |

## 21. Analysis of cash and cash equivalents

| | **Group 2023 £** | *Group 2022 £* |
|---|---|---|
| Cash at bank and in hand | **2,021,688** | *1,156,821* |
| **Total cash and cash equivalents** | **2,021,688** | *1,156,821* |

## 22. Analysis of changes in net debt

| | At 1 April 2022 | Cash flows | At 31 March 2023 |
|---|---|---|---|
| | £ | £ | £ |
| Cash at bank and in hand | **1,156,821** | **864,867** | **2,021,688** |
| | **1,156,821** | **864,867** | **2,021,688** |

## 23. Pension commitments

The Charity is a participating employer in the Local Government Pension Scheme known as the Surrey County Council Pension Fund ("the Fund") which is now closed to the Charity's new employees. The Fund is a multi-employer defined benefit scheme. The Scheme is funded and is contracted out of the state scheme. The assets and liabilities of the Fund are not separately identifiable to each participating employer. Accordingly, the contributions to the Fund are treated as a defined contributions scheme.

The valuation of the Scheme was performed as at 31 March 2019 by a professionally qualified actuary. The market value of the Scheme's assets at the last valuation date was £3,708 million. The valuation revealed a shortfall of assets (£3,708 million) compared with the value of liabilities (£5,915 million) of some £2,207 million (equivalent to a past service funding level of 63%). The triennial review of the valuation of the Fund was carried out as at 31 March 2022, for which the report is expected to be finalised in 2023.

It is possible that future valuations or interim reviews of the Fund may require additional contributions to be made. The Charity was preivously informed that additional contributions were payable to the scheme over a 3 year period with 3 payments of £40,000 being made annually from 1 April 2020.

The operating costs of the defined benefit pension scheme were £54,621 *(2022 - £71,608).* The Charity is currently required to contribute at the standard rate of 27.3% of pensionable salaries.

## 24. Operating lease commitments

At 31 March 2023 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | **Group 2023 £** | *Group 2022 £* | **Charity 2023 £** | *Charity 2022 £* |
|---|---|---|---|---|
| **Land and buildings** | | | | |
| Not later than 1 year | **49,000** | *49,000* | **49,000** | *49,000* |
| Later than 1 year and not later than 5 years | **27,500** | *76,500* | **27,500** | *76,500* |
| | **76,500** | *125,500* | **76,500** | *125,500* |

| | **Group 2023 £** | *Group 2022 £* | **Charity 2023 £** | *Charity 2022 £* |
|---|---|---|---|---|
| **Equipment** | | | | |
| Not later than 1 year | **1,080** | *1,080* | **1,080** | *1,080* |
| Later than 1 year and not later than 5 years | **-** | *1,080* | **-** | *1,080* |
| | **1,080** | *2,160* | **1,080** | *2,160* |

The following lease payments have been recognised as an expense in the Consolidated Statement of Financial Activities:

| | **Group 2023 £** | *Group 2022 £* | **Charity 2023 £** | *Charity 2022 £* |
|---|---|---|---|---|
| Operating lease rentals | **50,080** | *50,080* | **50,080** | *50,080* |
| | **50,080** | *50,080* | **50,080** | *50,080* |

## 25. Related party transactions

During the year, salaries and related other costs of £394,551 *(2022 - £373,168)* relating to Alpha Community Outreach Ltd, the subsidiary of Catalyst Support Limited, were paid by Catalyst Support Limited and recharged to Alpha Community Outreach Ltd. At the year end, the amount owed to Catalyst Support Limited from Alpha Community Outreach Ltd is £96,156 *(2022 - £107,348)*. During the year, Alpha Community Outreach Ltd donated distributable profits of £17,104 to Catalyst Support Limited *(2022 - £12,200).*

**CATALYST SUPPORT LIMITED**

England & Wales - Charity number 1075892

# Accounts

Company Registered Number: 3689561
Charity Registered Number: 1075892

# CATALYST SUPPORT LIMITED

(A Company Limited by Guarantee)

## TRUSTEES' REPORT AND FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 MARCH 2022

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

CONTENTS


| | Page |
|---|---|
| Reference and Administrative Details of the Charity, its Trustees and Advisers | 1 |
| Chair of Trustees and Chief Executive Statement | 2 - 5 |
| Trustees' Report | 6 - 25 |
| Statement of Trustees' Responsibilities | 26 |
| Independent Auditors' Report on the Financial Statements | 27 - 30 |
| Consolidated Statement of Financial Activities | 31 |
| Consolidated Balance Sheet | 32 |
| Charity Balance Sheet | 33 |
| Consolidated Statement of Cash Flows | 34 |
| Notes to the Financial Statements | 35 - 62 |

CATALYST SUPPORT LIMITED

(A Company Limited by Guarantee)

## REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2022

| | |
|---|---|
| **Trustees** | Warren Rockett, Chair<br>Kath Mills, Deputy Chair<br>Kim Tinneny<br>Libby Grant<br>Roger Drennan<br>Jill Clucas<br>Chisha McDonald<br>Ewan Henniker-Smith (appointed 1 May 2021)<br>Rebekka Francis (appointed 26 July 2021)<br>Sarbani Bose (appointed 26 July 2021) |
| **Company registered number** | 3689561 |
| **Charity registered number** | 1075892 |
| **Registered office** | 14 Jenner Road<br>Guildford<br>Surrey<br>GU1 3PL |
| **Chief executive officer** | Susan Murphy |
| **Independent auditors** | MHA MacIntyre Hudson<br>Statutory Auditor<br>6th Floor<br>2 London Wall Place<br>London<br>EC2Y 5AU |
| **Bankers** | Barclays Bank plc<br>Camberley<br>Surrey<br>GU15 3RQ |
| **Solicitors** | Clyde & Co<br>Beaufort House<br>Chertsey Street<br>Guilford<br>Surrey<br>GU1 4HA |

CHAIR OF TRUSTEES AND CHIEF EXECUTIVE STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022

## Our Patron

As I write, the impact of COVID-19 and lockdowns on the health and wellbeing of children, families and communities is becoming increasingly clear throughout Surrey and widely throughout the U.K. COVID-19 has affected every individual and strata of society, with the combined stresses of dealing with physiological illness, bereavement, loss of work, change in work patterns and the devastating effects of long COVID (estimated nationally at 1.7 million adults, Office of National Statistics). It is no surprise that we are seeing patterns of increased dependency on alcohol, legal and illegal drugs and gambling addictions both nationally and in our local area of Surrey. Domestic violence has also increased and, as Catalyst has experienced, the need for mental health support has never been greater in Surrey, with demands on services for adults and young people rising exponentially. As our Chief Executive, Sue Murphy, mentions in her statement, it is absolutely essential that collaboration between all services should be as effective as possible and it is heartening to see how much Catalyst reaches out to health providers and others in the voluntary sector, as well as the private sector (Vodafone for example) to ensure that those seeking help with myriad issues such as homelessness and food poverty are bridged and supported to access the range of services available.

It is wonderful to see that the Safe Haven for young adults has been launched in Guildford, a much needed addition to the other Safe Havens situated throughout Surrey. It is great that Catalyst has launched a quarterly newsletter so people can be kept up to date with all the latest news. The website also shows the wide range of services available to Catalyst clients, including sports activities, arts and crafts groups, wellbeing walks, Reach Out Counselling, volunteering opportunities and much more. All services available aim to increase health and wellbeing for people in Surrey.

As we move further into the opening up of life in Surrey, together with better weather, I hope the opportunities for many who have been isolated and fearful will improve. I know that Catalyst will continue to support people and address mental health challenges, both exacerbated and/or caused by COVID-19. I am very proud to be Patron of such fantastic and dedicated charity.

**Louise**
**Lady O'Connor, DL**

## Chair of Trustees' Statement

Last year I stated that Catalyst's energy, creativity, and ingenuity would be put to the test, and it was. We not only developed new and alternative ways to help people in need, but continued to provide much needed everyday services, whilst at the same time helping others operating within the charity sector. This has not been without its challenges. A considerable internal challenge has been getting the balance right between office, home and outreach style working. Catalyst is not immune to workplace challenges faced by many other organisations.

Our CEO and senior colleagues have worked tirelessly to maintain and raise awareness in Surrey and elsewhere of the current and future value of the charity sector and its service delivery expertise, whether through delivering cost effective mental health and wellbeing support and/or helping individuals and families address drug and alcohol related issues.

The sheer determination of staff, counsellors, and volunteers, working with the support of senior management and the Trustee Board, ensured Catalyst emerged from the worst of COVID-19 in a good and healthy state. All the Trustees are immensely proud of that. It has been a huge challenge delivering services, made only possible through the endeavours of our committed staff and volunteers, and our engaging and innovative service partners.

As we ended the year Catalyst and the Surrey charity Outline have been in discussion over the latter closing as a charity and becoming a part of Catalyst. Outline provides support to people with their sexuality and gender identity, including but not limited to the lesbian, gay, bi-sexual and transsexual community of Surrey, for over 20 years, primarily through a helpline, website, and support groups. Following a trustee driven due diligence process I am really pleased that both charities have agreed to the merger which will be complete by the summer of 2022. The joining of both charities ensures the continuation of Outline's work/services and provides greater client access to services through Catalyst's own operational networks, particularly mental health support. Some of Outline's services will be project based under the banner 'Outline in Catalyst'.

The focused efforts of the Catalyst Trustees and the various Committees upon which each sit, has helped ensure strategic direction, good governance, and fiscal responsibility and accountability throughout the year, thus enabling the charity to grow and develop. We have been very fortunate to have been able to add to the wide skills and experience of the Board with the recruitment of two new Trustees, Sarbani Bose and Rebekka Francis. Sarbani has over 20 years' experience in the digital and data world, as well as being the diversity and inclusion ambassador for the Institute of Directors in Hampshire and Isle of Wight. Rebekka brings to the Board and the wider charity a considerable understanding of the health and social care sector, plus a wealth of workplace wellbeing, inclusion, and compassionate everyday leadership. The Board now consists of ten Trustees and is the most widely diverse board in the charity's history.

We all now look forward to continuing to deliver upon improving people's lives across Surrey.

**Warren Rockett**
**Chair of Trustees**

## Chief Executive's Statement

The pandemic and its economic and social consequences has led to a spike in demand for services; in particular mental health being on the sharp end of significant social upheaval, as people have been furloughed, made redundant, or isolated from their regular social networks and support.

Video calls, Zoom quizzes and the introduction of Teams were all synonymous with the pandemic and many people faced the challenges of isolation without access to technology. The introduction of Tech to Connect in Surrey, a digital inclusion service delivered by Surrey Coalition of Disabled People, changed the way our clients were able to connect with family, friends and peers and to access groups and activities. Tech to Connect provided our clients with devices, digital literacy training and confidence-boosting support. Vodafone pledged to eradicate digital exclusion by ensuring nobody was left behind by providing free Vodafone SIMs, each loaded with 20GB data a month for six months, plus unlimited calls and texts. Catalyst was successful in applying for the free SIMS to help achieve this goal by giving SIMS to people who are digitally excluded, together with other local charities.

It has never been more important to come together with a structure for collaborative working and partnerships. The evolving Surrey Voluntary, Community and Social Enterprise (VCSE) Alliance and Adults Mental Health Alliance, of which Catalyst are core members, will shape and change understanding of population needs and make joint decisions on key resources and capabilities. Both Alliances will shape the future for the Charity as a key strategic partner, with an important contribution to make in shaping, improving and delivering services and developing and implementing plans to tackle the wider determinants of health.

Keeping in touch with our employees was a top focus during the pandemic; weekly bulletins gave information on internal and external developments, notable changes, and public awareness campaigns. Our quarterly communications meetings enabled our employees to meet one another and learn about service delivery. Throughout the pandemic, staff received regular updates about government guidelines, safeguarding their own, colleagues' and clients' safety. Our Bookshop, A Novel Idea, continued to operate during the pandemic alongside Government guidelines receiving donations, rotating books and preparing for openings following the various lockdowns. During this period, we collaborated with Make a Difference with Records to sell second hand vinyl in our charity bookshop which has proved successful and raised the awareness of A Novel Idea in different ways.

Our crisis and outreach services continued to provide face-to-face support, and we devised new and innovative ways to provide virtual or telephone-based groups, activities, and counselling that have proven to be useful to those who access them. It became apparent through the easing of lockdown that people were able to access services in ways that were previously unavailable due to their personal circumstances; the feedback we received encouraged us to keep offering our services in new ways.

The uncertainty of lockdowns during this period has made it an incredibly difficult time in planning a return to offices. Offering blended working for staff has been supportive not only for our workforce but also ensuring offices support safe measures for all.

However, working from home has isolated us from our colleagues, peers and networks. The toll of the past year has meant our staff have not had the opportunity to see as many fellow colleagues in the office to chat and offload – our staff have missed meeting new colleagues face to face and getting valuable advice when needed. It has become apparent that these conversations matter.

As we move forward, it is critical that staff connect in person in order for our workforce to benefit and to develop a culture of trust with colleagues. It's important for all of our staff to know each other and know where to go when looking for specialist advice and knowledge. The challenge now is how we integrate connectedness to reform working relationships and create the unplanned interactions that once filled our workdays.

## CHAIR OF TRUSTEES AND CHIEF EXECUTIVE STATEMENT FOR THE YEAR ENDED 31 MARCH 2022

My thanks and appreciation goes to the staff, volunteers and Trustees of Catalyst for their commitment, integrity, kindness and resilience in providing outstanding support to the residents of Surrey in a person-centred way that enables them to improve their mental and physical wellbeing.

**Sue Murphy**
**Chief Executive Officer**

## Objectives and Activities

## Public Benefit

The Trustees confirm that they have complied with the requirements of Section 4 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Catalyst Support is a non-profit organisation working to promote the wellbeing of people in Surrey. Our work is across three main areas: **Mental Health and Wellbeing, Drug & Alcohol** and **Other Projects** and is delivered under our values of kindness, integrity and commitment.

The charity works with adults in Surrey to improve their lives in terms of stability and wellbeing, with the aim of reducing harm to themselves, their families and the community. We do this through a wide range of projects, many in partnership, across the county, embracing mental health and wellbeing and drug and alcohol support.

Projects are funded through commissioned work including Surrey County Council, Public Health and NHSE through the Integrated Care System of Surrey Heartlands and Frimley Health as well as SABP (Surrey and Borders Partnership NHS Foundation Trust) and the Office of Police and Crime Commissioner, the National Community Lottery Fund, and a number of other funders including the Community Foundation for Surrey, as well as through donations and fundraising activities.

**Mental Health and Wellbeing** - As one of three lead providers of the Surrey-wide Community Connections mental health and wellbeing service, Catalyst offers one to one and group support often in partnership with other organisations. This includes being part of three of the five Safe Havens offering out of hours mental health crisis support.

A Young Adult Safe Haven launched in November 2021 as a one year pilot. This offers a safe space for 18-25 year olds to talk openly and confidentially about their mental health and emotional wellbeing; a service delivered in partnership with Oakleaf, a Guildford based mental health charity.

Through GPimhs (GP integrated mental health services) and MHICS (Mental Health Integrated Care System) we offer extended appointments for mental health support within GP surgeries in 13 locations across the county in partnership with the NHS. There were a total of 637 referrals between April 2021 and March 2022.

The Service User Network (SUN), in partnership with SABP and Mary Frances Trust, offers easy to access community-based support for adults experiencing difficulties with complex emotions often associated with personality disorder. Peer led support groups that are offered in-person and online.

Catalyst launched two new services in April 2021. In-Reach supports patients being discharged from mental health hospital wards, helping to smooth the transition from the ward to home. Recovery and Connect supports people for up to three months who are registered with Community Mental Health Recovery Services (CMHRS) but not engaging with community services. Both services are funded by SABP and delivered with our Community Connections partners.

In 2021, Surrey County Council / Public Health awarded a contract to Catalyst, Mary Frances Trust and Acting Out Productions (affiliated to Let's Link charity) called Time To Change Surrey. We use our combined knowledge and work together at reducing the stigma and discrimination associated with mental health for people in Surrey.

**Drug and Alcohol** - Reach Out Counselling, funded since 2011 by the National Community Lottery Fund, seeks to help people deal with trauma and underlying issues, leading to problems with drug and alcohol use. Counselling is available for individuals, families, friends and carers affected by drug and/alcohol use.

In partnership with SABP, we provided the i-access adult drug and alcohol support in Surrey including provision of a Needle Exchange in Woking. We also provided drug and alcohol support for the Family Safeguarding team (a partnership with SABP and Surrey County Council). This partnership ended on 31st March 2022.

**Other Projects** We work to reduce inequalities around health and social care and aim to engage people into services. Our Specialist Outreach services are delivered across the county through our high impact, complex drinker assertive outreach (CHI), the Cuckooing team who work with adults who have been or are at risk of being cuckooed. We also provide harm reduction support to rough sleepers in Woking and Guildford. In 2021 we became part of the Bridge the Gap service that outreaches to support individuals coping with multiple disadvantages (refers to those people who face multiple inequalities including gender based violence and abuse, substance use, mental ill health, homelessness, being involved in the criminal justice system and the removal of children). Our aim is to help build resilience and bridge people into appropriate support and services.

Our Criminal Justice Liaison and Diversion service provides early intervention for vulnerable people as they come to the attention of the criminal justice system.

**Trading Activities** Catalyst's wholly-owned subsidiary, Alpha Extreme Services Limited, combines specialist skilled assertive outreach workers who can engage clients where other services do not, either as a primary service or complimenting a wider package with often challenging people, who may need ongoing support. This includes extreme cleans; returning profits to Catalyst thus enabling Catalyst opportunities to fund roles that would have come from unrestricted funds.

In addition to paid staff, much of the work that Catalyst delivers is due to our dedicated trained counsellors, peer mentors and volunteers offering a range of support for individuals, groups, administration and bookshop volunteers – often providing additional support which is rarely funded. Our Trustees are also all volunteers.

All of Catalyst services are free and most are available for people to self-refer.

## Statement of Fundraising Information

Catalyst raises some of its funds from the public by means of organising fundraising events and accepting donations but does not work with professional fundraisers or commercial participators. The Charity is registered with the Fundraising Regulator. No complaints were received in respect of any aspect of fundraising during the year. The Charity has a transparent donations policy. While the charity accepts donations from the people we work with, we do not approach them for fundraising without the appropriate consents which ensures vulnerable people are protected from unreasonable intrusion. The charity has a fundraising protocol to ensure guidelines and standards are met and align to our ethos and values. The Communications and Fundraising team will advise people if a proposal does not meet our values and ethos and will help fundraisers adjust what they intend to do if necessary.

## Achievements and Performance 2021 – 2022

As we ease out of lockdowns, it is evident that the impact of COVID is still having an effect on the charity and its services and also across the whole country and population. As we started the financial year 2021-2022, we had successfully secured three new pilot projects and were awarded the Time to Change Surrey initiative to help tackle and reduce mental health stigma and discrimination in Surrey. We have continued to support staff, volunteers and clients as we navigate how we operate going forward. It has been a busy year for the charity and we have been involved in lots of new and exciting initiatives.

**What we achieved:**

- Completed a 24/7 pilot at the Woking Safe Haven
- Launched In-Reach and Recovery and Connect services – currently contracted until March 2023
- Secured funding for our mental health and wellbeing football team
- Our book/vinyl shop re-opened in June 2021 with reduced opening hours which are under review
- Started an exciting partnership with Make a Difference with Records introducing and now selling second hand vinyl in our charity bookshop
- Linked up with social media influencers, Jay and Poppy who raised almost £4000 for the charity
- Listened to the voices of young people to develop the Young Adults Safe Haven in collaboration with the Young Adults Reference Group and representation from the Independent Mental Health Network IMHN).
- Started to offer more face-to-face sessions across all our services – groups, counselling and 1-1 support
- Expanded our social media platforms and now have a Facebook page
- Recruited a social media specialist
- 130 members of staff (including leavers) had the Covid-19 vaccination
- Launched a quarterly external newsletter that anyone can subscribe to – this includes staff, other professionals, clients, stakeholders and members of the public
- On boarded 42 new members of staff and 26 new volunteers
- Secured new premises at Moorcroft Community Centre in Woking having multiple uses including office space and engagement with the local community to develop much needed services
- Member of the Adults Mental Health Alliance and VCSE Alliance in shaping the future of Surrey relationships and service delivery
- Raised awareness of the disparity for the VCSE in digital and information governance structures and the need for equity and equality of contracts
- Development of Workforce Champions
- Collaboration with the Forest Bathing Institute to provide and develop our opportunities in green spaces
- Evolvement of Peer Support Workers in Safe Havens
- Development of roles for people with Lived Experience
- Launched RECONNECT, care after custody in partnership with SABP
- Successfully completed a pilot, Bridge the Gap, funded by Public Health Surrey to deliver flexible, trauma informed, person centred outreach support to individuals coping with multiple disadvantages. This service received funding and is due to extend and expand in 2022.

**What we learned:**

- The welfare of clients, volunteers, and staff became even more crucial
- It's critical that when preparing for the future we are able to provide mixed support, including online, over the phone, and in person
- The scale of demand for our services grew and is continuing to grow
- How much more responsive and agile Catalyst can be to imbed new ways of working
- The need for emotional and wellbeing support during the day on a weekend at Safe Havens (pilot in Woking)
- The need to recognise the importance of providing emotional support for our own workforce impacted by their own mental health during the pandemic.

## Catalyst Mental Health and Wellbeing

## Community Connections

Community Connections continued to provide outstanding support to clients with a wide range of mental health challenges.

In a world of constantly changing demands, the Community Connections team covering North West and South West Surrey continued to provide virtual one-to-one and group support, whilst enabling clients to build the necessary resilience to return to face to face activities. This was achieved by the sharing of feedback and best practice amongst our partners. The team worked with a person centred approach which responded to the needs of clients to end isolation. We were driven by clients' feedback and were quick to start offering face to face support, including social drop-ins, walking groups and forest bathing, whilst retaining the virtual offering for people who did not feel comfortable attending face to face support.

With our partners we supported 9,543 people throughout the year, marking a 10% increase from the previous year. The service continues to offer welfare checks to clients in isolation, completing over 3000 welfare checks to clients throughout the year. As restrictions eased, the upward trend continued, referrals increased and people reached out to us to support them with their recovery.

This growth in demand was mirrored by a substantial expansion in the team, which now comprises of two senior workers, eight link workers, five group facilitators and a growing number of buddies and volunteers.

## A Novel Idea – Charity Book / Vinyl shop

Our charity bookshop re-opened again in June 2021 at reduced hours and has been regularly reviewed throughout the year. Excitingly in November 2021, our bookshop started selling second hand vinyl and is now a book/vinyl shop. Our book/vinyl shop is in partnership with Make a Difference with Records and has been a huge success, making £7000 from October 2021 –March 2022. All profits from the books and vinyl go back into supporting our clients across Surrey. The new venture provides more volunteering opportunities and remains a key part of Catalyst.

## SUN – Service User Network

SUN (Service User Network) is an easy to access community-based service for adults experiencing difficulties with complex emotions often associated with personality disorder. These emotions can affect how a person feels, copes with life, and manages relationships.

**Some Key Statistics (from Jan 21 – March 22):**

- Registered members = 290
- Active members (members who completed a Resource and Support Plan) = 104
- Number of SUN groups offered = 312
- Average group attendance = 5
- Average DNAs (Did not attend) = 0.5

During the year, the service has:

- Been widely promoted – they have held 20 virtual events with presentations to various primary and secondary care services
- Developed their own SUN app (SUN database) and communications – leaflet, webpage, newsletter
- Been offering a blended model of face to face and online groups – 6 groups in total. 4 online and 2 face to face with a plan to replace an online group to face to face group from April 2022
- Established SUN member involvement through virtual events, focus groups, venue viewings
- Has shared their learning with other NHS trusts – East London, Lewisham, North Suffolk, Essex, Kent and Medway, Midlands
- Been successful in submitting a poster abstract and will be presenting the poster at the BIGSPD conference in June 2022
- Has received additional funding to recruit two more facilitator roles.

**SUN Member feedback:**

*"Being a member of SUN since it began in March has been a life changing experience. I have received support, care, the tools to deal with difficult emotions and the ability to right size problems. I have made friendships which will last a lifetime and feel a new sense of freedom and confidence which has provided me with the stability to live the life I want. Thank you to SUN and all your incredible facilitators."*

One of the main challenges the service has faced is the recruitment and retention of staff as we ask that facilitators have lived experience. There have also been delays in the enhancement of the SUN app. SUN plans to review and develop the recruitment process going forward and have a full SUN team available to be able to offer up to nine groups for members.

## Safe Havens – out of hours mental health crisis support

Catalyst has continued to work in partnership with Surrey and Borders Partnership to deliver out of hours mental health crisis support to individuals and their carers, 365 days a year. Our Safe Havens are available at three sites, Aldershot in partnership with Andover Mind, Guildford with Oakleaf and at Woking.

There have been some changes and additions to the Safe Havens. Aldershot Safe Haven moved to a new temporary site in February 2022 and there are plans for the new permanent site to be ready in the summer of 2022.

Evidence suggested that people might benefit from additional support on weekends after the Woking Safe Haven 24-hour pilot project was completed in May 2021. So, on Saturdays and Sundays from April 2022 to April 2023, Woking Safe Haven is open from 12.30pm to 11.00pm. Catalyst Safe Haven workers are available on site to provide emotional and wellbeing support from 12.30pm until 11.00pm and mental health practitioners from Surrey and Borders Partnership NHS Foundation Trust are available from 6:00pm – 11:00pm to support people who are in a self-defined crisis. The Woking Safe Haven is open as usual from 6.00pm–11.00pm on Monday–Friday, including Bank Holidays and virtual support is available from 6.00pm – 11.00pm, 7 days a week.

In November 2021, we launched our new Young Adult Safe Haven in Guildford in partnership with Oakleaf. The Young Adult Safe Haven is a new pilot service and will initially run until November 2022. This service offers a safe space for young adults aged 18-25 to talk about their feelings and emotions openly and confidentially with support workers and peers. The Young Adult Safe Haven does not offer crisis support but if people do present in crisis, they can be signposted to the existing Guildford Safe Haven which is located next door. Similar to the other Safe Havens it is open 365 days a year but has slightly shorter opening hours of 5.00pm – 9.00pm. Since our launch in November - March 2022 we have had 112 visits.

**Visits to our Safe Havens from April 2021-March 2022:**

Guildford = 1575
Woking = 1279 (this includes data from the 24/7 pilot from 1st April – May 31st 2021)
Aldershot = 994

Between April 2021 and March 2022, there were 3,848 visitors to the three Safe Havens where Catalyst staff provide cover, compared to 3,777 visits the year before. 1,309 people visited the three Safe Havens virtually this year, seeing a significant increase compared to 488 the year before (Attend Anywhere (virtual) on-line support became available in June 2020).

## Working with GP Practices – GPimhs and MHICS

The effect of COVID-19 on mental health and wellbeing has exponentially increased in 2021. The immediate challenge is the resurgence of COVID-19 resulting in more patients being referred to our services. There was a total of 637 referrals between April 2021 and March 2022.

Staff absence caused by both infections and the need to self-isolate had an impact on our ability to offer support within the expected duration of time. The resilience of our staff to meet the increasing demand on services has evidently shown their commitment in reorganising annual leave and duties. Teams are currently working remotely and offering support over the telephone (via the NHS online platform Attend Anywhere) and face to face.

## In-Reach Service

In-Reach began on 21 June 2021 and exceeded expectations, receiving a total of 152 referrals by March 2022, leading to 16% of cases being discharged earlier from hospital than planned. The largest number of these were from Guildford. Despite several lockdowns on the wards due to COVID-19, In-Reach has worked proactively via virtual meetings, telephone, and email signposting. The largest number of referrals was in November 2021 and January 2022.

Significantly, 92% of In-Reach clients expressed that the service had reduced the likelihood of them returning to hospital (one of the service's Key Performance Indicators being no return within two weeks of discharge). Whilst all the clients had been acutely unwell, over the short-term five-week service, clients reported the important gains in Managing Mental Health, Social Network and Work.

Client feedback: *"My worker's been amazing in helping me get back on my feet and gave me a lot of support for social interaction and courses in the community."* Staff on the wards were equally complimentary, praising In-Reach's quick response at referral and saying that *"it has been invaluable having someone work with service users on the ward through discharge into the community for a smoother transition."*

## Recovery & Connect Service

Recovery and Connect started taking referrals on 21 June 2021 and by 09 February 2022, 74 had been received. Cases were worked on average for over fourteen weeks and 61% were discharged with successful outcomes e.g., onward referral. During this time there has been collaboration across the system to ensure pathways meet demand and expectations to further enhance the work of the team.

Based on the Recovery Star tool, clients saw the greatest improvement in the areas of Addictive Behaviour, Social Networks, Physical Health and Self-Care, but crucially they felt more able to manage crises. Clients felt supported emotionally and rated workers as either 'excellent' or 'good'. One client fed back that their worker *"Searched for any available way to address the issues I raised and understood the mental healthcare I needed."* All staff that gave feedback on Recovery and Connect gave the service an average score of 8 out of 10.

## Time to Change / End Stigma Surrey

In 2021, Surrey County Council / Public Health awarded a contract to Catalyst, Mary Frances Trust and Acting Out Productions (affiliated to Let's Link charity) called Time to Change Surrey. We use our combined knowledge and work together at reducing the stigma and discrimination associated with mental health for people in Surrey.

Time to Change Surrey is a trusted campaign that raises awareness and reduces stigma and discrimination around mental health. With the national Time to Change campaign ending in March 2021, local initiatives are vital to continue the aim to change perceptions, improve attitudes and behaviours, challenge and reduce stigma and discrimination.

This year Time to Change Surrey has launched a new website and social media channels to help raise awareness and share tips and advice. The campaign has recruited mental health champions and has provided workshops for people in Surrey to attend. With the national campaign ending Time to Change is not permitted to use the existing logo so we have been working on launching a new logo and name change to be launched in 2022.

## Suicide Prevention

In the UK, suicide continues to be the leading cause of death for men under 50, outnumbering deaths from heart disease, cancer, heart attacks, and auto accidents combined.

Get Men Talking launched in February 2022 and is part of the Surrey Suicide Prevention Partnership, a multi-agency collaboration between health, local government, people with lived experience and the voluntary sector. The new Surrey initiative aims to raise awareness of suicidal behaviours and teach people to start supportive conversations and bridge people into services appropriately. This service is delivered through Time to Change / End Stigma Surrey, a campaign to reduce mental health stigma and discrimination, and commissioned by Surrey County Council Public Health.

In 2021, Get Men Talking delivered 6 workshops for people across Surrey. We delivered them in partnership with The Lions Barber Club that specialise in training barbers to raise awareness in mental health and suicide prevention and expert mental health consultants. The Campaign was really well received within the community, with overall reaction to media and newsletters being really positive. Those who attended training stated that they had improved confidence and understanding of mental health issues.

## Catalyst Drug and Alcohol

Catalyst has worked with people around their drug and alcohol use since 1989 and continues to provide many needed services and skills that others do not.

## i-access Drug and Alcohol Service

Catalyst ventured into the fourth year of working in partnership with Surrey and Borders Partnership NHS Foundation Trust (SABP) commissioned by Public Health Surrey to deliver the i-access drug and alcohol service. The service continued to adapt to the changes made necessary by the pandemic and lockdowns to continue offering face to face and telephone support. Catalyst delivered the non-opiate pathway in East, North West and South West Surrey.

The service supported 3841 people during the year and over 452 received advice and help on the drugs treatment pathway. The team continued to deliver needle exchange and harm reduction support in person from the Xchange based in Woking and collaborated with town centre car parks in Woking to combat drug use litter, supplying, and disposing of sharps bins.

Now in its second year of service, The Family Safeguarding Team (FST) Drug and Alcohol service, which is a joint venture with Surrey County Council and SABP, has continued to be delivered throughout the year to support the community's most vulnerable children and families. The team continued with socially distanced home visits with PPE, telephone and online support. Specialist Catalyst Drug and Alcohol workers are integrated within Children's Services to work with families on Child In Need, Child Protection or Public Law Outline arrangements offering targeted interventions for family members using drugs and/or alcohol.

The i-access service and the substance misuse element of the new Family Safeguarding Service provided by i-access, was put out to tender over the summer of 2021 to ensure that a new service would be available from April 2022. Catalyst submitted a bid during the tender process but the new contract was awarded to Westminster Drug Project.

From 1 April 2022, Westminster Drug Project (WDP) will partner with Surrey and Borders NHS Foundation Trust to deliver the i-access service and specialist drug and alcohol pathway within Family Safeguarding. Catalyst however will continue to provide drug and alcohol services for those in need of our services and help bridge people into the i-access and Family Safeguarding pathways.

## Peer Mentor Programme - Using lived experience to give back

Catalyst embarked on its second year of offering an Accredited L2 Peer Mentor Programme with Laser Awards.

Eight learners joined the course in June 2021 with a different offer this year due to the pandemic. All learning sessions were offered by Microsoft teams with support being offered by the telephone, teams and or face to face. The course ended March 2022, with one achieving the accredited course and seven achieving the certificate course.

Our lived experience practitioners offer a vital, through the lens approach and make up an important component of our service offer.

## Reach Out Counselling

Our Reach Out Counselling service offers individuals, families, friends, and carers up to 12 weeks of free counselling if they have been affected by their own or someone else's drug and/ alcohol use. From April 2021 to March 2022, Reach Out Counselling received 451 new referrals of which 261 were triaged and assessed. The remaining 190 people were either signposted to more appropriate services or discharged for a range of reasons, including not being ready to access counselling, finding an alternative service and not engaging after referral.

From the people that received counselling from April 2021 to March 2022:

- 81% were individuals
- 19% loved one/carer
- 60% female
- 40% male

This year the focus has been on networking with other agencies and within the communities of Surrey to ensure more people know about the service and how to refer. This has seen a refresh in the flyer and a short website video explaining our service, our values and service offer.

Reach Out Counselling demonstrated resilience by adapting to the needs of the community and offering face to face, virtual and telephone counselling. The transition in service delivery meant that supervision groups had to be re-organised, boundaries and contracts had to be written and training was provided to counsellors for online and telephone counselling. The service increased capacity for counselling by focusing on one to ones which is available for individuals and loved ones affected by drug and/or alcohol use. At triage we ensure all clients are given a wide variety of information on additional services that may support them, including support groups. We have received positive feedback throughout this year from the people that use our counselling service, one person stated, *"My counsellor was great. Good listener and she was really supportive. Really empathetic lady. I would never be more grateful. Thank you and please keep doing what you do."*

Catalyst is now re-evaluating the counselling offer in response to feedback and client need, and want to start offering lengthier counselling sessions from June 2022 with the ultimate goal of addressing trauma.

## Other Projects

## Specialist Assertive Outreach – Cuckooing

The Cuckooing service continued to provide assertive outreach throughout the pandemic and lockdowns to ensure our clients were supported across Surrey. The Cuckoo team, which comprises of two part-time members of staff, were visiting homes and taking the precautions as directed by the Government. We would then feedback to services whose guidelines prevented them from doing home visits - this vital connection with the client was needed to establish risk, vulnerabilities, and act to reduce harm and provide services with an accurate picture of the client need.

To help support client's resilience throughout we would put credit on their mobile phones so they could have contact with friends and family and have access to online support. We were limited as to what other services were able to support our clients during lockdown and so we had to be creative in thinking of alternative things for them such as online support groups/activities for those with smart phones and internet access or mindful colouring books, packs of cards or garden tools for others.

Feedback from one client was: *"I wouldn't be here now if it wasn't for you. You have waded in where others haven't even dared dip their toes."*

In the last year the team have had 87 referrals with a total of 288 since the service began in March 2019. The service has now successfully recruited a new member of staff, providing an opportunity to undertake additional prevention work with people who have been identified as potentially likely to be cuckoo-ed and to help build their resilience at being exploited.

## SMO - Substance Misuse Outreach Navigators

## Guildford and Woking SMO

The two part-time substance misuse navigators provided assertive outreach during the pandemic supporting rough sleepers into accommodation, providing harm reduction, nutrition, and overdose prevention advice. With the 'everybody in' agenda during lockdowns a large proportion of the role was supporting clients in accommodation to sustain tenancies, engage in treatment if appropriate and access health care services such as GP and hospital appointments for many of whom this was a first.

Both SMO'S remained agile in their working approach and provided interventions to 55 clients.

## CHI – Catalyst High Impact Team

The Catalyst High Impact (CHI) team are now in their 5th year working with change resistant, dependent drinkers that are placing significant strain on the emergency services. This challenging work is performed by a team of 4 individuals using assertive outreach and working in line with the blue light initiative from Alcohol Change UK with the aim of improving outcomes for the clients, their families, and the community.

The team work holistically using a trauma informed approach to address the multiple and complex needs of the individual, providing a variety of interventions to help initiate change in some of the most complex circumstances. They have worked with 36 clients across the year, some requiring as much as 130 hours of face-to-face work. The highest number of referrals came from the Alcohol Liaison nurses across the hospitals in Surrey with ages ranging from 32 to 79 with 72% identifying as male and 28% female. The work began in 2017 and over 100 clients have been intensively worked with to date. The work of the CHI team is commissioned by Public Health England and funded by the Office of Police and Crime Commissioners and Surrey County Council.

## Bridge the Gap

Catalyst became part of the Bridge the Gap Pilot that began in 2020 under the CHI (Catalyst High Impact) contract. Its aim is to deliver flexible, trauma informed, person centered outreach support to individuals coping with multiple disadvantages.

Catalyst has one dedicated assertive outreach worker delivering the Bridge the Gap service. A key part of the service is using the team around the person, a process led by Public Heath, which enables a coordinated response from services to meet the needs of the client. Catalyst work across the four quadrants of Surrey engaging with clients through a trauma informed and holistic approach.

We were notified in 2021 that the service would still be funded by the Department of Levelling Up, Housing and Communities' Changing Futures initiative and continued to be commissioned by Public Health as an Alliance in collaboration with eight other charities in Surrey. Up until 2024, this will see the addition of another assertive outreach worker.

## CJLDS – Criminal Justice Liaison and Diversion Service

The aim of the Surrey Liaison and Diversion Service is to reduce criminal activity and improve health inequalities for adults who are involved in the criminal justice system.

People are assessed whilst in police custody by practitioners from SABP (Surrey and Borders Partnership NHS Foundation Trust) and individuals with mental health concerns, learning disabilities, substance use and other vulnerabilities are identified as soon as possible.

At this time, an outreach worker will be assigned to each client who has been referred to the service, and it is their responsibility to work closely with the client to ensure they are receiving the appropriate help. The main objective is that the intervention will be relatively short however with the goal to reduce reoffending. One client stated, *"Thank you for supporting me in court, I felt so alone, you gave me the right advice and helped lessen my anxiety."*

The team consists of five Liaison and Diversion outreach workers that cover the County of Surrey. From April 2021 to Mar 2022, the team have received near to 1000 referrals.

### RECONNECT Service

RECONNECT is a priority for improving quality of care in the NHS Long Term Plan to improve the wellbeing of people in prison, reduce inequalities and address health-related drivers of offending behaviours on their release from custody. It was identified that both Men and Women in custody often have multiple vulnerabilities and disadvantages which puts them in a position of reoffending when released. RECONNECT was commissioned to offer a service which begins 12 weeks prior to release to identify an individual's needs and complete a support plan with them. RECONNECT work in a person centred and trauma informed approach to support every individual prior and after release. The aim is to improve continuity of care from custody to community to improve health outcomes and reduce reoffending.

RECONNECT launched in May 2021 and have received 18 referrals during that time and currently have two full time staff that cover the whole of Surrey. Feedback has been positive with one client stating, *"I just want to thank Christine for being attentive to my needs she was caring and non-judgmental, Christine went above and beyond her duty to help me in my time of need, I'll be so ever grateful and much appreciation for everything she and the agency did for me. Now I can go home to my family and have a fresh new start in life only positive and happy days ahead for me. I hope I can help and give back to someone in time of need down that needs help, I'll definitely pay it forward. Thank you again much gratitude."*

## Trading Activities - Specialist Outreach

Catalyst is proud to have our social enterprise, Alpha Extreme Ltd. Alpha provide specialist outreach services for people in Surrey and surrounding areas, with profits returning to Catalyst.

## Alpha Extreme Ltd – A Catalyst Social Enterprise

Alpha, Catalyst's wholly-owned subsidiary, continued to offer outreach services across Surrey and Hampshire both short and longer term throughout the year. Clients may be seen for just a few weeks or for many years. Alpha's emphasis and work with shorter term clients can differ from longer-term support, however the end goal remains the same which is living as part of the community in the best way possible.

*"Our client group are those that don't fit mainstream services though we prefer to suggest the "mainstream" services don't fit the client."* Alpha Director, Gary Ochoa

Our practice involves a regard for the client and their needs, ongoing information and motivation to achieve their goals and recognition of progress. The aim is to help build resilience which ripples out to other elements of clients' lives. The same practice applies to staff and Catalyst have worked extremely hard and fast to bring about structural, systemic, and cultural changes so workers see and feel supported in their roles.

As a team of 12 Alpha delivered support every day of the year to 150+ individuals providing around 160 hours of face-to-face contact per week to perhaps some of the most marginalised and complex clients.

An example of an Alpha client, aged in their 50s who has spent more than half their life in institutions. We were asked to consider our involvement and we felt we could offer a good package of non-statutory, dual diagnosis assertive outreach which would complement the client's needs. We prioritised harm reduction and positive engagement with the client and communication/complementation of statutory services. A recent review showed the client had spent their longest period in the community since childhood. While this is great from a service or financial prospective, we can only imagine the benefit of this from the client's perspective.

To move from regular and traumatic emergency admissions and discharges to such a long period of considered support, adding layers of self-worth and resilience must be a positive for this client and signal to society that community services work when adequately resourced.

## Future Planning

### Recruitment and growing our workforce

One of the biggest challenges that Catalyst has faced during the pandemic is the recruitment and management of staff. The pandemic has made it difficult to manage our services due to sickness, isolation guidelines and staff shortages in health and social care. Catalyst is not alone in facing workforce challenges over the past two years and on-going. During the pandemic we saw massive slumps in available vacancies as organisations adopted recruitment freezes and redeployment to survive. Many employees were too afraid to move, meaning the pool of skilled resource was sparse. We are only seeing growth now as organisations start to recover. *Vacancies rose to a record 1,288,000 in January to March 2022 with a growth rate of over 55% in Human health and social work.* Source: Office for National Statistics

In the current labour market, we find ourselves attempting to recruit skilled people in a County that is saturated with vacancies, giving the job seeker greater choice, and forcing employers to be more attractive than ever.

As a voluntary sector organisation, it has been important to analyse data around exit interviews to enable us to understand how we can improve retention. The barriers to recruitment within our industry include salary, level of skill and specialist knowledge, with career progression being the most common reason for leaving.

As an employer we recognise there is a need for a united workforce with a common language, training standards, pay parity for similar roles and experience and equality of access to training and professional development. We have listened and improved internal processes such as training and development and an inclusive and sustainable appraisal process with pay scales attached, supporting clear and measurable progression for all staff.

To grow and evolve it is crucial that Catalyst internalises its focus to support diversity of skills and people within our workforce, focussing on equitable opportunities to ensure staff feel included and valued.

**Inclusion and Diversity in the workplace**

Not surprisingly, our workplaces tend to mirror the sociocultural dynamics at play in our lives outside work. Diversity in the workplace is an asset for both businesses and employees, in its capacity to foster innovation, creativity and empathy in ways that homogeneous environments seldom do. Yet it takes careful nurturing and conscious orchestration to unleash the true potential of an invaluable asset.

In this era of globalisation, diversity in the business environment is about more than gender, race, and ethnicity. It now includes employees with diverse religious and political beliefs, education, socioeconomic backgrounds, sexual orientation, cultures, and disabilities. By supporting and promoting a diverse and inclusive workplace, Catalyst can only benefit in recruiting and retaining staff.

Catalyst has the transformative power to change and contribute to a more open, diverse, and inclusive culture. Inclusive behaviour and mutual respect are core to our organisational expectations. We are working towards mitigating bias in the workplace to ensure fairness for all staff, volunteers and people who use our services. The case for establishing a truly diverse workforce, at all organisational levels, grows more compelling each year. The moral argument is weighty enough, but the financial impact makes this an easy decision.

**Voluntary, Community and Social Enterprise (VCSE) Alliance**

As we move forward the future looks encouraging for Catalyst; as part of the wider VCSE Alliance we are raising the profile of the sector. The Integrated Care Systems (ICS) is becoming formalised, with the statutory incorporation of the Integrated Boards and Integrated Care Partnerships. This reform aims to create a better system of health and care where Surrey residents will receive more timely and efficient care, delivered seamlessly across organisations and sectors. This builds on the aspirations of the NHS Long-Term Plan, which has a focus on reducing health inequality, putting citizens, patients, and carers at the centre, and moving services 'upstream' to focus more on prevention. This policy shift speaks very strongly to the voluntary, community and social enterprise (VCSE) sector.

Furthermore, the ICS Design Framework, published by NHS England in June 2021, includes an enhanced role for the VCSE sector, not just as service providers but in system leadership and governance. It not only gives local systems flexibility in how they interpret guidance on the role of the sector, but also makes some key recommendations to the benefits of working with third sector organisations, placing a higher value on the knowledge and expertise they are able to bring.

A key challenge for the sector is to be seen as an equal partner. Unlike the NHS provider sector, which is usually a handful of large NHS foundation trusts, the VCSE is thousands, or tens of thousands, of organisations, ranging from tiny community groups with no staff to multi-million pound 'household name' charities. This is what enables the sector to be agile, responsive to the needs of its residents, and able to reach the most vulnerable in society. Yet from the outside it can appear unwieldy, difficult to navigate and uncoordinated.

The main challenge is that, in many of the ICS areas, the VCSE sector has not needed to organise at this geographic level before, and so new relationships and working arrangements are needing to be formed. And we know from much of our previous work in this sphere that the 'pick a model' approach to collaboration simply does not work. It is vital that time is spent doing the hard work of building the foundations of collaboration.

**Developing our Safe Haven offer**

This year has seen the inception of the 24/7 Woking Safe Haven pilot and the launch of a Young Adults Safe Haven specifically for 18–25-year-olds. As a result of the 24/7 pilot, we are offering extended opening hours on Saturdays and Sundays at the Woking Safe Haven for people needing emotional and wellbeing support. As we come out of the pandemic, we are continuing the virtual element of the service for support to be available for everyone, regardless of their ability to travel; along with continuing the important role of supporting individuals with their mental health to promote resilience and recovery.

A recent Focus Group of the Peer Support Network made a case for the inclusion of Peer Support Workers. As a result of the feedback, we are actively recruiting for these roles to join our Safe Haven teams, bringing lived experience to support our clients and a sharing of knowledge for staff.

**Connecting with the LGBTQ+ community**

Catalyst and the Surrey charity Outline have been in discussion over Outline closing as a charity and becoming a part of Catalyst, with a plan to merge in the early summer of 2022. Outline has provided support to people with their sexuality and gender identity, including but not limited to the lesbian, gay, bi-sexual and transsexual community of Surrey, for over 20 years, primarily through a helpline, website, and support groups. Outline will become a part of Catalyst to ensure the continuation and planned expansion of Outline's work and services and provide greater access to services for clients through Catalyst's own operational networks, particularly in the area around mental health support, and ensure the future of Outline.

**Increasing Awareness**

As the pandemic eases, one of our main aims is to raise the Catalyst profile and awareness of our services, understand the most important issues and opportunities in the communities and focus our efforts collaboratively, to make the biggest impact. We plan to connect with local organisations and potential referrers to ensure people across Surrey are aware of the benefits of the services provided by Catalyst. We have invested in outdoor marketing equipment and plan to attend outdoor community events to engage members of the public. Going forward, we will be developing a strategic social media plan. We have recently recruited a social media contractor and plan to recruit a Community Engagement Coordinator to achieve this ambition.

## Strategy

At governance board meetings the management and operational services provided by Catalyst are reviewed against the short-term and longer-term strategic goals of the organisation. In most instances the determining factor which drives the Charity's operational success is the ability to secure funding for its activity based upon researched and opportune proposals from the Strategic Leadership Team. Several targeted working groups and committees involving trustee members review and assess many of these. Governance Committees on which Trustees sit cover Finance, Remuneration and Investments; Strategy and Business Development; Best Practice and Operational Performance, Workforce Champions, Services Advisory Group and Health and Safety as well as Digital, Data and Information Governance.

Strategy creates a vision and direction for the whole organisation, and it is important that all staff within Catalyst have clear goals and are following the direction and mission of the Charity. The current strategy provides this vision to prevent individuals from losing sight of our aims. The current Catalyst Strategy is under active review, with the updated strategy being co-produced alongside staff, volunteers and clients of Catalyst for roll out in October 2022.

### Investments

Catalyst Support Limited does not invest as a Charity other than the deposits it retains in accordance with its reserves policy. The Charity seeks funds, principally from the statutory sector, to undertake activities that they alone cannot undertake. It also seeks charitable contributions from the public, grant making organisations and government or quasi government bodies.

### Policies

The Trustees have worked closely with the Strategic Leadership Team to develop and maintain policies and procedures suitable for the Charity's operations. These cover a wide range of issues and are the subject of frequent review. Catalyst employees receive information about the Charity's policies at induction and when any significant change in policy or update takes place. This is communicated through training, briefings, and team meetings, and are electronically available to all.

### Outcome Measures

Most of the Charity's income is based on commissioned services where the commissioning body utilises an agreed contract or SLA to specify the services which are to be provided. They include key performance indicators and standards, against which performance is monitored. There are normally quarterly meetings with each commissioning body to report upon and review the Charity's performance.

Catalyst measures outcomes of the services delivered across all its projects for the purpose of training, staff development, reporting to funders and the Board, and the improvement of services. These are measured across several metrics including the number of people engaged with, the effectiveness of the service provided and the ultimate outcome of any involvement with Catalyst. Recognised tools such as the Outcome and Recovery Stars are used in a few projects along with other quantitative and qualitative methods.

Where Catalyst partners and sub-contracts other charities and organisations to assist in service delivery, it ensures that their performance is measured and accountable, providing value for money services.

### Locations

Catalyst has operated during the year from four principal locations: Guildford, Woking, Camberley, and Godalming, with Guildford remaining fully operational to support staff throughout the lockdown.

In addition, there was co-location with partners in Redhill, Chertsey and Guildford (SABP), with co-locations for GPimhs in Guildford East and North, Woking, Chertsey, Ottershaw and Crouch Oak, within Camberley and Farnham for MHICS and Family Safeguarding in Woking, Guildford, Walton and Chertsey. Criminal Liaison and Diversion operated in police custody suites in Woking, Staines, Redhill and at the Redwood Centre in Farnham Road Hospital, Guildford. Safe Havens operated from Aldershot, Guildford and Woking. In-Reach workers were co-located at Chertsey and Farnham Road Hospital, Guildford.

As the Charity eased out of lockdown and with the planning for staff returning to offices to provide safe locations for its workforce and clients, there needs to be a review of the premises operated by Catalyst. Many of the venues provide limited access for teams to return to offices and provide a cohesive working relationship and it is for this reason an Estates Committee will be formed of the Strategic Leadership, Management, staff and volunteers to understand the effective delivery needs of our services within the local community.

**Employees**
The number of employees continued to grow throughout the year with the addition of new projects and pilots, including staff who were subject to TUPE with the change of provider within i-access at the end of March. Employee numbers remained similar when comparing numbers at the beginning and end of the year, from full and part-time staff of **111** in April 2021, to **117** by the end of March 2022.

Catalyst seeks to provide employees with challenging and rewarding employment. The Trustees believe that the Strategic Leadership Team is continuing to recruit exceptional employees to assist in the delivery of the Charity's services. Employee costs are the largest element of Catalyst's expense. It is recognised by the Trustees and the Strategic Leadership Team that providing value for money and consistency of service is dependent upon the effective deployment, talent, and quality of its employees. It remains a workforce challenge to recruit people into the field, to fund the development of its employees, and to offer flexible working arrangements, but it is a challenge Catalyst meets. Employees are eligible to join a contributory pension scheme and are automatically registered for health membership provision.

Catalyst is working hard towards being a fair and inclusive employer aiming to meet the needs of the organisation but with our people at the heart. Our culture is being built on our values of Kindness, Integrity, and Commitment and with that in mind our recruitment experience and beyond is our top priority. During a period of unprecedented growth in a pandemic we have had to remain aware of industry and worldwide challenges and be quick to adapt to change. Supporting our staff through changes has been incredibly challenging but one we have positively grasped. We want our staff to feel proud to work for a Charity which values them and the work they do.

## Governance, Structure and Management

**Constitution**
Catalyst Support Limited is a charitable company limited by guarantee incorporated on 21 December 1998 with company registration number 3689561. Catalyst Support Limited was registered as a charity on 9 June 1999 under registered charity number 1075892. The original Surrey Alcohol and Drug Advisory Service was established on 1 April 1989.

The Charity was established under a Memorandum of Association which established the objects and the powers of the Charity and is governed under its Articles of Association.

All the Trustees are members and as the Charity is limited by guarantee and has no share capital, the obligation of the Trustees is limited to a £10 contribution if the Charity is wound up.

**Trustees**
Whilst Catalyst has a strong and diverse Trustee board, with a varied and appropriate skill base, the Board recognises the importance of attracting people with an interest in and empathy with the specialist work Catalyst does. It aims to be a Board that also reflects the wider community it serves.

In 2021, the Charity recruited additional Trustees through a transparent recruitment process that used a mix of advertising in a variety of channels and through professional and personal contacts. There is no time or upper age limit for holding an appointment as a Trustee.

After appointment a Trustee Induction programme is arranged and the new Trustee is encouraged, as are all Trustees, to seek further training as part of their continuous development. This may be external or managed within and there is a usually one group training session per year. All Trustees with continuing appointments have periodic reviews. At the end of the financial year, Catalyst had a Trustee Board of ten people comprising three men and seven women, with one of our Trustees having been on the Board for over 21 years.

Trustees meet quarterly in a structured meeting, either in person or virtually and they include all the Strategic Leadership Team at appropriate times. All Trustees are also involved in Catalyst Committees and working groups, covered in the previous section.

None of the Trustees received, directly or indirectly, any remuneration from the Charity during the year.

**Strategic Leadership Team**
The Trustees have delegated day to day responsibility for the management of the Charity's obligations and the provision of services to its Chief Executive Officer. The CEO has regular conversations with the Chair of the Trustee Board and is responsible for ensuring the organisation of the Charity's operations to deliver its services and for meeting key performance indicators; ensuring outcomes of service level agreements are met. The CEO has, with the Trustees' approval, created a management structure to support and achieve this. The Strategic Leadership Team is currently:

| | |
|---|---|
| Susan Murphy | Chief Executive Officer |
| Jane De la Rosa | Head of Communications and Business Support (resigned Oct 2021) |
| Clem Parker | Chief Operating Officer |
| Lindsay Rolls | Head of Finance and Resources |
| Danni Bowles | Head of People and Culture |
| Gary Ochoa | Director, Alpha Extreme Services Limited |
| Anthony Aralepo | Head of Project and Development |

**Risk Management**
There are several issues which are potentially risks which could affect Catalyst across its projects and operations. The Trustees and Strategic Leadership Team monitor these closely in accordance with our risk management structure and guidelines. It is envisaged that only a serious and enduring issue outside the control of the Trustees and Strategic Leadership Team would be likely to cause serious damage to the operations and financial stability. That stated, the charity's response to mitigate COVID-19 risks, which has been monitored at Trustee level, has thus far been very successful.

Regular reviews and reports with regards to risks concerning operations, health and safety and financial issues are provided at Trustee meetings.

The Risk Register is kept up to date and monitored by the Strategic Leadership Team and Trustees. The principal risks, uncertainties and the relevant mitigations faced by the Charity are:

• **Loss of statutory contract** work and changes to contracts – Catalyst keeps proactively engaged with commissioners and funders at the appropriate levels to ensure any changes can be planned for and dealt with.

• **Staffing** continuity and recruiting and retaining suitably skilled staff – the Charity has strengthened its recruitment and HR capacity, utilising specialists where needed and has a comprehensive programme for training, developing, and rewarding staff and supporting their wellbeing.

• **IT systems** - Damage to or impairment of IT systems. The Charity works with its IT supplier to ensure that systems, backup systems and cyber protection are up to date and that the supplier has adequate systems for defending and restoring systems and hardware. Staff are given regular updates on cyber awareness and security. The charity has met NHS Data Security Toolkit standards and has attained the Cyber Essential Certificate.

## FINANCIAL REVIEW

### Financial Position

The Charity ended the year in a sound financial position consolidating last year's increase in both income and reserves. Total income for the Charity amounted to £3.68m (up 11.9% from last year's figure of £3.29m) of which £1.27m (£1.26m last year) was for drug and alcohol support services and £2.39m (£1.83m last year) for projects relating to mental health and wellbeing. Group income rose to £4.14m (up 11.6% from last year's £3.71m) which included income of £442k from its social enterprise subsidiary, Alpha Extreme Services Ltd.

After group expenditures of £3.91m (last year £3.51m) the Charity recorded a group surplus of £228k for the year under review (last year's surplus £199k).

### Principal Funding Sources

The Charity continues to face a backdrop of largely short term (1-4 year) funding but is seeking to reach agreements at the upper end of that range to help protect against short term disruption to services. It utilises a range of funding streams including contracts and grants to provide specific services as detailed in the Report. Principal funding sources arise from service level agreements with statutory funders as well as limited grant income. The principal funding sources include:

- Surrey County Council – Community Connections wellbeing services, drug and alcohol support, Suicide Prevention and Time to Change.
- NHS Guildford & Waverley Clinical Commissioning Group – Woking and Guildford Safe Havens.
- Surrey and Borders Partnership NHS Foundation Trust – i-access drug and alcohol and Family Safeguarding support services; Primary care networks and mental health and wellbeing services and Criminal Justice Liaison and Diversion.
- The National Lottery Community fund – Reach Out counselling.

The charity is continuing to develop a range of new projects in response to the changing landscape, the full impact of which will become clearer over time. In addition, we will look at increasing our independent funding sources and further develop our social enterprise initiatives in order to strengthen our service delivery moving forward. Achieving medium and long term financial stability is a priority for the years ahead as we anticipate financial pressures on public services in the post-pandemic environment.

## Financial Policies

Financial policies approved by the Trustees are strictly enforced both at management level and with regard to employees. The Charity prepares an operating budget at the beginning of each financial year which is updated during the year, typically at the half year point. Expenditure is closely monitored against budget and detailed financial reports for each project are reviewed quarterly by members of the Finance Committee and Trustees who additionally review the Company's balance sheet, cash flow and reserves position. There were no apparent breaches of the Charity's financial policies in the year under review.

Financial information on particular projects is provided to the managers of those projects and to the Strategic Leadership Team (SLT) on a monthly or quarterly basis. The SLT, supported by the Trustees, have sought to manage the Charity's income and expenditure in such a way that commissioners can readily see the value which is being generated by its activities.

All surpluses are held in cash and there are no medium or long term investments. Cash balances are reviewed by the Finance Committee each quarter. In the coming year Trustees will be looking to place surplus funds on secure interest bearing deposits to help capture an expected upward trend in interest rates.

## Reserves

The Trustees are fully aware of the need to retain a level of reserves to support future endeavours and developments, to support the Charity's contractual obligations and day to day operations in the event of unforeseen shortfalls (e.g. the loss of a major source of income), and to provide working capital where funding is paid in arrears or delayed. A sufficient reserve is also needed to comply with legislation and best practice and to demonstrate to our funders and partners that the charity is financially secure and well managed.

The Trustees have developed and adopted a reserves policy to reflect these requirements. The policy recognises that while the objectives of the Charity requiring the delivery of services must be the prime focus for use of funds, the obligations of the Trustees to staff, volunteers and commissioners require a prudent position to be taken in the case of financial stress on the Charity.

Most of the Charity's reserves are unrestricted. The Trustees presently aim to maintain a target range for unrestricted funds at a level of between two and three months of operational expenditure based on planned expenditure of £3.66m for 2022-23. This results in a target range for free reserves of £610k to £915k. Free reserves at balance sheet date stood comfortably within this range at £739k (unrestricted funds of £762k less £23k expended on fixed assets). At this level the Trustees consider that, in the event of a significant deterioration in funding, its free reserves, alongside recurring income streams, will enable it to continue its current activities while exploring ways in which additional funds can be raised and/or expenditure reduced. This target range is reviewed at least annually by the Trustees.

## Going Concern

In meeting their obligation to consider the going concern status of the organisation, the Trustees have reviewed budgets and forecasts for the coming year to 31st March 2023 and where possible to September 2023. They have considered the organisation's ability to fund its activities and to find new sources of income and funding. The Trustees consider that the forecasts prepared are appropriate and that the organisation can reasonably expect to fund its projects and activities until at least September 2023. The Charity's progress in meeting its forecasts will continue to be monitored and mitigating actions taken where necessary. The Trustees have concluded that it is appropriate to consider the organisation a going concern.

## TRUSTEES' REPORT
## FOR THE YEAR ENDED 31 MARCH 2022

### Statement of Disclosure to Auditors

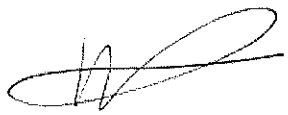
Insofar as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

This report has been prepared having taken advantage of the small companies' exemption in the Companies Act 2006.

## ON BEHALF OF THE BOARD

**Signed**



**Warren Rockett – Chair**

**Date:** 16 September 2022

## STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 MARCH 2022

The Trustees (who are also the Directors of the Charity for the purposes 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. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

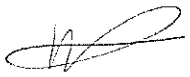
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and 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 Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the Group and Charity's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by order of the Members of the Board of Trustees and signed on its behalf by:



.....

**Warren Rockett**
Chair
Date: 16 September 2022

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CATALYST SUPPORT LIMITED

### Opinion

We have audited the financial statements of Catalyst Support Limited (the 'parent charitable company') and its subsidiary (the 'Group') for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2022 and of the Group's 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 Act 2011.

### 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group 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.

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 Group's or the parent 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.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CATALYST SUPPORT LIMITED (CONTINUED)

### Other information

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

We have nothing to report in this regard.

### Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- 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 our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' 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 charitable company for the purposes 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 Group's and the parent charitable company'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 Group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditors' 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 Auditors' 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.

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:

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management and those charged with governance to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management about any instances of non-compliance with laws and regulations;
- Reviewing the control systems in place and testing the effectiveness of the controls;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- Evaluating the business rationale of significant transactions outside the normal course of business;
- Reviewing accounting estimates for bias;
- Challenging assumptions and judgements made by management and Trustees on significant accounting estimates;
- Reviewing minutes of meetings of those charged with governance; and
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

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 for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CATALYST SUPPORT LIMITED (CONTINUED)

### Use of our report

This report is made solely to the charitable company's Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's Trustees, as a body, Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's Members those matters we are required to state to them in an Auditors' 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 charitable company and its Members, as a body, for our audit work, for this report, or for the opinions we have formed.

**Stuart McKay BSc FCA DChA (Senior Statutory Auditor)**
for and on behalf of
**MHA MacIntyre Hudson**
Statutory Auditor
London, United Kingdom

Date: 18/10/2022

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
## FOR THE YEAR ENDED 31 MARCH 2022

| | Note | Unrestricted funds 2022 £ | Restricted funds 2022 £ | Total funds 2022 £ | *Total funds 2021 £* |
|---|---|---|---|---|---|
| **Income from:** | | | | | |
| Donations | 4 | 13,443 | 1,222 | 14,665 | *17,107* |
| Charitable activities | 5 | 3,429,114 | 245,809 | 3,674,923 | *3,275,842* |
| Other trading activities | 6 | 451,801 | - | 451,801 | *421,719* |
| Bank interest receivable | | 1 | - | 1 | *7* |
| **Total income** | | 3,894,359 | 247,031 | 4,141,390 | *3,714,675* |
| **Expenditure on:** | | | | | |
| Raising funds - trading activities | 7 | 429,995 | - | 429,995 | *409,314* |
| Charitable activities | 8 | 3,233,898 | 249,554 | 3,483,452 | *3,106,466* |
| **Total expenditure** | | 3,663,893 | 249,554 | 3,913,447 | *3,515,780* |
| **Net income/(expenditure)** | | 230,466 | (2,523) | 227,943 | *198,895* |
| Transfers between funds | 19 | (5,306) | 5,306 | - | *-* |
| **Net movement in funds** | | 225,160 | 2,783 | 227,943 | *198,895* |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward | | 548,877 | 152 | 549,029 | *350,134* |
| Net movement in funds | | 225,160 | 2,783 | 227,943 | *198,895* |
| **Total funds carried forward** | | 774,037 | 2,935 | 776,972 | *549,029* |

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.

The notes on pages 35 to 62 form part of these financial statements.

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)
REGISTERED NUMBER: 3689561

## CONSOLIDATED BALANCE SHEET
## AS AT 31 MARCH 2022

| | Note | 2022 £ | 2022 £ | 2021 £ | 2021 £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Intangible assets | 13 | | - | | - |
| Tangible assets | 14 | | 27,038 | | 23,439 |
| | | | 27,038 | | 23,439 |
| **Current assets** | | | | | |
| Debtors: Amounts falling due within one year | 16 | 615,525 | | 619,948 | |
| Cash at bank and in hand | 22 | 1,156,821 | | 654,661 | |
| | | 1,772,346 | | 1,274,609 | |
| Creditors: Amounts falling due within one year | 17 | (1,022,412) | | (709,019) | |
| **Net current assets** | | | 749,934 | | 565,590 |
| Creditors: Amounts falling due after more than one year | 18 | | - | | (40,000) |
| **Total net assets** | | | 776,972 | | 549,029 |
| **Charity funds** | | | | | |
| Restricted funds | 19 | | 2,935 | | 152 |
| Unrestricted funds | 19 | | 774,037 | | 548,877 |
| **Total funds** | | | 776,972 | | 549,029 |

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

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

.....

**Warren Rockett**
Chair
Date: 16 September 2022

The notes on pages 35 to 62 form part of these financial statements.

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)
REGISTERED NUMBER: 3689561

## CHARITY BALANCE SHEET
## AS AT 31 MARCH 2022

| | Note | 2022 £ | 2022 £ | 2021 £ | 2021 £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Intangible assets | 13 | | - | | - |
| Tangible assets | 14 | | 22,850 | | 18,614 |
| Investments | 15 | | 100 | | 100 |
| | | | 22,950 | | 18,714 |
| **Current assets** | | | | | |
| Debtors | 16 | 601,347 | | 651,314 | |
| Cash at bank and in hand | | 1,073,348 | | 557,646 | |
| | | 1,674,695 | | 1,208,960 | |
| Creditors: amounts falling due within one year | 17 | (931,922) | | (650,860) | |
| **Net current assets** | | | 742,773 | | 558,100 |
| Creditors: amounts falling due after more than one year | 18 | | - | | (40,000) |
| **Total net assets** | | | 765,723 | | 536,814 |
| **Charity funds** | | | | | |
| Restricted funds | | | 2,935 | | 152 |
| Unrestricted funds | | | 762,788 | | 536,662 |
| **Total funds** | | | 765,723 | | 536,814 |

The Charity's net movement in funds for the year was £228,909 *(2021 - £203,386)*.

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

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

.....

**Warren Rockett**
Chair
Date: 16 September 2022

The notes on pages 35 to 62 form part of these financial statements.

## CONSOLIDATED STATEMENT OF CASH FLOWS
## FOR THE YEAR ENDED 31 MARCH 2022

| | Note | 2022 £ | 2021 £ |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| Net cash used in operating activities | 21 | **517,895** | *355,807* |
| **Cash flows from investing activities** | | | |
| Bank interest receivable | | **1** | *7* |
| Purchase of tangible fixed assets | 14 | **(15,736)** | *(7,728)* |
| **Net cash used in investing activities** | | **(15,735)** | *(7,721)* |
| **Change in cash and cash equivalents in the year** | | **502,160** | *348,086* |
| Cash and cash equivalents at the beginning of the year | | **654,661** | *306,575* |
| **Cash and cash equivalents at the end of the year** | 22 | **1,156,821** | *654,661* |

The notes on pages 35 to 62 form part of these financial statements.

As the Group and Charity does not have any debt, an analysis of net debt has not been produced.

## 1. General information

Catalyst Support Limited is a charitable company limited by guarantee and is registered with the Registrar of Companies (Company Registered Number: 3689561) and the Charity Commission (Charity Registered Number: 1075892) in England and Wales.

In the event of the Group being wound up, the liability in respect of the guarantee is limited to £10 per member of the Group.

The address of the registered office is given in the Group information on page 1 of these financial statements.

## 2. Accounting policies

### 2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Catalyst Support Limited meets the definition of a public benefit entity under FRS 102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy. The financial statements are prepared in sterling which is the functional and presentational currency of the Group and are rounded to the nearest pound.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

### 2.2 Going concern

The Trustees have assessed the use of going concern and have considered possible events or conditions that might cast significant doubt on the ability of the Group to continue as a going concern including the impact of COVID-19. The Trustees have made this assessment for a period of at least one year from the date of the approval of these financial statements. The Trustees have concluded that there is a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. The Group therefore continues to adopt the going concern basis in preparing these financial statements.

The Trustees are not aware of any post balance sheet events which would have a material impact on these financial statements.

## 2. Accounting policies (continued)

### 2.3 Income

All income is recognised once the Group has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably. Income is deferred only when the Group has to fulfil conditions which they are uncertain they are able to fulfill before being entitled to the income.

Grant income comes from the National Lottery Community Fund and other charities. Other income comes mainly from statutory bodies, including Surrey County Council, Surrey and Borders Partnership NHS Foundation Trust, the Office of the Police & Crime Commissioner for Surrey, Surrey Police and Local Borough Councils.

### 2.4 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the categories.

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 allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

Redundancy and termination payments are recognised immediately upon becoming a constructive obligation.

All expenditure is inclusive of irrecoverable VAT.

### 2.5 Employee benefits

When employees have rendered service to the Charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The Charity operates a defined benefit pension plan for the benefit of its employees. A liability for the Charity's obligations under the plan is recognised net of plan assets. The net change in the net defined benefit liability is recognised as the cost of the defined benefit plan during the period. Pension plan assets are measured at fair value and the defined benefit obligation is measured on an actuarial basis using the projected unit method.

## 2. Accounting policies (continued)

### 2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

### 2.7 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

### 2.8 Tangible fixed assets and depreciation

Tangible fixed assets costing £5,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. The £5,000 capitalisation limit is reduced for computer equipment, such as laptops to £NIL so that a good record of computer equipment can be maintained, and motor vehicles held within the subsidiary.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

| | | |
|---|---|---|
| Motor vehicles | - | 50% |
| Furniture and equipment | - | 25% |
| Computer equipment | - | 33% |

### 2.9 Intangible assets - goodwill

Goodwill arising on business combinations is capitalised, classified as an asset on the balance sheet and amortised on a straight line basis over its useful life, which should not exceed ten years if a reliable estimate of the useful life cannot be made.

### 2.10 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

### 2.11 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

## 2. Accounting policies (continued)

### 2.12 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### 2.13 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Group anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated Statement of Financial Activities as a finance cost.

### 2.14 Financial instruments

The Group only holds basic Financial Instruments. The financial assets and financial liabilities of the Group are as follows:

Debtors – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in Note 16. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Liabilities – trade creditors, accruals and other creditors will be classified as financial instruments, and are measured at amortised cost as detailed in Notes 17 and 18. Taxation and social security balances are not included in the financial instruments disclosure.

### 2.15 Operating leases

Rentals paid under operating leases are charged to the Consolidated Statement of Financial Activities on a straight line basis over the lease term.

## 2. Accounting policies (continued)

### 2.16 Pensions

The Group operates two pension schemes for its employees:-

a) A defined contribution workplace scheme which is available to all eligible employees. The Charity contributes at rates recommended under government auto-enrolment procedures.

b) The Group is also a participating employer in the defined benefit Local Government Pension Scheme known as the Surrey County Council Pension Fund ("the Fund") which is now closed to the Group's new employees. The assets and liabilities of the Fund are not separately identifiable to each employer. The assets of the scheme are held separately from those of the Group in an independently administered fund and pensions payable under the scheme are based on final pensionable salary. This scheme is the Local Government Pension Scheme administered by the Surrey County Council, who also arrange for triennial actuarial reviews to be carried out.

The latest actuarial valuation was carried out as at 31 March 2019. The operating costs of providing these benefits are recognised in the Consolidated Statement of Financial Activities in the accounting year in which the benefits are earned by the employees and related financing and other costs recognised in the year in which they arise. No other retirement benefits are provided.

The pension charge represents the amounts payable by the Charity to each scheme in respect of the year. Contributions are expensed as they become payable.

### 2.17 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

## 3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

- The annual depreciation charge is sensitive to changes in the estimated useful lives and residual value of assets. The useful lives and residual values are re-assessed annually and amended where necessary.

- The discount rate used for deficit reduction payments.

## 4. Income from donations

| | Unrestricted funds 2022 £ | Restricted funds 2022 £ | Total funds 2022 £ |
|---|---|---|---|
| Donations | 13,443 | 1,222 | **14,665** |

| | *Unrestricted funds 2021 £* | *Restricted funds 2021 £* | *Total funds 2021 £* |
|---|---|---|---|
| Donations | *15,433* | *1,674* | *17,107* |

## 5. Income from charitable activities

| | Unrestricted funds 2022 £ | Restricted funds 2022 £ | Total funds 2022 £ |
|---|---|---|---|
| Drugs and alcohol support | 1,087,756 | 187,093 | **1,274,849** |
| Mental health and wellbeing | 2,339,641 | 49,650 | **2,389,291** |
| Central projects | - | - | **-** |
| Special projects | - | - | **-** |
| Other projects | 1,717 | 9,066 | **10,783** |
| **Total 2022** | 3,429,114 | 245,809 | **3,674,923** |

| | *Unrestricted funds 2021 £* | *Restricted funds 2021 £* | *Total funds 2021 £* |
|---|---|---|---|
| Drugs and alcohol support | *1,128,836* | *210,841* | *1,339,677* |
| Mental health and wellbeing | *1,816,606* | *50,000* | *1,866,606* |
| Central projects | *58,183* | - | *58,183* |
| Special projects | - | *11,376* | *11,376* |
| *Total 2021* | *3,003,625* | *272,217* | *3,275,842* |

## 5. Income from charitable activities (continued)

Income from charitable activities includes income received from the following government sources:

| | 2022 £ | *As restated 2021 £* |
|---|---|---|
| Surrey County Council | **1,464,251** | *1,295,063* |
| National Lottery Community Fund | **105,593** | *153,911* |
| Surrey & Borders Partnership NHS Trust | **1,418,703** | *1,157,195* |
| Time to Change | **15,008** | - |
| Office of the Police & Crime Commissioner - Surrey | **53,993** | - |
| Surrey Heath | **1,500** | - |
| NHS Guildford & Waverley CCG | **-** | *263,341* |
| NHS Surrey Heartlands CCG | **361,444** | - |
| Guildford Borough Council | **25,270** | *32,850* |
| York Road | **19,028** | *3,080* |
| NHS England | **191,786** | *192,683* |
| | **3,656,576** | *3,098,123* |

## 6. Income from other trading activities

| | Unrestricted funds 2022 £ | Total funds 2022 £ |
|---|---|---|
| Income from trading subsidiary | 442,474 | **442,474** |
| Book sales | 9,327 | **9,327** |
| | 451,801 | **451,801** |

| | *Unrestricted funds 2021 £* | *Total funds 2021 £* |
|---|---|---|
| Income from trading subsidiary | *421,574* | *421,574* |
| Book sales | *145* | *145* |
| | *421,719* | *421,719* |

## 7. Expenditure on raising funds - trading activities

| | Unrestricted funds 2022 £ | Total funds 2022 £ |
|---|---|---|
| Direct costs | 348,003 | **348,003** |
| Support costs - Staff costs | 33,901 | **33,901** |
| Support costs - Other costs | 41,954 | **41,954** |
| Support costs - Depreciation | 6,137 | **6,137** |
| **Total 2022** | 429,995 | **429,995** |

| | *Unrestricted funds 2021 £* | *Total funds 2021 £* |
|---|---|---|
| Direct costs | *329,233* | *329,233* |
| Support costs - Staff costs | *33,030* | *33,030* |
| Support costs - Other costs | *45,021* | *45,021* |
| Support costs - Depreciation | *2,030* | *2,030* |
| *Total 2021* | *409,314* | *409,314* |

## 8. Analysis of expenditure on charitable activities - by fund

| | Unrestricted funds 2022 £ | Restricted funds 2022 £ | Total funds 2022 £ |
|---|---|---|---|
| Drugs and alcohol support | 1,072,473 | 192,884 | **1,265,357** |
| Mental health and wellbeing | 2,147,675 | 50,000 | **2,197,675** |
| Other projects | 13,750 | 6,670 | **20,420** |
| **Total 2022** | 3,233,898 | 249,554 | **3,483,452** |

| | *Unrestricted funds 2021 £* | *Restricted funds 2021 £* | *Total funds 2021 £* |
|---|---|---|---|
| Drugs and alcohol support | *971,878* | *276,660* | *1,248,538* |
| Mental health and wellbeing | *1,692,804* | *127,611* | *1,820,415* |
| Central projects | *23,940* | - | *23,940* |
| Special projects | - | *13,573* | *13,573* |
| *Total 2021* | *2,688,622* | *417,844* | *3,106,466* |

## 9. Analysis of expenditure on charitable activities - by type

| | Activities undertaken directly 2022 £ | Support costs 2022 £ | Total funds 2022 £ |
|---|---|---|---|
| Drugs and alcohol support | 1,103,937 | 161,420 | **1,265,357** |
| Mental health and wellbeing | 1,850,620 | 347,055 | **2,197,675** |
| Other projects | 9,459 | 10,961 | **20,420** |
| **Total 2022** | 2,964,016 | 519,436 | **3,483,452** |

| | *Activities undertaken directly 2021 £* | *Support costs 2021 £* | *Total funds 2021 £* |
|---|---|---|---|
| Drugs and alcohol support | *1,094,435* | *154,103* | *1,248,538* |
| Mental health and wellbeing | *1,541,231* | *279,184* | *1,820,415* |
| Central projects | - | *23,940* | *23,940* |
| Special projects | *11,837* | *1,736* | *13,573* |
| *Total 2021* | *2,647,503* | *458,963* | *3,106,466* |

## 9. Analysis of expenditure on charitable activities - by type (continued)

### Analysis of support costs

| | Total funds 2022 £ | *Total funds 2021 £* |
|---|---|---|
| Staff costs | **370,235** | *324,007* |
| Depreciation | **6,000** | *8,000* |
| Other staff costs | **30,218** | *13,832* |
| Premises costs | **20,432** | *22,033* |
| Venue and event costs | **1,833** | *1,857* |
| Bank charges | **4,074** | *2,154* |
| Office costs | **30,979** | *28,035* |
| Technology costs | **22,102** | *27,858* |
| Governance costs | **31,869** | *25,599* |
| Volunteers expenses | **526** | *601* |
| Travel and subsistence | **1,162** | *181* |
| Service level agreement costs | **6** | *4,806* |
| | **519,436** | *458,963* |

## 10. Governance costs

| | 2022 £ | *2021 £* |
|---|---|---|
| Auditors' remuneration - Audit of the financial statements | **15,000** | *13,600* |
| Auditors' remuneration - Taxation services | **800** | *700* |
| Auditors' remuneration - Other non-audit services | **4,500** | *3,850* |
| Legal and professional fees | **11,176** | *7,449* |
| Trustee meeting and training expenditure | **393** | - |
| **Total** | **31,869** | *25,599* |

## 11. Staff costs

| | Group 2022 £ | *Group 2021 £* | Charity 2022 £ | *Charity 2021 £* |
|---|---|---|---|---|
| Wages and salaries | **2,624,830** | *2,246,806* | **2,299,833** | *1,942,636* |
| Social security costs | **228,370** | *194,049* | **198,387** | *166,142* |
| Pension costs | **128,931** | *126,160* | **110,743** | *108,479* |
| | **2,982,131** | *2,567,015* | **2,608,963** | *2,217,257* |

The average number of persons employed by the Group during the year was as follows:

| | Group 2022 No. | *Group 2021 No.* |
|---|---|---|
| Employees | **116** | *103* |

No employee received remuneration (not including employer's national insurance and pension contributions) amounting to more than £60,000 in either year.

The total amount of employee benefits received (including employer's national insurance and pension contributions) by Key Management Personnel is £137,135 *(2021 - £135,457)*. The Group considers its Key Management Personnel to comprise of the Trustees, the Chief Executive Officer of Catalyst Support Limited and the Managing Director of Alpha Extreme Services Limited.

There was one minimum statutory redundancy payment during the year *(2021 - one)*, for the amount of £2,448 *(2021 - £13,719)*.

## 12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2021 - £NIL)*.

During the year ended 31 March 2022, no Trustee expenses have been incurred *(2021 - £NIL)*.

## 13. Intangible assets

**Group and Charity**

| | Goodwill £ |
|---|---|
| **Cost** | |
| At 1 April 2021 and At 31 March 2021 | 12,000 |
| **Amortisation** | |
| At 1 April 2021 and At 31 March 2021 | 12,000 |
| **Net book value** | |
| At 31 March 2022 | - |
| *At 31 March 2021* | - |

## 14. Tangible fixed assets

Group

| | Motor vehicles £ | Furniture and equipment £ | Computer equipment £ | Total £ |
|---|---|---|---|---|
| **Cost or valuation** | | | | |
| At 1 April 2021 | 10,495 | 32,921 | 135,220 | 178,636 |
| Additions | 5,500 | 1,027 | 9,209 | 15,736 |
| Disposals | (7,495) | - | - | (7,495) |
| At 31 March 2022 | 8,500 | 33,948 | 144,429 | 186,877 |
| **Depreciation** | | | | |
| At 1 April 2021 | 7,805 | 31,849 | 115,543 | 155,197 |
| Charge for the year | 5,440 | 470 | 6,227 | 12,137 |
| On disposals | (7,495) | - | - | (7,495) |
| At 31 March 2022 | 5,750 | 32,319 | 121,770 | 159,839 |
| **Net book value** | | | | |
| At 31 March 2022 | 2,750 | 1,629 | 22,659 | 27,038 |
| *At 31 March 2021* | *2,690* | *1,072* | *19,677* | *23,439* |

14. Tangible fixed assets (continued)

Charity

| | Furniture and equipment £ | Computer equipment £ | Total £ |
|---|---|---|---|
| **Cost or valuation** | | | |
| At 1 April 2021 | 31,041 | 132,516 | 163,557 |
| Additions | 1,027 | 9,209 | 10,236 |
| At 31 March 2022 | 32,068 | 141,725 | 173,793 |
| **Depreciation** | | | |
| At 1 April 2021 | 31,041 | 113,902 | 144,943 |
| Charge for the year | - | 6,000 | 6,000 |
| At 31 March 2022 | 31,041 | 119,902 | 150,943 |
| **Net book value** | | | |
| At 31 March 2022 | 1,027 | 21,823 | 22,850 |
| *At 31 March 2021* | - | *18,614* | *18,614* |

## 15. Fixed asset investments

| Charity | Investment in subsidiary company £ |
|---|---|
| **Cost or valuation** | |
| At 1 April 2021 | 100 |
| At 31 March 2022 | **100** |

Catalyst Support Limited holds 100 £1 ordinary shares in Alpha Extreme Services Limited (Company Registered Number: 07563107), representing a 100% holding. The financial results of the subsidiary are included in these consolidated financial statements. The registered office of Alpha Extreme Services Limited is 14 Jenner Road, Guildford, Surrey, GU7 1LQ.

The principal activity of the company is to provide support to complex individuals living in the community who will generally have addiction and mental health issues and not be suitable for mainstream services. The company also carries out specialist cleaning services including for hoarders and post mortem. The financial results of the subsidiary were as follows:

| | **2022** | *2021* |
|---|---|---|
| | **£** | *£* |
| Income | **442,468** | *421,574* |
| Expenditure | **430,613** | *410,065* |
| Gift aid distribution to Charity | **12,200** | *16,000* |
| Total comprehensive income | **(339)** | *(4,491)* |
| Net assets | **11,976** | *12,315* |

## 16. Debtors

| | **Group 2022** £ | *Group 2021* £ | **Charity 2022** £ | *Charity 2021* £ |
|---|---|---|---|---|
| **Due within one year** | | | | |
| Trade debtors | **121,526** | *70,851* | **-** | *-* |
| Amounts owed by group undertakings | **-** | *-* | **107,348** | *102,217* |
| Prepayments and accrued income | **493,999** | *549,097* | **493,999** | *549,097* |
| | **615,525** | *619,948* | **601,347** | *651,314* |

## 17. Creditors: Amounts falling due within one year

| | | Group 2022 £ | *Group 2021 £* | Charity 2022 £ | *Charity 2021 £* |
|---|---|---|---|---|---|
| Pension deficit liability | 18 | **80,000** | *80,000* | **80,000** | *80,000* |
| Trade creditors | | **62,106** | *53,018* | **60,362** | *51,330* |
| Other taxation and social security | | **147,812** | *102,381* | **123,008** | *80,539* |
| Other creditors | | **5,000** | *12,076* | **4,373** | *12,076* |
| Accruals and deferred income | | **727,494** | *461,544* | **664,179** | *426,915* |
| | | **1,022,412** | *709,019* | **931,922** | *650,860* |

| | Group 2022 £ | *Group 2021 £* | Charity 2022 £ | *Charity 2021 £* |
|---|---|---|---|---|
| **Deferred income** | | | | |
| Deferred income at 1 April | **437,316** | *44,197* | **407,587** | - |
| Resources deferred during the year | **685,786** | *437,316* | **629,542** | *407,587* |
| Amounts released from previous periods | **(437,316)** | *(44,197)* | **(407,587)** | - |
| **Deferred income at 31 March** | **685,786** | *437,316* | **629,542** | *407,587* |

Deferred income relates to various projects and grants which are ongoing into 2022-23 and for which funds have been received in advance. These are below:

- In Reach
- Recovery and Connect
- Older Adult Support grant
- National Lottery
- Bridge the Gap
- COVID-19 grant
- Service User Network (SUN)
- Safe Haven Peer Support
- Woking Safe Haven
- Young Adult Safe Haven

## 18. Creditors: Amounts falling due after more than one year

| | Group 2022 £ | *Group 2021 £* | Charity 2022 £ | *Charity 2021 £* |
|---|---|---|---|---|
| Pension deficit liability | - | *40,000* | - | *40,000* |

The Charity operates a defined contribution scheme with the Surrey County Council Local Government Pension Scheme which has a guaranteed element of pension benefits. The pension cost charge represents the contributions payable by the Charity to the Funds in respect of the year, and for both schemes amounted to £110,743 *(2021 - £108,337)*.

The Charity was previously informed that additional contributions were payable to the defined benefits scheme over a 3 year period with 3 payments of £40,000 being made annually from 1 April 2020. The amount due falling after one year amounts to £NIL *(2021 - £40,000)*.

## 19. Statement of funds

### Current year

| | Balance at 1 April 2021 £ | Income £ | Expenditure £ | Transfers in/out £ | Balance at 31 March 2022 £ |
|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | |
| General funds | 668,877 | 3,894,359 | (3,663,893) | (45,306) | 854,037 |
| Pension reserve | (120,000) | - | - | 40,000 | (80,000) |
| | 548,877 | 3,894,359 | (3,663,893) | (5,306) | 774,037 |
| **Restricted funds** | | | | | |
| Reach Out - The National Lottery Community Fund | - | 106,510 | (111,816) | 5,306 | - |
| Support Provision for Self Isolating Patients | 152 | - | - | - | 152 |
| York Road | - | 19,028 | (18,497) | - | 531 |
| Creative Response | - | 50,000 | (50,000) | - | - |
| Cuckooing | - | 71,493 | (69,241) | - | 2,252 |
| | 152 | 247,031 | (249,554) | 5,306 | 2,935 |
| **Total of funds** | 549,029 | 4,141,390 | (3,913,447) | - | 776,972 |

## 19. Statement of funds (continued)

**Prior year**

| | *Balance at 1 April 2020* £ | *Income* £ | *Expenditure* £ | *Transfers in/out* £ | *Balance at 31 March 2021* £ |
|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | |
| General funds | *330,094* | *3,440,784* | *(3,095,033)* | *(6,968)* | *668,877* |
| Pension reserve | *(117,097)* | - | *(2,903)* | - | *(120,000)* |
| | *212,997* | *3,440,784* | *(3,097,936)* | *(6,968)* | *548,877* |
| **Restricted funds** | | | | | |
| Reach Out - The National Lottery Community Fund | *(6,816)* | *155,085* | *(151,615)* | *3,346* | - |
| I-Access | *49,105* | - | *(49,105)* | - | - |
| North West Surrey | *4,605* | - | *(4,605)* | - | - |
| Support Provision for Self Isolating Patients | - | *11,376* | *(11,224)* | - | *152* |
| York Road | - | *3,080* | *(3,080)* | - | - |
| Guildford & Waverley | *20,838* | - | *(20,838)* | - | - |
| Surrey Health & Farnham | *14,769* | - | *(14,769)* | - | - |
| Homeless Outreach Support Team (HOST) | *14,291* | - | *(14,291)* | - | - |
| Family Safeguarding | *79* | - | *(79)* | - | - |
| Aldershot, Guildford and Woking Safe Havens | *(1,050)* | - | *1,050* | - | - |
| Liason and Diversion | *(194)* | - | *194* | - | - |
| Catalyst High Impact (CHI) | *522* | - | *(522)* | - | - |
| Cuckooing | *191* | *54,350* | *(58,163)* | *3,622* | - |
| Primary Care Network | *38,449* | - | *(38,449)* | - | - |
| Darzi Fellow | *2,348* | - | *(2,348)* | - | - |
| Creative Response | - | *50,000* | *(50,000)* | - | - |
| | *137,137* | *273,891* | *(417,844)* | *6,968* | *152* |
| **Total of funds** | *350,134* | *273,891* | *(3,515,780)* | - | *549,029* |

**19. Statement of funds (continued)**

The purpose of each major restricted fund is as follows:

Reach Out includes funds received from The National Lottery Community Fund for the provision of counselling for individuals around substance misuse by volunteer counsellors. A transfer of £5,306 has been made to the fund from general funds to provide the additional funds required to bring that year end balance to £NIL.

I-Access is the commissioned funding for Tier 2 Adult Drug and Alcohol Services. Following a review of the contract in 2020/21, the income was re-classified to unrestricted funds.

Surrey County Council and NHS Clinical Commissioning Groups fund Community Connections and Safe Havens working with mental health and emotional wellbeing in Guildford and Waverley, Surrey Health & Farnham and North West Surrey. Following a review of the contract in 2020/21, the income was re-classified to unrestricted funds.

Homeless Outreach Support Team (HOST) Working alongside HOST in Guildford, providing Substance misuse outreach for rough sleepers. Following a review of the contract in 2020/21, the income was re-classified to unrestricted funds.

Family Safeguarding Early engagement with families, tackling the causes of children being in need or at risk of substance misuse. Following a review of the contract in 2020/21, the income was re-classified to unrestricted funds.

Creative Response Supporting vulnerable adults of all ages with mental health issues, including addictions, learning and physical disabilities.

The Aldershot, Guildford and Woking Safe Havens fund support ad hoc alcohol outreach and intervention projects. Following a review of the contract in 2020/21, the income was re-classified to unrestricted funds.

Catalyst High Impact (CHI) supports people with severe alcohol and drug issues and is funded by the Surrey County Council. Following a review of the contract in 2020/21, the income was re-classified to unrestricted funds.

Cuckooing Providing support for vulnerable adults affected by cuckooing. In 2020/21, a transfer of £3,622 was made to the fund from general funds to provide the additional funds required to bring that year end balance to £NIL.

Primary Care Network Working with GP's and psychiatrists at a local level. Offering 30 minute appointments to assess mental health needs, signpost and connect with the local community. Following a review of the contract in 2020/21, the income was re-classified to unrestricted funds.

The Darzi Fellowship Clinical Leadership Programme is designed to build the training and development of senior clinical leaders.

The Liaison and Diversion project aims to provide early intervention for vulnerable people as they come to the attention of the criminal justice system and for which costs have already been incurred ahead of its start in 2020/21. Following a review of the contract in 2020/21, the income was re-classified to unrestricted funds.

## 19. Statement of funds (continued)

Support Provision for Self Isolating Patients provides support for COVID-19 positive individuals who were insecurely housed during the pandemic lockdown and its aftermath. The funding is provided by Surrey County Council.

The York Road project provides a Substance Misuse Outreach Navigator working with the York Road Project. Brief interventions, advice and support is given for individuals to access treatment and recovery services. The York Road project is a Charity providing accommodation to the homeless in Woking.

The pension reserve has been created to reflect the pension deficit recognised in the year following notification that additional contributions were payable to the scheme.

## 20. Analysis of net assets between funds

### Analysis of net assets between funds - current year

| | Unrestricted funds 2022 £ | Restricted funds 2022 £ | Total funds 2022 £ |
|---|---|---|---|
| Tangible fixed assets | 27,038 | - | **27,038** |
| Current assets | 1,769,411 | 2,935 | **1,772,346** |
| Creditors due within one year | (1,022,412) | - | **(1,022,412)** |
| **Total** | 774,037 | 2,935 | **776,972** |

### Analysis of net assets between funds - prior year

| | *Unrestricted funds 2021* £ | *Restricted funds 2021* £ | *Total funds 2021* £ |
|---|---|---|---|
| Tangible fixed assets | *23,439* | - | *23,439* |
| Current assets | *1,274,457* | *152* | *1,274,609* |
| Creditors due within one year | *(709,019)* | - | *(709,019)* |
| Creditors due in more than one year | *(40,000)* | - | *(40,000)* |
| **Total** | *548,877* | *152* | *549,029* |

## 21. Reconciliation of net movement in funds to net cash flow from operating activities

| | | Group 2022 £ | *Group 2021 £* |
|---|---|---|---|
| Net income for the year (as per Statement of Financial Activities) | | **227,943** | *198,895* |
| **Adjustments for:** | | | |
| Depreciation charges | 14 | **12,137** | *10,030* |
| Decrease/(increase) in debtors | 16 | **4,423** | *(204,068)* |
| Increase in creditors | 18,17 | **273,393** | *350,957* |
| Bank interest receivable | | **(1)** | *(7)* |
| **Net cash provided by operating activities** | | **517,895** | *355,807* |

## 22. Analysis of cash and cash equivalents

| | Group 2022 £ | *Group 2021 £* |
|---|---|---|
| Cash at bank and in hand | **1,156,821** | *654,661* |
| **Total cash and cash equivalents** | **1,156,821** | *654,661* |

## 23. Analysis of changes in net debt

| | At 1 April 2021 £ | Cash flows £ | At 31 March 2022 £ |
|---|---|---|---|
| Cash at bank and in hand | **654,661** | **502,160** | **1,156,821** |
| | **654,661** | **502,160** | **1,156,821** |

## 24. Pension commitments

The Charity is a participating employer in the Local Government Pension Scheme known as the Surrey County Council Pension Fund ("the Fund") which is now closed to the Charity's new employees. The Fund is a multi-employer defined benefit scheme. The Scheme is funded and is contracted out of the state scheme. The assets and liabilities of the Fund are not separately identifiable to each participating employer. Accordingly, the contributions to the Fund are treated as a defined contributions scheme.

The valuation of the Scheme was performed as at 31 March 2019 by a professionally qualified actuary. The market value of the Scheme's assets at the last valuation date was £3,708 million. The valuation revealed a shortfall of assets (£3,708 million) compared with the value of liabilities (£5,915 million) of some £2,207 million (equivalent to a past service funding level of 63%). The Charity is currently required to contribute at the standard rate of 27.3% of pensionable salaries.

It is possible that future valuations or interim reviews of the Fund may require additional contributions to be made. The Charity was preivously informed that additional contributions were payable to the scheme over a 3 year period with 3 payments of £40,000 being made annually from 1 April 2020.

The triennial review of the valuation of the Fund was carried out as at 31 March 2022, for which the report would be made available in 2023.

The operating costs of the defined benefit pension scheme were £71,608 *(2021 - £76,110).*

## 25. Operating lease commitments

At 31 March 2022 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | Group 2022 £ | *Group 2021 £* | Charity 2022 £ | *Charity 2021 £* |
|---|---|---|---|---|
| **Land and buildings** | | | | |
| Not later than 1 year | **49,000** | *42,500* | **49,000** | *42,500* |
| Later than 1 year and not later than 5 years | **76,500** | *93,000* | **76,500** | *93,000* |
| | **125,500** | *135,500* | **125,500** | *135,500* |

| | Group 2022 £ | *Group 2021 £* | Charity 2022 £ | *Charity 2021 £* |
|---|---|---|---|---|
| **Equipment** | | | | |
| Not later than 1 year | **1,080** | *1,080* | **1,080** | *1,080* |
| Later than 1 year and not later than 5 years | **1,080** | *2,160* | **1,080** | *2,160* |
| | **2,160** | *3,240* | **2,160** | *3,240* |

The following lease payments have been recognised as an expense in the Consolidated Statement of Financial Activities:

| | Group 2022 £ | *Group 2021 £* | Charity 2022 £ | *Charity 2021 £* |
|---|---|---|---|---|
| Operating lease rentals | **50,080** | *50,080* | **50,080** | *50,080* |
| | **50,080** | *50,080* | **50,080** | *50,080* |

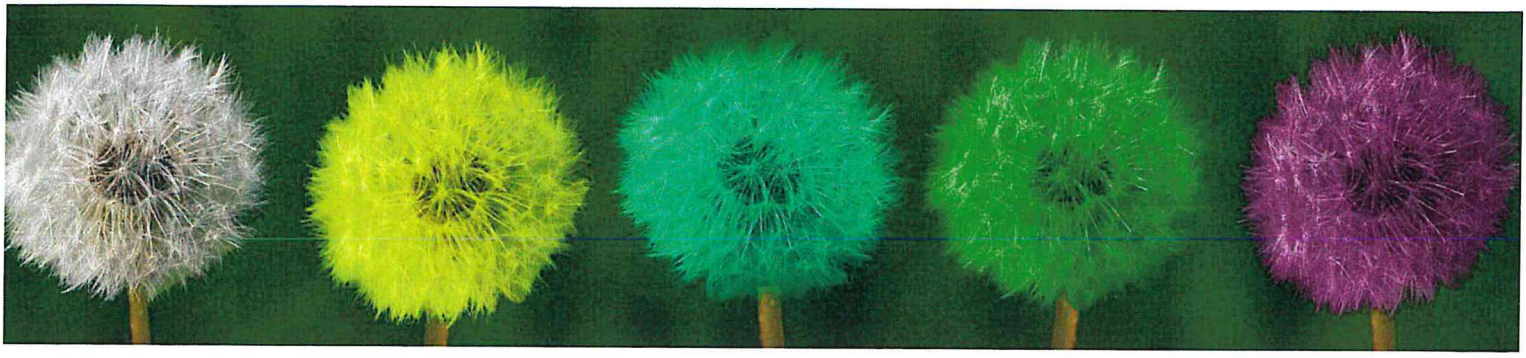
## 26. Related party transactions

During the year, salaries of £373,168 *(2021 - £349,758)* relating to Alpha Extreme Services Limited, the subsidiary of Catalyst Support Limited, were paid by Catalyst Support Limited and recharged to Alpha Extreme Services Limited. At the year end, the amount owed to Catalyst Support Limited from Alpha Extreme Services Limited is £107,348 *(2021 - £102,217)*. During the year, Alpha Extreme Services Limited donated distributable profits of £12,200 to Catalyst Support Limited *(2021 - £16,000)*.

**CATALYST SUPPORT LIMITED**

England & Wales - Charity number 1075892

# Accounts



Charity Registration no: 1075892
Company Registration no: 3689561

catalyst
HELPING PEOPLE CHANGE

**CATALYST SUPPORT LIMITED**
(A Company Limited by Guarantee)

# LEARNING FROM CHANGE

*Transforming, adapting and developing*

## Trustees' Report and Financial Statements

FOR YEAR ENDED 31 MARCH 2021

The Queen's Award for Voluntary Service

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

CONTENTS


| | Page |
|---|---|
| Reference and Administrative Details of the Charity, its Trustees and Advisers | 1 |
| Chair of Trustees and Chief Executive Statement | 2 - 4 |
| Trustees' Report | 5 - 18 |
| Statement of Trustees' Responsibilities | 19 |
| Independent Auditors' Report on the Financial Statements | 20 - 23 |
| Consolidated Statement of Financial Activities | 24 |
| Consolidated Balance Sheet | 25 |
| Charity Balance Sheet | 26 |
| Consolidated Statement of Cash Flows | 27 |
| Notes to the Financial Statements | 28 - 55 |

CATALYST SUPPORT LIMITED

(A Company Limited by Guarantee)

## REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2021

| | |
|---|---|
| **Trustees** | Warren Rockett, Chair<br>Susan Bowen, Deputy Chair (resigned 20 April 2020)<br>Kath Mills<br>Kim Tinneny<br>Libby Grant<br>Roger Drennan<br>Jill Clucas (appointed 7 February 2020)<br>Chisha McDonald (appointed 12 June 2020)<br>Ewan Henniker-Smith (appointed 1 May 2021) |
| **Company registered number** | 3689561 |
| **Charity registered number** | 1075892 |
| **Registered office** | 14 Jenner Road<br>Guildford<br>Surrey<br>GU1 3PL |
| **Chief executive officer** | Susan Murphy |
| **Independent auditors** | MHA MacIntyre Hudson<br>Statutory Auditor<br>6th Floor<br>2 London Wall Place<br>London<br>EC2Y 5AU |
| **Bankers** | Barclays Bank plc<br>Camberley<br>Surrey<br>GU15 3RQ |
| **Solicitors** | Clyde & Co<br>Beaufort House<br>Chertsey Street<br>Guilford<br>Surrey<br>GU1 4HA |

CHAIR OF TRUSTEES AND CHIEF EXECUTIVE STATEMENT
FOR THE YEAR ENDED 31 MARCH 2021

## Our Patron

Catalyst supports individuals challenged by so many of life's difficulties; when COVID-19 presented a whole range of additional problems for individuals, families and communities, it required a massive effort to address these within the rules and constraints of lockdown.

It says so much about the commitment, determination and organisational skills that the people who ARE Catalyst, the Chief Executive and her Management Team, the staff and volunteers, stepped up and adapted to the situation to make sure clients were still supported, using a mix of technology and socially distanced services. Sue Murphy sets out the scale of the changes in her statement to ensure services continued for all who needed them, and as Patron of Catalyst, I can only express my heartfelt thanks and admiration for all that has been done throughout this very difficult time.

As we emerge from Lockdown, the true extent of the impact on so many in Surrey of COVID-19 is beginning to emerge. Long COVID has a devastating effect on mental health, and job losses with the subsequent impacts on homelessness, food security and health conditions inevitably result in the adoption of harmful short term coping mechanisms which include alcohol and drug use, eating disorders and other mental health issues.

The need for Catalyst's work is increasing all the time, and it is so good to know that their services to a range of clients are expanding exponentially to meet increased demand. We all hope that better times are ahead, but the need to help people see the possibilities for change, and adopt those changes, has never been greater.

**Louise**
**Lady O'Connor, DL**

## Chair of Trustees' Statement

Charities have been critical in supporting people throughout the COVID-19 pandemic, in part due to their excellent intervention skills and local knowledge. They need now to be an essential part of the rebuilding of our civil society. It is therefore vital that the government (National and Local) and funders, fully recognise that the long term sustainability of the local Charity sector is essential.

Catalyst, like many other local Charities, is expecting an increased demand for our crucial services over the next few years. Boards have therefore been thinking about how to direct their finite resources (financial and human) and their expertise to best effect. Our CEO has been at the forefront of how this needs to be done, not just in Catalyst, but more widely within partnerships and also within the Surrey Charity sector.

Throughout this last challenging and stressful year lockdowns have recurred and lasted longer than anyone imagined. Catalyst innovated and adapted, in collaborative partnerships with a variety of statutory and non-statutory organisations and bodies, to ensure appropriate and timely client services continued to be delivered. I have no doubt that Catalyst's energy, creativity and ingenuity will be put to the test, as we invent new and changed ways to help people in need within our communities, some of whom have been and will be seeking help for the very first time in their lives.

2020-2021 saw many of our funders doing their best to rise to the challenge with additional financial support for which we were most grateful. We know that when charities and partner agencies work together, support can be more targeted, less wasteful and can create more impact in people's lives and across our communities. Catalyst is determined to make 2021 the year when successful collaboration in the service of others within our sector is embraced and celebrated by all.

## CHAIR OF TRUSTEES AND CHIEF EXECUTIVE STATEMENT FOR THE YEAR ENDED 31 MARCH 2021

Our Trustee Board is at the heart of Catalyst. On the 12th June 2020 the Board was strengthened with the recruitment of Chisha McDonald, an NHS Trust Head of Pharmacy. She sits on our Best Practice and Operational Oversight Committee. And now as we enter the 2021-2022 year we are joined by Ewan Henniker-Smith, an expert in resourcing and talent development (appointed 1st May 2021). Both bring with them great skills and abilities to Trustee Committees and the Charity as a whole. It is the commitment and engagement (given freely) by each of our Trustees that drives this vibrant Charity; ensuring strategic direction, good governance, fiscal responsibility and effective client services, such that Catalyst is without doubt a vital part of the Surrey's civil society.

I and all the Trustees in Catalyst are immensely proud of our staff and volunteers' hard work. They have helped to positively change the lives of so many individuals through their kindness, integrity, and passionate and unselfish commitment during the past year, whilst at the same time keeping themselves, their colleagues and their own families and friends safe.

At times the road has been very hard. Thankfully vaccines are now here and proving successful. However, now is not the time for any of us working in, funding or supporting the Charity sector to get complacent. Together we all still have lots to do.

**Warren Rockett**

## Chief Executive's Statement

It was always going to be a big year for Catalyst with many new projects and partnerships in prospect but as the severity of the coronavirus pandemic became apparent, the Charity had to focus on how it could continue to function remotely - a seemingly simple shift but a dramatic transformation of operations. COVID-19 has thrown inequalities – not unknown before – into sharper relief. We needed to find new ways of leading and working.

The single greatest lesson from the pandemic was that we did have the agility to move to online platforms in providing our services to people and for staff to work flexibly. Recognising that not everyone has the same access to online activities, there is an acknowledgement that the explosion of digital awareness has provided a plethora of opportunities to draw out and help develop ideas that can help combat social isolation and new ways for people to interact with others. Whilst people needed information about COVID-19, it was important to balance this with activities to lift people's spirits. There is still some way to go for services, pathways and processes to be simplified, streamlined and seamless, so that users' experiences are of co-ordinated support.

**All our outreach teams continued to work safely face-to-face with people to support them during the pandemic and it was crucial to maintain the health and wellbeing of people attending Safe Havens when in crisis**. Lack of or conflicting information or bad news about the pandemic noticeably affected people's mental health.

A reminder of one of the challenges faced by Catalyst was an initial lack of equal recognition for our staff compared to statutory colleagues. When COVID-19 vaccinations became available the tenacity of a member of the Strategic Leadership team raised this issue with many contacts in the county and was successful in ensuring that Catalyst staff were included in the early rounds of vaccinations.

## CHAIR OF TRUSTEES AND CHIEF EXECUTIVE STATEMENT FOR THE YEAR ENDED 31 MARCH 2021

**The resilience of Catalyst staff and volunteers during the pandemic has been at the very heart of how we operated in 2020**. Whilst working from home gave people the benefit of continuing to deliver services to the people of Surrey, there was a recognition of the need for social interactions. With the working day lived out on Teams, the weariness and long hours highlighted the need to ensure staff were "kind" to themselves; we need to look after ourselves to be able to continue to deliver high levels of service - we did this in lots of innovative ways – informal 'coffee chats', setting up a reading groups, giving all staff seeds to plant to bloom in the spring, chats with the CEO.

During the year Catalyst recognised that we need to collaborate in partnership to prioritise inclusivity, equality, fairness and the values and principles that drive good decision-making and delivery of support that addresses inequality. Governance arrangements need rigour to be effective and hold individuals and organisations, individually and collectively, to account for system-wide performance, improvement and outcomes.

As we move forward, Catalyst has just scratched the surface of a changing environment, and it will continue to evolve to meet the ever-changing needs of how it provides impactful community services from a flexible workforce capable of transformational change.

My heartfelt thanks goes to all staff, volunteers, including Trustees who have pulled together and supported each other during an exceptional year.

**Sue Murphy**

## Objectives and Activities

## Public Benefit

The Trustees confirm that they have complied with the requirements of Section 4 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Catalyst Support is a non-profit organisation working with people in Surrey who are dealing with issues stemming from drug and alcohol use and mental health and wellbeing needs.

The Charity works with adults in Surrey to improve their lives in terms of stability and wellbeing, with the aim of reducing harm to themselves, their families and the community. We do this through a wide range of projects, many in partnership, across the county, embracing mental health and wellbeing and drug and alcohol support.

Projects are funded through commissioned work (including Surrey County Council, Public Health and the NHS through the Integrated Care System of Surrey Heartlands and Frimley Health as well as SABP (Surrey and Borders Partnership NHS Foundation Trust), the National Community Lottery Fund, and number of other funders including the Community Foundation for Surrey, as well as through donations and fundraising activities.

As one of three providers of Surrey-wide Community Connections mental health and wellbeing support, Catalyst offers one to one and group support often in partnership with other organisations. This includes three of the five Safe Havens offering out of hours' mental health crisis support. Through GPimhs (GP integrated mental health services) and MHICS (Mental Health Integrated Community Services) services we offer mental health support within GP surgeries in over 10 locations across the county in partnership with the NHS.

Reach Out Counselling, funded since 2011 by the National Community Lottery Fund seeks to help people deal with trauma and underlying issues leading to problems with drug and alcohol use and includes support for Friends and Family too. In partnership with SABP, we provide the i-access adult drug and alcohol support in Surrey including provision of a Needle Exchange in Woking. We also provide drug and alcohol support for the Family Safeguarding team (a partnership with SABP and Surrey County Council).

Specialist Outreach work is delivered across the county through our high impact drinker support (CHI) and the Cuckooing team who work with victims of criminal activity across Surrey, and we provide a homeless outreach service in Woking and Guildford. New projects begun during the year include: a service user network (SUN), in partnership with SABP, offering easy to access community-based support for adults experiencing difficulties with complex emotions e.g. personality disorder; and Criminal Justice Liaison and Diversion service providing early intervention for vulnerable people as they come to the attention of the criminal justice system.

Our wholly-owned subsidiary, Alpha Extreme Services Limited, combines specialist work with vulnerable and often challenging people, many with complex needs, and extreme cleans; returning profits to Catalyst thus enabling other work to be delivered.

In addition to paid staff, much of the work that Catalyst delivers is due to our dedicated trained counsellors and volunteers offering a range of support for individuals and groups, administration, bookshop volunteers – often providing capacity which is rarely funded. Our Trustees are also all volunteers.

All of Catalyst services are free and most are available for people to self-refer.

## Statement of Fundraising Information

Catalyst raises some of its funds from the public by means of organising fundraising events and accepting donations but does not work with professional fundraisers or commercial participators. The Charity is registered with the Fundraising Regulator. No complaints were received in respect of any aspect of fundraising during the year. The Charity has a transparent donations policy. While the Charity accepts donations from the people we work with, we do not approach them for fundraising without the appropriate consents.

### A Tribute to Sue Bowen

One of our longest-standing members of the Catalyst Trustee Board, Sue Bowen, sadly died on 1 May 2020. Sue gave the Charity 14 years of support and service, latterly as Deputy Chair. She was a fantastic Trustee and friend of Catalyst. Her experience in the health service and working with people became the inspiration for **The Sue Bowen Award for Outstanding Contribution** to Improving People's Lives, to be presented annually at the Catalyst staff awards (CAFTA). The first winner in January 2021 was Warren Fitchett from the Criminal Justice Liaison and Diversion Team, for his work with a client preventing them from being made homeless.

## Achievements and Performance 2020 – 2021

## Catalyst COVID Year

Every year brings changes and challenges, but none more so than this past year. The impact of COVID and lockdowns was not only felt by the Charity and its services but across the whole country and population. As we started the financial year 2020-2021, we had successfully moved our operations to support staff working from home and continuing vital outreach support, but then had to look at how we would continue and flex that support during a period of uncertainty – which still continues today!

**What we achieved:**

- Equipped 100+ staff for safe home working
- Launched Microsoft Teams across the Charity
- Developed our own digital delivery platform – Catalyst Big Blue Button for group support and counselling
- Collaborated on the development of the Surrey Virtual Wellbeing Hub for people to access a wide range of group support
- Expanded telephone support across all projects
- Grew the Charity with the launch of over 6 new pilots and new projects, including out of hours COVID Outreach support for people with complex needs to self-isolate, funded by Public Health Surrey
- Welcomed 60 new staff, with online interviews and inductions
- Ensured our premises were COVID-safe with protocols, screens, distancing, repurposing of spaces
- Provided face to face support as quickly as possible between lockdowns
- Kept our walking for mental health and football activities active when allowed
- Accessed funding from Community Foundation for Surrey, the Office of the Police and Crime Commissioner, Surrey County Council and The National Community Lottery Fund for COVID responses within existing projects
- Created a Blended Working approach to support staff
- Launched a vibrant weekly bulletin to keep all staff informed
- Hosted monthly 'all company' communications meetings online
- Helped equip clients with technology and devices so they could stay connected

**What we learned:**

- The wellbeing of clients, volunteers and staff took on even more importance
- The scale of demand for our services grew and is continuing
- How much more agile and responsive Catalyst could be
- To take significant new ways of working forward
- The resilience of clients, volunteers and staff

## Catalyst Mental Health and Wellbeing

## Community Connections

The work of Community Connections continued to go from strength to strength in their response to the practical challenges of lockdown and to the increased need from people as they struggled to come to terms with working from home, health, family stresses and isolation.

The Community Connections team covering North West Surrey, Surrey Heath and Farnham and Guildford and Waverley continued to provide skilled one to one and group support throughout the COVID pandemic by moving swiftly from face to face to virtual wellbeing interventions – all made more effective by the active sharing of best practice and information amongst the Community Connections partners.

With our partners, we supported over **9000** people throughout the year and saw numbers grow by 10% as the pandemic progressed – a trend which continued as lockdown eased and people began to recognise their needs. We also contributed to the fast development of a Surrey Virtual Hub – an innovative platform showcasing a huge range of support available to all.

Our investment in volunteers with a full-time Volunteer co-ordinator and the commitment to developing volunteers to support and co-facilitate groups and provide 'buddying' support means that Community Connections can benefit from the strengths of volunteers and those with lived experience.

## A Novel Idea – Charity Bookshop

The pandemic and subsequent lockdowns proved challenging for our bookshop but we used the down time to prepare for a safe re-opening in May 2021 after retail restrictions were lifted. It remains a key part of our Community Connections offer in Surrey and an opportunity for volunteers.

## SUN – Service User Network

SUN (Service User Network) is a new, easy to access community-based service for adults experiencing difficulties with complex emotions often associated with personality disorder. These emotions can affect how a person feels, copes with life and manages relationships. The service, launched in January 2021 and provided by Community Connections in partnership with SABP, is currently offering 5 weekly groups, with plans for expansion to include face to face. With 132 enquiries to date, there have been 67 registrations and participants in the scheme, the majority in the 26-64 age group. The groups encourage clinicians and professional visitors to attend some of the groups.

## Safe Havens – out of hours' mental health crisis support

The important role of offering Safe Havens in Surrey was made even more critical as the lockdown and pandemic progressed. Catalyst partners with SABP in three of the five Safe Havens in Surrey and Aldershot (Aldershot with Andover MIND, Guildford with Oakleaf and Woking). These remained open for people in crisis only from 6pm to 11pm every day and swiftly developed a Virtual Safe Haven offer which received over 1300 calls during the year. We were involved in a winter pilot of a **24/7 Safe Haven** at the Woking site which ran from February 2021 until May 2021 and which offered a face to face service when many other services did not. The year saw nearly 5000 visits to all the Safe Havens.

## Working with GP Practices – GPimhs and MHICS

Catalyst has been working in partnership with SABP and local Primary Care Networks (PCN) since 2019 to deliver pioneering emotional and wellbeing support called GPimhs (General Practice Integrated Mental Health Service) and MHICS (Mental Health Integrated Community Service). Our Community Connectors worked in GP surgeries alongside Mental Health Practitioners to offer patients extended appointment times and a range of interventions, advice and guidance. Surrey Heartlands was an early implementer of PCN's in North Guildford, CoCo (Chertsey, Crouch Oak & Ottershaw) and Banstead with SASSE2 (Staines, Ashford, Sunbury, Shepperton, Egham), East Guildford, Surrey Heath and Farnham joining in late 2020 and seeing an immediate response with over 549 referrals.

Feedback from patients and staff demonstrate that the service is making a real difference and these sites have now had **over 5330 requests for service from April 2020 to March 2021** – providing invaluable support for people and GP's. North Guildford has seen a huge increase in referrals peaking in March 2021 at 114 referrals, including many students and over 65's with no family or access to online – demonstration of the toll the pandemic has taken.

## Catalyst Drug and Alcohol

Catalyst has a long history of working with people around their drug and alcohol use through a number of projects and partnerships and continues to innovate and provide many needed services and skills that others do not.

## i-access Drug and Alcohol Service

Now in its third year as an innovative co-designed partnership project with Surrey and Borders Partnership NHS Foundation Trust (SABP) and Public Health Surrey, the service was able to adapt to the changes made necessary by the pandemic and lockdowns to continue offering some face to face work where needed but also to explore online, telephone and other digital support.

The service supported **3609 people** during the year and **over 480** received advice and help on the drugs treatment pathway. The team continued to deliver needle exchange and harm reduction support in person from the Woking Xchange and collaborated with town centre car parks to combat drug use litter, supplying and disposing of sharps bins. Community engagement is key to much of the i-access work across the county and there is an ongoing programme of liaising with other organisations (housing, police, Surrey Multi Ethnic Forum among many others).

## Family Safeguarding Team

The Family Safeguarding Team (FST) Drug and Alcohol service launched in February 2020 as a joint venture with Surrey County Council and SABP, delivered through the i-access partnership, has continued to be delivered throughout COVID-19 to support the community's most vulnerable children and families. Its success during lockdown and in a pandemic is a tribute to the team which has been put in place, who utilised socially distanced home visits with PPE, telephone and online delivery of their interventions. Specialist Catalyst Drug and Alcohol workers are integrated within Children's Services to work with families on Child In Need, Child Protection or Public Law Outline arrangements offering targeted interventions for family members using drugs and/or alcohol.

## Peer Mentor Programme - Using lived experience to give back

September 2019 saw the implementation of Catalyst achieving Laser Awards Learning Centre status and us offering an Accredited L2 Peer Mentor Programme.

Seven learners embarked on this training with three achieving the certificate in full; of the other four one accepted a university place in teaching and due to commitments during the pandemic, three chose to put a hold on training and qualifying hold until the next course starts in June 2021.

Our peer mentors offer a vital, through the lens experience and approach for someone new to services and bring about hope, strength and a pathway at a time when they can be fearful of the next step.

## Reach Out Counselling

Reach Out Counselling, offers skilled and targeted support around the underlying issues related to substance use. It has been funded by the National Community Lottery Fund since 2011.

As with all services, the introduction of lockdown initiated a very swift move to provide even more counselling support by telephone and also online via our dedicated digital platform, Catalyst Big Blue Button. Once the lockdown was eased and the Tiered approach in place, face to face counselling resumed for a period until the late 2020 lockdown, under strict COVID-secure guidelines in Camberley and Guildford.

The key themes that emerged during the year were trauma, sexual abuse, PTSD and bereavement. Despite the lockdown, demand continued and we were offering up to 75 sessions per week – this number will grow with the planned return of face to face sessions. New trainees continued to apply, be inducted and trained and there are currently 29 counsellors.

56% of those supported were men and 44% women, with the majority (85%) being in the 25 to 64 age category. Guildford, Waverley and Woking boroughs constituted the majority of clients. The majority 66% (59 clients) saw their emotional health and wellbeing improve and also saw positive changes in family and relationships and alcohol and drug use.

Family and Friends support continued through access to counselling and also moving to group support online – these groups are facilitated and feedback indicated that hearing others' experiences, feeling supported and not alone are major benefits on the recovery road.

## Catalyst Outreach

## Specialist Assertive Outreach – Cuckooing

Catalyst Special Projects encapsulates the values of Catalyst – kindness, commitment and integrity in supporting the victims of 'cuckooing' – people whose lives and homes have been targeted and taken over by drug dealers and County Lines gangs. From a ground breaking pilot project in early 2019, this service has grown to meet the increasing demand for this unique support for some of the most vulnerable in society who are often coerced by drugs and\ violence. From March 2021 the service is funded by the Office of Police and Crime Commissioner for 3 years.

204 referrals from across Surrey were received up until March 2021 which demonstrates the rapid growth of criminal activity and the scale of the need which is currently met by two part-time outreach workers.
These comprised 79 females and 125 males, with an age range from 18-91.

Working directly with the people who are being cuckooed to prevent harm and to support them towards independence and build resilience often supporting people into new tenancies if needed, referring them into appropriate services and providing direct, immediate and practical help – the team have bought mobiles, bedding, cleaning materials, white goods – all to help people establish lives free of the 'cuckoo'. This is sadly an area which is seeing an increase in demand.

## SMO - Substance Misuse Outreach Navigators

## Guildford SMO

Autumn 2019 saw the launch of a new partnership service with the Homeless Outreach Support Team (HOST) funded by Ministry of Housing, Communities and Local Government (MHCLG) and commissioned by Guildford Borough Council. This specialist 'navigator' model works holistically with the homeless or those at risk of homelessness around substance use issues. It draws on the assertive engagement skills Catalyst has developed over the last 30 years of one to one working with challenging, chaotic and vulnerable people. We engage with people on the streets, in car parks and surroundings of Guildford, and work with them around their drug and alcohol use and support their needs – often we have to be persistent and patient, and prepared for challenges.

By the end of March 2021, we had engaged with 62 people; 83% male, and 17% female. 34 clients were successfully motivated into other support services including accommodation. This service is delivered by one part-time skilled outreach worker who can see up to 10 priority clients weekly. This is highly demanding work with vulnerable and often challenging people, but offers a lifeline to those it supports.

## Woking SMO

Since February 2021 we have been in a new partnership funded by MHCLG with York Road Project in Woking offering a part-time substance Misuse Navigator to work holistically with 10 homeless and those at risk of homelessness around their substance use issues. We provide motivation support, harm reduction advice, guidance and navigation to access treatment.

## CHI – Catalyst High Impact Team

In its fourth year, CHI continues to demonstrate the effectiveness of our specialist alcohol assertive outreach workers in engaging with long-term change resistant drinkers to reduce the impact on themselves, family, community and the 'blue-light' services such as police, ambulance, and hospitals. Reputable studies show for every £1 spent this services can save the public purse up to £3.42. Funded by Public Health Surrey and the Office of the Police and Crime Commissioner, the project has contributed significantly to helping reduce anti-social behaviour within local communities through our close working relationships with hospital Alcohol Liaison teams, the police, boroughs, County Councils and many other organisations.

Our team of four workers provide an intensive trauma informed approach. Usually we are the only agency involved initially and we often identify unmet needs that require further assessment from CMHRS, GP, Adult social care, benefits or housing services. Without our involvement many individuals would continue to struggle without these vital needs being met.

CHI clients are often extremely complex and require intensive support – some of the most vulnerable requiring up to 130 hours of interventions. We have seen 35 clients this year, with Alcohol Liaison teams at three Surrey hospitals being the largest referring source.

CHI is now part of Surrey Adults Matter (SAM) which is the Surrey programme taking forward the Making Every Adult Matter (MEAM) approach. The **Bridge The Gap Alliance** Pilot has worked with 7 clients since November 2020.

The team worked with 34% females (12) 66% males (23) with ages ranging from 32-82.

## CJDLS – Criminal Justice Liaison and Diversion Service

From 1st April 2020 Catalyst began a new partnership with SABP and Barnardo's to provide Criminal Justice Liaison and Diversion services to the Surrey community.

Its aim is to provide early intervention for vulnerable people of all ages as they come to the attention of the criminal justice system. People are assessed and individuals identified with mental health concerns, learning disabilities, substance use problems and other vulnerabilities are as soon as possible offered support, signposting and referrals to appropriate services based on their needs.

With consent, information gained from the assessments will be shared with the relevant youth and criminal justice agencies to enable key decision makers to make more informed decisions on diversion, charging, case-management, effective participation in criminal justice proceedings, remand and sentencing for these vulnerable individuals.

The Team using assertive outreach approaches, engaged 1058 clients, made 120 referrals for alcohol and 72 referrals to substance use services, 45 referrals to primary care, 42 referrals to secondary care and 49 to other mental health providers which has improved the health and social care for individuals whilst reducing offending and supporting the best possible decision making within criminal justice partnerships.

**Overall feedback on service: very good – 81.25%  18.8% - Good**

## Alpha – A Catalyst Social Enterprise

Alpha Extreme Services Ltd is a dynamic community enterprise well positioned as the "go to" agency when mainstream providers are not appropriate for vulnerable, high risk and complex people. Alpha embodies the ethos and approach of Catalyst's 30 plus years of providing highly skilled complex needs assertive outreach ensuring this most marginalised group receive a person centred, non-judgemental and respectful service.

During this extraordinary and challenging year for us all, it's been business as usual for Alpha and they have **continued to provide high quality outreach support to some of the most vulnerable people in Surrey and Hampshire.** A robust pandemic contingency plan was devised and consistently implemented from the start of the first lockdown in March 2020. Alpha's can do attitude and resilience was tested to the limit, and with a magnificent effort from the whole team, this ensured that both clients and staff were effectively supported and kept as safe as possible.

At the end of 2020/2021 Alpha were providing over 180 hours of client support each week for 42 regular clients, including individual intensive support and care packages ranging from one hour to 21 hours per week.

Alpha continues to grow, and we currently have nine Support Workers working across Surrey and Hampshire. We continue to recruit as demands increase due to specialised partnership contracts that we have successfully secured with Elmbridge Borough Council, PA Housing and Woking, Spelthorne, Elmbridge and Surrey Heath Community Safety Partnerships.

Alpha's highlight of the year in 2020 was winning the Surrey Heath Business Awards "Medium sized Business of the Year" category.

## Future Planning

The mental health of our workforce has and continues to be the primary focus as we come back together in offices. It is imperative that we support our staff in returning to a safe working environment whilst re-invigorating team camaraderie. In response, we have developed a Blended Working policy to allow the flexibility to combine working from home with working from offices. A review of our Estates has also established what our priority needs are to ensure we can continue to meet the needs of people so no-one in Surrey is left behind.

Using community placed assets are core to the future delivery of services by Catalyst. Place-based working is a person-centred, bottom-up approach used to meet the unique needs of people in a given location by working together to use the best available resources and collaborate to benefit from local knowledge and insight. We are looking to locate a team in an area of deprivation within Woking Borough to engage with residents to identify community needs and address health inequalities. This model will look to be replicated across the Charity.

As part of the Surrey Mental Health Partnership Board, Catalyst has been instrumental in providing a voice for the VCSE (Voluntary, Community and Social Enterprise sector) to support and enable people to be healthier, provide high quality and accessible care and to create partnerships that work better for people and providers in the future.

Catalyst are leading discussions for an Adults Mental Health Alliance to change and innovate to deliver on the recommendations of the Surrey Mental Health Partnership Board. It aims to provide: ***"Positive emotional and mental well-being for everyone in Surrey is maintained and no-one who requires support for their mental health is turned away without an appropriate and safe relevant offer of help and the 'bridging' support required to access it".***

The pandemic turned the spotlight on the positive effects of being outdoors (in nature) in reducing loneliness and isolation and improving people's mental and physical health, as well as highlighting the inequality of access to green space. In supporting mental health Catalyst is connecting with local organisations for the development of new initiatives to encourage people to talk about their mental health, develop healthier lifestyles and engage with peers to get outside more with others.

A newly launched partnership with Mary Frances Trust and Acting Out Productions will deliver the Time to Change Surrey programme tackling discrimination and stigma – wherever it is found: in the workplace, public services, within families and social circles, and even within ourselves. This will continue our work to improve lives and communities. Early discussions are taking place with Public Health in respect of engaging suicide prevention strategies across the County in partnership with Mary Frances Trust.

A number of discussions and dynamisms are being initiated across the mental health system in Surrey to understand need, monitor demand, identify priorities, assess and improve performance and outcomes, and make better informed decisions. It is important Catalyst continues to be a part of the discussions to shape services for the future. And engaging with people with lived experience is vital to sustain a fresh approach for the delivery of services.

## Strategy

At governance board meetings the management and operational services provided by Catalyst are reviewed against the short-term and longer term strategic goals of the organisation. In most instances the determining factor which drives the Charity's operational success is the ability to secure funding for its activity based upon researched and opportune proposals from the Strategic Leadership Team. Several targeted working groups and committees involving Trustee members review and assess many of these. Governance Committee's on which Trustees sit cover Finance, Remuneration and Investments; Strategy and Business Development; Best Practice and Operational Performance and Health and Safety as well as Information Governance.

### Investments

Catalyst Support Limited does not invest as a Charity other than the deposits it retains in accordance with its reserves policy. The Charity seeks funds, principally from the statutory sector, in order to undertake its activities that they alone cannot undertake. It also seeks charitable contributions from the public, grant making organisations and government or quasi government bodies.

### Policies

The Trustees have worked closely with the Strategic Leadership Team to develop and maintain policies and procedures suitable for the Charity's operations. These cover a wide range of issues and are the subject of frequent review. Catalyst employees receive information about the Charity's policies at induction and when any significant change in policy or update takes place. This is communicated through training, briefings and team meetings, and are electronically available to all.

### Outcome Measures

The majority of the Charity's income is based on commissioned services where the commissioning body utilises an agreed contract or SLA to specify the services which are to be provided. They include key performance indicators and standards, against which performance is monitored. There are normally quarterly meetings with each commissioning body in order to report upon and review the Charity's performance.

Catalyst measures outcomes of the services delivered across all of its projects for the purpose of training, reporting to funders and the Board, and the improvement of services. These are measured across a number of metrics including the number of people engaged with, the effectiveness of the service provided and the ultimate outcome of any involvement with Catalyst. Recognised tools such as the Outcome and Recovery Stars are used in a number of projects along with other quantitative and qualitative methods.

Where Catalyst partners and sub-contracts other Charities and organisations to assist in service delivery, it ensures that their performance is measured and accountable.

### Locations

Catalyst has operated during the year from three principal locations: Guildford, Woking and Camberley, with Guildford remaining fully operational to support staff throughout the lockdown. In addition, it had strategically located sub-offices in Godalming and Staines (the latter until February 2021) and was co-located with partners in Redhill, Chertsey and Guildford (SABP). There were also co-locations for GPimhs in Guildford North, Chertsey, Ottershaw and Crouch Oak, within Camberley and Farnham for MHICS and for Family Safeguarding in Woking, Guildford, Walton and Chertsey. Criminal Liaison and Diversion operate in police custody suites in Woking, Staines, Redhill and at the Redwood Centre in Farnham Road Hospital, Guildford.

### Employees

The number of employees continued to grow throughout the year with the addition of new specialist projects and pilots, and as a result of new positions from the restructuring of the organisation. From a full and part-time staff of **93** in April 2020, it reached **111** by the end of March 2021.

Catalyst seeks to provide employees with challenging and rewarding employment. The Trustees consider that the Strategic Leadership Team continues to secure excellent employees who help to deliver the services the Charity provides. Employee costs are the largest element of Catalyst's expense. It is recognised by the Trustees and the Strategic Leadership Team that providing value for money and consistency of service is dependent upon the effective deployment, talent and quality of its employees. It remains a workforce challenge to recruit personnel into the field, to fund the development of its employees, and to offer flexible working arrangements, but it is a challenge Catalyst meets, looking at innovative ways of attracting its workforce and secondment opportunities with partners. Employees are eligible to join a contributory pension scheme and automatically get health membership provision.

Catalyst is working hard towards being a fair and inclusive employer aiming to meet the needs of the organisation but with our people at the heart. Our culture is being built on our values of Kindness, Integrity and Commitment and with that in mind our recruitment experience and beyond is our top priority. During a period of unprecedented growth in a pandemic we have had to remain aware of industry and worldwide challenges and be quick to adapt to change. Supporting our staff through changes has been incredibly challenging but one we have positively grasped. We want our staff to feel proud to work for a charity which values them and the work they do.

## Governance, Structure and Management

### Constitution

Catalyst Support Limited is a charitable company limited by guarantee incorporated on 21 December 1998 with company registration number 3689561. Catalyst Support Limited was registered as a Charity on 9 June 1999 under registered Charity number 1075892. The original Surrey Alcohol and Drug Advisory Service was established on 1 April 1989.

The Charity was established under a Memorandum of Association which established the objects and the powers of the Charity and is governed under its Articles of Association.

All the Trustees are members and as the Charity is limited by guarantee and has no share capital, the obligation of the Trustees is limited to a £10 contribution if the Charity is wound up.

**Trustees**
Whilst Catalyst has a strong and diverse Trustee board, with a varied and appropriate skill base, the Board recognises the importance of attracting people with an interest in and empathy with the specialist work Catalyst does. It aims to be a Board that also reflects the wider community it serves.

In 2020, the Charity recruited additional Trustees through a transparent recruitment process that used a mix of advertising in a variety of channels and through professional and personal contacts. There is no time or upper age limit for holding an appointment as a Trustee.

After appointment a Trustee Induction programme is arranged and the new Trustee is encouraged, as are all Trustees, to seek further training as part of their continuous development. This may be external or managed within and there is a usually one group training session per year. All Trustees with continuing appointments have periodic reviews. At the end of the financial year, Catalyst had a Trustee Board of seven people comprising two men and five women, with one of our Trustees having been on the Board for over 21 years. Since the end of the financial year an eighth Trustee has been recruited.

Trustees meet quarterly (and more frequently during COVID-19) in a structured meeting, either in person or virtually and they include all of the Strategic Leadership Team at appropriate times. All Trustees are also involved in Catalyst Committees and working groups, covered in the previous section.

None of the Trustees received, directly or indirectly, any remuneration from the Charity during the year.

**Strategic Leadership Team**
The Trustees have delegated day to day responsibility for the management of the Charity's obligations and the provision of services to its Chief Executive Officer. The CEO has regular conversations with the Chair of the Trustee Board and is responsible for ensuring the organisation of the Charity's operations in order to deliver its services and for meeting key performance indicators and ensuring outcomes of service level agreements are met. The CEO has, with the Trustees' approval, created a management structure to support and achieve this. The Strategic Leadership Team is currently:

| | |
|---|---|
| Susan Murphy | Chief Executive Officer |
| Jane de la Rosa | Head of Communications and Business Support |
| Clem Parker | Head of Operations |
| Lindsay Rolls | Finance Manager |
| Danni Bowles | Acting People and Culture Manager |
| Gary Ochoa | Director, Alpha Extreme Services Limited |
| Anthony Aralepo | Project and Strategy Manager |

**Risk Management**
There are a number of issues which are potentially risks which could affect Catalyst across its projects and operations. The Trustees and Strategic Leadership Team monitor these closely in accordance with our risk management structure and guidelines. It is envisaged that only a serious and enduring issue outside the control of the Trustees and Strategic Leadership Team would be likely to cause serious damage to the operations and financial stability. That stated, the Charities response to mitigate COVID-19 risks, which has been monitored at Trustee level, have thus far been very successful.

Regular reviews and reports with regards to risks concerning operations, health and safety and financial issues are provided at Trustee meetings.

The Risk Register is kept up to date and monitored by the Strategic Leadership Team and Trustees. The principal risks, uncertainties and the relevant mitigations faced by the Charity are:

• **Loss of statutory contract** work and changes to contracts – Catalyst keeps proactively engaged with commissioners and funders at the appropriate levels to ensure any changes can be planned for and dealt with.

• **Staffing** continuity and recruiting and retaining suitably skilled staff – the Charity has strengthened its recruitment and HR capacity, utilising specialists where needed and has a comprehensive programme for training, developing and rewarding staff and supporting their wellbeing.

• **IT systems** - Damage to or impairment of IT systems. The Charity works with its IT supplier to ensure that systems, backup systems and cyber protection are up to date and that the supplier has adequate systems for defending and restoring systems and hardware. Staff are given regular updates on cyber awareness and security. The charity has met NHS Data Security Toolkit standards.

## FINANCIAL REVIEW

### Financial Position

During the past year the onset of COVID-19 and the challenges arising from the pandemic have led to changes in the way the organisation operates. Increased demand for its services saw the Charity expand its activities and open up new projects particularly in the mental health and wellbeing field. The Charity was also able to realign its cost structure during the year which contributed to an overall surplus to set against last year's deficit.

Total income for the Charity amounted to £3.29m (up 27.5% from last year's figure of £2.58m) of which £1.34m (£923k last year) was for drug and alcohol support projects and £1.87m (£1.56m last year) for projects relating to mental health and wellbeing. Group income rose to £3.71m (up 22.9% from last year's £3.02m) which included income of £421k from its social enterprise subsidiary, Alpha Extreme Services Ltd.

After recognising group expenditures of £3.52m (last year £3.17m) the Charity recorded a Group surplus of £199k for the year under review against a deficit last year of (£145k).

The Charity continues to face a backdrop of largely short term (1-3 year) funding, however with sound financial management and the continuing support of its expanding staff and volunteer base, the Trustees consider the financial position of the Charity remains satisfactory and stable.

### Principal Funding Sources

The Charity utilises a range of funding streams including contracts and grants to provide specific services as detailed in the financial statements. The principal funding sources arise from service level agreements with commissioning bodies. An analysis of the various agreements during the year saw the Charity reclassify this income as unrestricted which had been previously classified as restricted.

Most of Catalyst's funding is received and expended within the same financial year. For the largest of these agreements, the commissioners were:

- Surrey County Council – Community Connections wellbeing services and drug and alcohol support.
- Surrey Heartlands CCG – Safe Havens
- Surrey and Borders Partnership NHS Foundation Trust – i-access drug and alcohol and Family Safeguarding support services; Primary Care Network and mental health and wellbeing services.
- The National Lottery Community Fund – Reach Out Counselling.

## COVID-19

As with many organisations, COVID-19 has had a significant impact on the Charity and its service delivery. Most of the premises from where we had previously operated remained closed. We were, however, able to respond quickly to the changing environment to keep our staff and beneficiaries safe and to make changes in the way we supported people with new tools for service delivery including online support using digital platforms such as Microsoft Teams and Catalyst Big Blue Button, and the scaling up of telephone support. The cost base of the Charity was realigned during the year to provide additional resources in these areas.

All our funding streams remained as planned during the pandemic and we worked closely with commissioners and funders to ensure we continued to best meet people's needs. No staff were placed on furlough under the Government's Coronavirus Job Retention Scheme and we were grateful for some access and funding support which allowed us to obtain PPE and vaccinations and testing for frontline staff working with clients.

We are continuing to develop a range of new projects in response to the changing landscape, the full impact of which will become clearer over time. In addition, we will look at increasing our independent funding sources and further develop our social enterprise initiatives in order to strengthen our service delivery moving forward.

Achieving medium and long term financial stability is a priority for the years ahead as we anticipate financial pressures on public services arising from the pandemic.

## Financial Policies

Financial policies approved by the Trustees are strictly enforced both at management level and with regard to employees. The Charity prepares an operating budget at the beginning of each financial year which is updated during the year, typically at the half year point. Expenditure is closely monitored against budget and detailed financial reports for each project are reviewed quarterly by Trustees and members of the Finance Committee who additionally review the Company's balance sheet, cash flow and reserves position. During the year the Charity developed and adopted a Financial Procedures Manual codifying its various financial policies into a single document.

Financial information on particular projects is provided to the managers of those projects and to the Strategic Leadership Team on a monthly or quarterly basis. The Strategic Leadership Team, supported by the Trustees, has sought to manage the Charity's income and expenditure in such a way that commissioners can readily see the value which is being generated by its activities.

All investments are held in cash and there are no medium or long term investments. Cash balances are reviewed by the Finance Committee each quarter.

There were no apparent breaches of Catalyst Support Limited's financial policies in the year under review.

## Reserves

The Trustees are fully aware of the need to retain a level of cash reserves to support future endeavours and developments, to support the Charity's contractual obligations and day to day operations in the event of unforeseen shortfalls (e.g. the loss of a major source of income), and to provide working capital where funding is paid in arrears or delayed. A sufficient reserve is also needed to comply with legislation and best practice and to demonstrate to our funders and partners that the Charity is financially secure and well managed.

The Trustees have developed and adopted a reserves policy to reflect these requirements. The policy recognises that while the objectives of the Charity requiring the delivery of services must be the prime focus for use of funds, the obligations of the Trustees to staff, volunteers and commissioners require a prudent position to be taken in the case of financial stress on the Charity.

Following the income reclassification previously referred to, most of the Charity's reserves are unrestricted. We presently aim to maintain a target range for unrestricted funds at a level of between two and three months of core operational expenditure being approximately £340k to £510k. At this level the Trustees consider that, in the event of a significant deterioration in funding, its free reserves, alongside recurring income streams, will enable it to continue its current activities while exploring ways in which additional funds can be raised and/or expenditure reduced. The target range is currently under review in the light of the growth in the Charity's income, expenditure and staff count.

At 31st March 2021, unrestricted reserves stood at £526k (unrestricted finds of £549k less £23k expended on fixed assets).

**Going Concern**
In meeting their obligation to consider the going concern status of the organisation, the Trustees have reviewed budgets and forecasts for the coming year to 31st March 2022 and where possible to September 2022. They have considered the organisation's ability to fund its activities and to find new sources of income and funding. The Trustees consider that the forecasts prepared are appropriate and that the organisation can reasonably expect to fund its projects and activities until at least September 2022. The Charity's progress in meeting its forecasts will continue to be monitored and mitigating actions taken where necessary.

The Trustees have concluded that it is appropriate to consider the organisation a going concern.

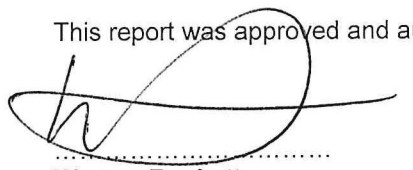
**Statement of Disclosure to Auditors**

Insofar as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

This report has been prepared having taken advantage of the small companies' exemption in the Companies Act 2006.

This report was approved and authorised for issue by the Trustees and signed on its behalf by:



.....
**Warren Rockett**
**Chair**

**Date:** 14/9/2021

## STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 MARCH 2021

The Trustees (who are also the Directors of the Charity for the purposes 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. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and 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 Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the Group and Charity's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by order of the Members of the Board of Trustees and signed on its behalf by:

.....
**Warren Rockett**
Chair
Date: 14/9/2021

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CATALYST SUPPORT LIMITED

### Opinion

We have audited the financial statements of Catalyst Support Limited (the 'parent charitable company') and its subsidiary (the 'Group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2021 and of the Group's 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 Act 2011.

### 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group 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.

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 Group's or the parent 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.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CATALYST SUPPORT LIMITED (CONTINUED)

### Other information

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

We have nothing to report in this regard.

### Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- 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 our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' 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 charitable company for the purposes 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 Group's and the parent charitable company'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 Group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditors' 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 Auditors' 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.

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:

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management about any instances of non-compliance with laws and regulations;
- Reviewing the control systems in place and testing the effectiveness of the controls;
- Performing audit work over the risk of management override of controls, 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;
- Challenging assumptions and judgements made by management and Trustees on significant accounting estimates;
- Reviewing minutes of meetings of those charged with governance; and
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

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 for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CATALYST SUPPORT LIMITED (CONTINUED)

### Use of our report

This report is made solely to the charitable company's Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's Trustees, as a body, Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's Members those matters we are required to state to them in an Auditors' 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 charitable company and its Members, as a body, for our audit work, for this report, or for the opinions we have formed.

**Stuart McKay BSc FCA DChA (Senior Statutory Auditor)**
for and on behalf of
**MHA MacIntyre Hudson**
Statutory Auditor
London, United Kingdom

Date: 19/10/2021

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
## FOR THE YEAR ENDED 31 MARCH 2021

| | Note | Unrestricted funds 2021 £ | Restricted funds 2021 £ | Total funds 2021 £ | *Total funds 2020 £* |
|---|---|---|---|---|---|
| **Income from:** | | | | | |
| Donations | 4 | 15,433 | 1,674 | 17,107 | *13,036* |
| Charitable activities | 5 | 3,003,625 | 272,217 | 3,275,842 | *2,566,037* |
| Other trading activities | 6 | 421,719 | - | 421,719 | *442,523* |
| Bank interest receivable | | 7 | - | 7 | *17* |
| **Total income** | | 3,440,784 | 273,891 | 3,714,675 | *3,021,613* |
| **Expenditure on:** | | | | | |
| Raising funds - trading activities | 7 | 409,314 | - | 409,314 | *408,635* |
| Charitable activities | 8 | 2,688,622 | 417,844 | 3,106,466 | *2,640,807* |
| Pension deficit provision | | - | - | - | *117,097* |
| **Total expenditure** | | 3,097,936 | 417,844 | 3,515,780 | *3,166,539* |
| **Net income/(expenditure)** | | 342,848 | (143,953) | 198,895 | *(144,926)* |
| Transfers between funds | 19 | (6,968) | 6,968 | - | *-* |
| **Net movement in funds** | | 335,880 | (136,985) | 198,895 | *(144,926)* |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward | | 212,997 | 137,137 | 350,134 | *495,060* |
| Net movement in funds | | 335,880 | (136,985) | 198,895 | *(144,926)* |
| **Total funds carried forward** | | 548,877 | 152 | 549,029 | *350,134* |

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.

The notes on pages 28 to 55 form part of these financial statements.

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)
REGISTERED NUMBER: 3689561

## CONSOLIDATED BALANCE SHEET
## AS AT 31 MARCH 2021

| | Note | 2021 £ | 2021 £ | 2020 £ | 2020 £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Intangible assets | 13 | | - | | - |
| Tangible assets | 14 | | **23,439** | | *25,741* |
| | | | **23,439** | | *25,741* |
| **Current assets** | | | | | |
| Debtors | 16 | **619,948** | | *415,880* | |
| Cash at bank and in hand | 22 | **654,661** | | *306,575* | |
| | | **1,274,609** | | *722,455* | |
| Creditors: amounts falling due within one year | 17 | **(709,019)** | | *(320,965)* | |
| **Net current assets** | | | **565,590** | | *401,490* |
| Creditors: amounts falling due after more than one year | 18 | | **(40,000)** | | *(77,097)* |
| **Total net assets** | | | **549,029** | | *350,134* |
| **Charity funds** | | | | | |
| Restricted funds | 19 | | **152** | | *137,137* |
| Unrestricted funds | 19 | | **548,877** | | *212,997* |
| **Total funds** | | | **549,029** | | *350,134* |

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

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

.....
**Warren Rockett**
Chair
Date: 14/9/2021

The notes on pages 28 to 55 form part of these financial statements.

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)
REGISTERED NUMBER: 3689561

## CHARITY BALANCE SHEET
## AS AT 31 MARCH 2021

| | Note | 2021 £ | 2021 £ | 2020 £ | 2020 £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Intangible assets | 13 | | - | | - |
| Tangible assets | 14 | | 18,614 | | 19,573 |
| Investments | 15 | | 100 | | 100 |
| | | | 18,714 | | 19,673 |
| **Current assets** | | | | | |
| Debtors | 16 | 651,314 | | 389,180 | |
| Cash at bank and in hand | | 557,646 | | 283,549 | |
| | | 1,208,960 | | 672,729 | |
| Creditors: amounts falling due within one year | 17 | (650,860) | | (281,877) | |
| **Net current assets** | | | 558,100 | | 390,852 |
| Creditors: amounts falling due after more than one year | 18 | | (40,000) | | (77,097) |
| **Total net assets** | | | 536,814 | | 333,428 |
| **Charity funds** | | | | | |
| Restricted funds | | | 152 | | 130,321 |
| Unrestricted funds | | | 536,662 | | 203,107 |
| **Total funds** | | | 536,814 | | 333,428 |

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

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

.....
**Warren Rockett**
Chair
Date: 14/9/2021.

The notes on pages 28 to 55 form part of these financial statements.

## CONSOLIDATED STATEMENT OF CASH FLOWS
## FOR THE YEAR ENDED 31 MARCH 2021

| | Note | 2021 £ | 2020 £ |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| Net cash used in operating activities | 21 | **355,807** | *32,329* |
| **Cash flows from investing activities** | | | |
| Bank interest receivable | | **7** | *17* |
| Purchase of tangible fixed assets | 14 | **(7,728)** | *(13,793)* |
| **Net cash used in investing activities** | | **(7,721)** | *(13,776)* |
| **Change in cash and cash equivalents in the year** | | **348,086** | *18,553* |
| Cash and cash equivalents at the beginning of the year | | **306,575** | *288,022* |
| **Cash and cash equivalents at the end of the year** | 22 | **654,661** | *306,575* |

The notes on pages 28 to 55 form part of these financial statements.

As the Group and Charity does not have any debt, an analysis of net debt has not been produced.

## 1. General information

Catalyst Support Limited is a charitable company limited by guarantee and is registered with the Registrar of Companies (Company Registered Number: 3689561) and the Charity Commission (Charity Registered Number: 1075892) in England and Wales.

In the event of the Group being wound up, the liability in respect of the guarantee is limited to £10 per member of the Group.

The address of the registered office is given in the Group information on page 1 of these financial statements.

## 2. Accounting policies

### 2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Catalyst Support Limited meets the definition of a public benefit entity under FRS 102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy. The financial statements are prepared in sterling which is the functional and presentational currency of the Group and are rounded to the nearest pound.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements. The Income and Expenditure Account for the year in respect of the Charity showed a surplus of £203,386 (2020 - deficit £147,129).

### 2.2 Going concern

The Trustees have assessed the use of going concern and have considered possible events or conditions that might cast significant doubt on the ability of the Group to continue as a going concern including the impact of COVID-19. The Trustees have made this assessment for a period of at least one year from the date of the approval of these financial statements. The Trustees have concluded that there is a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. The Group therefore continues to adopt the going concern basis in preparing these financial statements.

The Trustees are not aware of any post balance sheet events which would have a material impact on these financial statements.

## 2. Accounting policies (continued)

### 2.3 Income

All income is recognised once the Group has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably. Income is deferred only when the Group has to fulfil conditions which they are uncertain they are able to fulfill before being entitled to the income.

Grant income comes from the National Lottery Community Fund and other charities. Other income comes mainly from statutory bodies, including Surrey County Council, Surrey and Borders Partnership NHS Foundation Trust, the Office of the Police & Crime Commissioner for Surrey, Surrey Police and Local Borough Councils.

### 2.4 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the categories.

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 allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

Redundancy and termination payments are recognised immediately upon becoming a constructive obligation.

All expenditure is inclusive of irrecoverable VAT.

### 2.5 Employee benefits

When employees have rendered service to the Charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The Charity operates a defined benefit pension plan for the benefit of its employees. A liability for the Charity's obligations under the plan is recognised net of plan assets. The net change in the net defined benefit liability is recognised as the cost of the defined benefit plan during the period. Pension plan assets are measured at fair value and the defined benefit obligation is measured on an actuarial basis using the projected unit method.

## 2. Accounting policies (continued)

### 2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

### 2.7 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

### 2.8 Tangible fixed assets and depreciation

Tangible fixed assets costing £5,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. The £5,000 capitalisation limit is reduced for computer equipment, such as laptops to £NIL so that a good record of computer equipment can be maintained, and motor vehicles held within the subsidiary.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

| | | |
|---|---|---|
| Motor vehicles | - | 50% |
| Furniture and equipment | - | 25% |
| Computer equipment | - | 33% |

### 2.9 Intangible assets - goodwill

Goodwill arising on business combinations is capitalised, classified as an asset on the balance sheet and amortised on a straight line basis over its useful life, which should not exceed ten years if a reliable estimate of the useful life cannot be made.

### 2.10 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

### 2.11 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

## 2. Accounting policies (continued)

### 2.12 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### 2.13 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Group anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated Statement of Financial Activities as a finance cost.

### 2.14 Financial instruments

The Group only holds basic Financial Instruments. The financial assets and financial liabilities of the Group are as follows:

Debtors – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in Note 16. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Liabilities – trade creditors, accruals and other creditors will be classified as financial instruments, and are measured at amortised cost as detailed in Notes 17 and 18. Taxation and social security balances are not included in the financial instruments disclosure.

### 2.15 Operating leases

Rentals paid under operating leases are charged to the Consolidated Statement of Financial Activities on a straight line basis over the lease term.

## 2. Accounting policies (continued)

### 2.16 Pensions

The Group operates two pension schemes for its employees:-

a) A defined contribution workplace scheme which is available to all eligible employees. The Charity contributes at rates recommended under government auto-enrolment procedures.

b) The Group is also a participating employer in the defined benefit Local Government Pension Scheme known as the Surrey County Council Pension Fund ("the Fund") which is now closed to the Group's new employees. The assets and liabilities of the Fund are not separately identifiable to each employer. The assets of the scheme are held separately from those of the Group in an independently administered fund and pensions payable under the scheme are based on final pensionable salary. This scheme is the Local Government Pension Scheme administered by the Surrey County Council, who also arrange for triennial actuarial reviews to be carried out.

The latest actuarial valuation was carried out as at 31 March 2019. The operating costs of providing these benefits are recognised in the Consolidated Statement of Financial Activities in the accounting year in which the benefits are earned by the employees and related financing and other costs recognised in the year in which they arise. No other retirement benefits are provided.

The pension charge represents the amounts payable by the Charity to each scheme in respect of the year. Contributions are expensed as they become payable.

### 2.17 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

## 3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

- The annual depreciation charge is sensitive to changes in the estimated useful lives and residual value of assets. The useful lives and residual values are re-assessed annually and amended where necessary.

- The discount rate used for deficit reduction payments.

## 4. Income from donations

| | Unrestricted funds 2021 £ | Restricted funds 2021 £ | Total funds 2021 £ |
|---|---|---|---|
| Donations | 15,433 | 1,674 | **17,107** |

| | *Unrestricted funds 2020 £* | *Restricted funds 2020 £* | *Total funds 2020 £* |
|---|---|---|---|
| Donations | *8,550* | *4,486* | *13,036* |

## 5. Income from charitable activities

| | Unrestricted funds 2021 £ | Restricted funds 2021 £ | Total funds 2021 £ |
|---|---|---|---|
| Drugs and alcohol support | 1,128,836 | 210,841 | **1,339,677** |
| Mental health and wellbeing | 1,816,606 | 50,000 | **1,866,606** |
| Central projects | 58,183 | - | **58,183** |
| Special projects | - | 11,376 | **11,376** |
| **Total 2021** | 3,003,625 | 272,217 | **3,275,842** |

| | *Unrestricted funds 2020 £* | *Restricted funds 2020 £* | *Total funds 2020 £* |
|---|---|---|---|
| Drugs and alcohol support | *32,850* | *890,490* | *923,340* |
| Mental health and wellbeing | - | *1,561,436* | *1,561,436* |
| Central projects | *16,261* | - | *16,261* |
| Special projects | - | *65,000* | *65,000* |
| *Total 2020* | *49,111* | *2,516,926* | *2,566,037* |

## 5. Income from charitable activities (continued)

Income from charitable activities includes income received from the following government sources:

| | 2021<br>£ | *2020*<br>*£* |
|---|---|---|
| Surrey County Council | **1,295,063** | *1,267,676* |
| National Lottery Community Fund | **153,911** | *130,640* |
| Surrey & Borders Partnership NHS Trust | **1,157,195** | *782,804* |
| Surrey Police | **-** | *5,000* |
| Office of the Police & Crime Comissioner - Surrey | **53,993** | *40,000* |
| Runnymede Borough Council | **-** | *506* |
| NHS Guildford & Waverley CCG | **263,341** | *224,000* |
| Guildford Borough Council | **32,850** | *32,850* |
| Surrey County Council - Councillors | **-** | *1,300* |
| Health Education England | **-** | *65,000* |
| York Road | **3,080** | - |
| NHS England | **192,683** | - |
| | **3,152,116** | *2,549,776* |

## 6. Income from other trading activities

| | Unrestricted funds 2021 £ | Total funds 2021 £ |
|---|---|---|
| Income from trading subsidiary | 421,574 | **421,574** |
| Book sales | 145 | **145** |
| | 421,719 | **421,719** |

| | *Unrestricted funds 2020 £* | *Total funds 2020 £* |
|---|---|---|
| Income from trading subsidiary | *426,538* | *426,538* |
| Book sales | *15,985* | *15,985* |
| | *442,523* | *442,523* |

## 7. Expenditure on raising funds - trading activities

| | Unrestricted funds 2021 £ | Total funds 2021 £ |
|---|---|---|
| Direct costs | 329,233 | **329,233** |
| Support costs - Staff costs | 33,030 | **33,030** |
| Support costs - Other costs | 45,772 | **45,772** |
| Support costs - Depreciation | 2,030 | **2,030** |
| **Total 2021** | 410,065 | **410,065** |

| | *Unrestricted funds 2020 £* | *Total funds 2020 £* |
|---|---|---|
| Direct costs | *343,177* | *343,177* |
| Support costs - Staff costs | *31,734* | *31,734* |
| Support costs - Other costs | *30,402* | *30,402* |
| Support costs - Depreciation | *3,322* | *3,322* |
| *Total 2020* | *408,635* | *408,635* |

## 8. Analysis of expenditure on charitable activities - by fund

| | Unrestricted funds 2021 £ | Restricted funds 2021 £ | Total funds 2021 £ |
|---|---|---|---|
| Drugs and alcohol support | 971,878 | 276,660 | **1,248,538** |
| Mental health and wellbeing | 1,692,804 | 127,611 | **1,820,415** |
| Central projects | 23,940 | - | **23,940** |
| Special projects | - | 13,573 | **13,573** |
| **Total 2021** | 2,688,622 | 417,844 | **3,106,466** |

| | *Unrestricted funds 2020 £* | *Restricted funds 2020 £* | *Total funds 2020 £* |
|---|---|---|---|
| Drugs and alcohol support | *18,559* | *887,427* | *905,986* |
| Mental health and wellbeing | - | *1,529,687* | *1,529,687* |
| Central projects | *142,288* | *194* | *142,482* |
| Special projects | - | *62,652* | *62,652* |
| *Total 2020* | *160,847* | *2,479,960* | *2,640,807* |

## 9. Analysis of expenditure on charitable activities - by type

| | Activities undertaken directly 2021 £ | Support costs 2021 £ | Total funds 2021 £ |
|---|---|---|---|
| Drugs and alcohol support | 1,094,435 | 154,103 | **1,248,538** |
| Mental health and wellbeing | 1,541,231 | 279,184 | **1,820,415** |
| Central projects | - | 23,940 | **23,940** |
| Special projects | 11,837 | 1,736 | **13,573** |
| **Total 2021** | 2,647,503 | 458,963 | **3,106,466** |

| | *Activities undertaken directly 2020 £* | *Support costs 2020 £* | *Total funds 2020 £* |
|---|---|---|---|
| Drugs and alcohol support | *775,452* | *130,534* | *905,986* |
| Mental health and wellbeing | *1,306,352* | *223,335* | *1,529,687* |
| Central projects | *194* | *142,288* | *142,482* |
| Special projects | *52,902* | *9,750* | *62,652* |
| *Total 2020* | *2,134,900* | *505,907* | *2,640,807* |

## 9. Analysis of expenditure on charitable activities - by type (continued)

### Analysis of support costs

| | Total funds 2021 £ | *Total funds 2020 £* |
|---|---|---|
| Staff costs | **324,007** | *325,871* |
| Depreciation | **8,000** | *9,346* |
| Other staff costs | **13,832** | *25,418* |
| Premises costs | **22,033** | *26,556* |
| Venue and event costs | **1,857** | *7,801* |
| Bank charges | **2,154** | *1,942* |
| Office costs | **28,035** | *45,208* |
| Technology costs | **27,858** | *26,442* |
| Governance costs | **25,599** | *24,914* |
| Volunteers expenses | **601** | *4,199* |
| Travel and subsistence | **181** | *8,210* |
| Service level agreement costs | **4,806** | - |
| | **458,963** | *505,907* |

## 10. Governance costs

| | 2021 £ | *2020 £* |
|---|---|---|
| Auditors' remuneration - Audit of the financial statements | **13,600** | *13,450* |
| Auditors' remuneration - Taxation services | **700** | *650* |
| Auditors' remuneration - Other non-audit services | **3,850** | *3,750* |
| Legal and professional fees | **7,449** | *7,064* |
| **Total** | **25,599** | *24,914* |

## 11. Staff costs

| | Group 2021 £ | *Group 2020 £* | Charity 2021 £ | *Charity 2020 £* |
|---|---|---|---|---|
| Wages and salaries | **2,246,806** | *1,749,565* | **1,942,636** | *1,441,929* |
| Social security costs | **194,049** | *146,483* | **166,142** | *119,051* |
| Pension costs | **126,160** | *98,924* | **108,479** | *82,560* |
| | **2,567,015** | *1,994,972* | **2,217,257** | *1,643,540* |

The average number of persons employed by the Group during the year was as follows:

| | Group 2021 No. | *Group 2020 No.* |
|---|---|---|
| Employees | **103** | *92* |

No employee received remuneration (not including employer's national insurance and pension contributions) amounting to more than £60,000 in either year.

The total amount of employee benefits received (including employer's national insurance and pension contributions) by Key Management Personnel is £135,457 (2020 - £125,145). The Group considers its Key Management Personnel to comprise of the Trustees, the Chief Executive Officer of Catalyst Support Limited and the Director of Alpha Extreme Services Limited.

There was one minimum statutory redundancy payment during the year (2020: None), for the amount of £13,719 (2020: £NIL).

## 12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2020 - £NIL)*.

During the year ended 31 March 2021, no Trustee expenses have been incurred *(2020 - £NIL)*.

## 13. Intangible assets

**Group and Charity**

| | Goodwill £ |
|---|---|
| **Cost** | |
| At 1 April 2020 and At 31 March 2021 | **12,000** |
| **Amortisation** | |
| At 1 April 2020 and At 31 March 2021 | **12,000** |
| **Net book value** | |
| At 31 March 2021 | **-** |
| *At 31 March 2020* | - |

## 14. Tangible fixed assets

### Group

| | Motor vehicles £ | Furniture and equipment £ | Computer equipment £ | Total £ |
|---|---|---|---|---|
| **Cost or valuation** | | | | |
| At 1 April 2020 | **10,495** | **32,801** | **127,612** | **170,908** |
| Additions | **-** | **120** | **7,608** | **7,728** |
| At 31 March 2021 | **10,495** | **32,921** | **135,220** | **178,636** |
| **Depreciation** | | | | |
| At 1 April 2020 | **6,305** | **28,725** | **110,137** | **145,167** |
| Charge for the year | **1,500** | **3,124** | **5,406** | **10,030** |
| At 31 March 2021 | **7,805** | **31,849** | **115,543** | **155,197** |
| **Net book value** | | | | |
| At 31 March 2021 | **2,690** | **1,072** | **19,677** | **23,439** |
| *At 31 March 2020* | *4,190* | *4,076* | *17,475* | *25,741* |

## 14. Tangible fixed assets (continued)

### Charity

| | Furniture and equipment £ | Computer equipment £ | Total £ |
|---|---|---|---|
| **Cost or valuation** | | | |
| At 1 April 2020 | **30,921** | **125,595** | **156,516** |
| Additions | **120** | **6,921** | **7,041** |
| At 31 March 2021 | **31,041** | **132,516** | **163,557** |
| **Depreciation** | | | |
| At 1 April 2020 | **28,277** | **108,666** | **136,943** |
| Charge for the year | **2,764** | **5,236** | **8,000** |
| At 31 March 2021 | **31,041** | **113,902** | **144,943** |
| **Net book value** | | | |
| At 31 March 2021 | **-** | **18,614** | **18,614** |
| *At 31 March 2020* | *2,644* | *16,929* | *19,573* |

## 15. Fixed asset investments

| Charity | Investment in subsidiary company £ |
|---|---|
| **Cost or valuation** | |
| At 1 April 2020 | **100** |
| At 31 March 2021 | **100** |

Catalyst Support Limited holds 100 £1 ordinary shares in Alpha Extreme Services Limited (Company Registered Number: 07563107), representing a 100% holding. The financial results of the subsidiary are included in these consolidated financial statements.

The registered office of Alpha Extreme Services Limited is 14 Jenner Road, Guildford, Surrey, GU7 1LQ.

The principal activity of the company is to provide support to complex individuals living in the community who will generally have addiction and mental health issues and not be suitable for mainstream services. The company also carries out specialist cleaning services including for hoarders and post mortem.

The financial results of the subsidiary were as follows:

| | |
|---|---|
| Income: | £421,574 |
| Expenditure: | £426,065 |
| Total comprehensive income: | (£4,491) |
| Net assets: | £12,315 |

## 16. Debtors

| | Group 2021 £ | *Group 2020 £* | Charity 2021 £ | *Charity 2020 £* |
|---|---|---|---|---|
| **Due within one year** | | | | |
| Trade debtors | **70,851** | *89,962* | **-** | *-* |
| Amounts owed by group undertakings | **-** | *-* | **102,217** | *64,552* |
| Other debtors | **-** | *1,290* | **-** | *-* |
| Prepayments and accrued income | **549,097** | *324,628* | **549,097** | *324,628* |
| | **619,948** | *415,880* | **651,314** | *389,180* |

## 17. Creditors: Amounts falling due within one year

| | | Group 2021 £ | *Group 2020 £* | Charity 2021 £ | *Charity 2020 £* |
|---|---|---|---|---|---|
| Pension deficit liability | 18 | **80,000** | *40,000* | **80,000** | *40,000* |
| Trade creditors | | **53,018** | *51,240* | **51,330** | *47,733* |
| Other taxation and social security | | **102,381** | *80,258* | **80,539** | *65,024* |
| Other creditors | | **12,076** | *5,000* | **12,076** | *5,000* |
| Accruals and deferred income | | **461,544** | *144,467* | **426,915** | *124,120* |
| | | **709,019** | *320,965* | **650,860** | *281,877* |

| | Group 2021 £ | *Group 2020 £* | Charity 2021 £ | *Charity 2020 £* |
|---|---|---|---|---|
| **Deferred income** | | | | |
| Deferred income at 1 April | **44,197** | *16,361* | **-** | *8,412* |
| Resources deferred during the year | **437,316** | *44,197* | **407,587** | *-* |
| Amounts released from previous periods | **(44,197)** | *(16,361)* | **-** | *(8,412)* |
| **Deferred income at 31 March** | **437,316** | *44,197* | **407,587** | *-* |

Deferred income relates to various projects and grants which are ongoing into 2021-22 and for which funds have been received in advance. These are below:

- In Reach
- Recovery and Connect
- Older Adult Support grant
- Surrey Police - Cuckooing
- PCC - Cuckooing
- National Lottery
- Bridge the Gap
- COVID-19 grant
- Service User Network (SUN)

## 18. Creditors: Amounts falling due after more than one year

| | Group 2021 £ | *Group 2020 £* | Charity 2021 £ | *Charity 2020 £* |
|---|---|---|---|---|
| Pension deficit liability | **40,000** | *77,097* | **40,000** | *77,097* |

The Charity operates a defined contribution scheme with the Surrey County Council Local Government Pension Scheme which has a guaranteed element of pension benefits. The pension cost charge represents the contributions payable by the Charity to the Funds in respect of the year, and for both schemes amounted to £108,337 (2020 - £82,560).

The Charity was previously informed that additional contributions were payable to the defined benefits scheme over a 3 year period with 3 payments of £40,000 being made annually from 1 April 2020. These payments have not been discounted to present value in 2021 (2020 - these payments were discounted to present value based on a rate of 2.5%). The amount due falling after one year amounts to £40,000 (2020 - £77,097).

## 19. Statement of funds

### Current year

| | Balance at 1 April 2020 £ | Income £ | Expenditure £ | Transfers in/out £ | Balance at 31 March 2021 £ |
|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | |
| General funds | 330,094 | 3,440,784 | (3,095,033) | (6,968) | 668,877 |
| Pension reserve | (117,097) | - | (2,903) | - | (120,000) |
| | 212,997 | 3,440,784 | (3,097,936) | (6,968) | 548,877 |
| **Restricted funds** | | | | | |
| Reach Out - The National Lottery Community Fund | (6,816) | 155,085 | (151,615) | 3,346 | - |
| I-Access | 49,105 | - | (49,105) | - | - |
| North West Surrey | 4,605 | - | (4,605) | - | - |
| Support Provision for Self Isolating Patients | - | 11,376 | (11,224) | - | 152 |
| York Road | - | 3,080 | (3,080) | - | - |
| Guildford & Waverley | 20,838 | - | (20,838) | - | - |
| Surrey Health & Farnham | 14,769 | - | (14,769) | - | - |
| Homeless Outreach Support Team (HOST) | 14,291 | - | (14,291) | - | - |
| Family Safeguarding | 79 | - | (79) | - | - |
| Aldershot, Guildford and Woking Safe Havens | (1,050) | - | 1,050 | - | - |
| Liason and Diversion | (194) | - | 194 | - | - |
| Catalyst High Impact (CHI) | 522 | - | (522) | - | - |
| Cuckooing | 191 | 54,350 | (58,163) | 3,622 | - |
| Primary Care Network | 38,449 | - | (38,449) | - | - |
| Darzi Fellow | 2,348 | - | (2,348) | - | - |
| Creative Response | - | 50,000 | (50,000) | - | - |
| | 137,137 | 273,891 | (417,844) | 6,968 | 152 |
| **Total of funds** | 350,134 | 3,714,675 | (3,515,780) | - | 549,029 |

## 19. Statement of funds (continued)

**Prior year**

| | *Balance at 1 April 2019* £ | *Income* £ | *Expenditure* £ | *Transfers in/out* £ | *Balance at 31 March 2020* £ |
|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | |
| **Designated funds** | | | | | |
| Designated funds | *22,657* | - | - | *(22,657)* | - |
| **General funds** | | | | | |
| General funds | *375,562* | *467,351* | *(550,923)* | *38,104* | *330,094* |
| Pension reserve | - | - | *(117,097)* | - | *(117,097)* |
| | *375,562* | *467,351* | *(668,020)* | *38,104* | *212,997* |
| **Total Unrestricted funds** | *398,219* | *467,351* | *(668,020)* | *15,447* | *212,997* |
| **Restricted funds** | | | | | |
| Reach Out - The National Lottery Community Fund | *14,903* | *134,903* | *(156,622)* | - | *(6,816)* |
| ISIS/I-Access | *30,417* | *579,587* | *(545,452)* | *(15,447)* | *49,105* |
| North West Surrey | *7,683* | *531,650* | *(534,728)* | - | *4,605* |
| Guildford & Waverley | *17,647* | *369,550* | *(366,359)* | - | *20,838* |
| Surrey Health & Farnham | *14,390* | *196,476* | *(196,097)* | - | *14,769* |
| Homeless Outreach Support Team (HOST) | - | *32,850* | *(18,559)* | - | *14,291* |
| Family Safeguarding | - | *13,680* | *(13,601)* | - | *79* |
| Creative Response | - | *50,000* | *(50,000)* | - | - |
| Aldershot, Guildford and Woking Safe Havens | *6,142* | *284,000* | *(291,192)* | - | *(1,050)* |
| Liason and Diversion | - | - | *(194)* | - | *(194)* |
| Catalyst High Impact (CHI) | *5,600* | *120,000* | *(125,078)* | - | *522* |
| Cuckooing | *59* | *46,806* | *(46,674)* | - | *191* |
| Primary Care Network | - | *129,760* | *(91,311)* | - | *38,449* |
| Darzi Fellow | - | *65,000* | *(62,652)* | - | *2,348* |
| | *96,841* | *2,554,262* | *(2,498,519)* | *(15,447)* | *137,137* |
| **Total of funds** | *495,060* | *2,554,262* | *(3,166,539)* | - | *350,134* |

**19. Statement of funds (continued)**

The designated fund is in respect of a dilapidation provision.

The purpose of each major restricted fund is as follows:

Reach Out includes funds received from The National Lottery Community Fund for the provision of counselling for individuals around substance misuse by volunteer counsellors. A transfer of £3,346 has been made to the fund from general funds to provide the additional funds required to bring that year end balance to £NIL.

I-Access is the commissioned funding for Tier 2 Adult Drug and Alcohol Services. Following a review of the contract in 2020/21, this income has now been re-classified to unrestricted funds.

Surrey County Council and NHS Clinical Commissioning Groups fund Community Connections and Safe Havens working with mental health and emotional wellbeing in Guildford and Waverley, Surrey Health & Farnham and North West Surrey. Following a review of the contracts in 2020/21, this income has now been re-classified to unrestricted funds.

Homeless Outreach Support Team (HOST) Working alongside HOST in Guildford, providing Substance misuse outreach for rough sleepers. Following a review of the contracts in 2020/21, this income has now been re-classified to unrestricted funds.

Family Safeguarding Early engagement with families, tackling the causes of children being in need or at risk of substance misuse. Following a review of the contract in 2020/21, this income has now been re-classified to unrestricted funds.

Creative Response Supporting vulnerable adults of all ages with mental health issues, including addictions, learning and physical disabilities.

The Aldershot, Guildford and Woking Safe Havens fund support ad hoc alcohol outreach and intervention projects. Following a review of the contracts in 2020/21, this income has now been re-classified to unrestricted funds.

Catalyst High Impact (CHI) supports people with severe alcohol and drug issues and is funded by the Surrey County Council. Following a review of the contract in 2020/21, this income has now been re-classified to unrestricted funds.

Cuckooing Providing support for vulnerable adults affected by cuckooing. A transfer of £3,622 has been made to the fund from general funds to provide the additional funds required to bring that year end balance to £NIL.

Primary Care Network Working with GP's and psychiatrists at a local level. Offering 30 minute appointments to assess mental health needs, signpost and connect with the local community. Following a review of the contract in 2020/21, this income has now been re-classified to unrestricted funds.

The Darzi Fellowship Clinical Leadership Programme is designed to build the training and development of senior clinical leaders.

The Liaison and Diversion project aims to provide early intervention for vulnerable people as they come to the attention of the criminal justice system and for which costs have already been incurred ahead of its start in 2020/21. Following a review of the contract in 2020/21, this income has now been re-classified to unrestricted funds.

## 19. Statement of funds (continued)

Support Provision for Self Isolating Patients provides support for COVID-19 positive individuals who were insecurely housed during the pandemic lockdown and its aftermath. The funding is provided by Surrey County Council.

The York Road project provides a Substance Misuse Outreach Navigator working with the York Road Project. Brief interventions, advice and support is given for individuals to access treatment and recovery services. The York Road project is a Charity providing accommodation to the homeless in Woking.

The pension reserve has been created to reflect the pension deficit recognised in the year following notification that additional contributions were payable to the scheme.

## 20. Analysis of net assets between funds

### Analysis of net assets between funds - current year

| | Unrestricted funds 2021 £ | Restricted funds 2021 £ | Total funds 2021 £ |
|---|---|---|---|
| Tangible fixed assets | 23,439 | - | **23,439** |
| Current assets | 1,274,457 | 152 | **1,274,609** |
| Creditors due within one year | (709,019) | - | **(709,019)** |
| Creditors due in more than one year | (40,000) | - | **(40,000)** |
| **Total** | 548,877 | 152 | **549,029** |

### Analysis of net assets between funds - prior year

| | *Unrestricted funds 2020 £* | *Restricted funds 2020 £* | *Total funds 2020 £* |
|---|---|---|---|
| Tangible fixed assets | *25,741* | - | *25,741* |
| Current assets | *541,121* | *181,334* | *722,455* |
| Creditors due within one year | *(276,768)* | *(44,197)* | *(320,965)* |
| Creditors due in more than one year | *(77,097)* | - | *(77,097)* |
| **Total** | *212,997* | *137,137* | *350,134* |

## 21. Reconciliation of net movement in funds to net cash flow from operating activities

| | | Group 2021 £ | *Group 2020 £* |
|---|---|---|---|
| Net income/expenditure for the year (as per Statement of Financial Activities) | | **198,895** | *(144,926)* |
| **Adjustments for:** | | | |
| Depreciation charges | 14 | **10,030** | *12,668* |
| Increase in debtors | 16 | **(204,068)** | *(84,622)* |
| Increase in creditors | 18,17 | **350,957** | *249,226* |
| Bank interest receivable | | **(7)** | *(17)* |
| **Net cash provided by operating activities** | | **355,807** | *32,329* |

## 22. Analysis of cash and cash equivalents

| | Group 2021 £ | *Group 2020 £* |
|---|---|---|
| Cash at bank and in hand | **654,661** | *306,575* |
| **Total cash and cash equivalents** | **654,661** | *306,575* |

## 23. Analysis of changes in net debt

| | At 1 April 2020 £ | Cash flows £ | At 31 March 2021 £ |
|---|---|---|---|
| Cash at bank and in hand | **306,575** | **348,086** | **654,661** |
| | **306,575** | **348,086** | **654,661** |

## 24. Pension commitments

The Charity is a participating employer in the Local Government Pension Scheme known as the Surrey County Council Pension Fund ("the Fund") which is now closed to the Charity's new employees. The Fund is a multi-employer defined benefit scheme. The Scheme is funded and is contracted out of the state scheme. The assets and liabilities of the Fund are not separately identifiable to each participating employer. Accordingly, the contributions to the Fund are treated as a defined contributions scheme.

The valuation of the Scheme was performed as at 31 March 2019 by a professionally qualified actuary. The market value of the Scheme's assets at the last valuation date was £3,708 million. The valuation revealed a shortfall of assets (£3,708 million) compared with the value of liabilities (£5,915 million) of some £2,207 million (equivalent to a past service funding level of 63%). The employers (including the Charity) are currently required to contribute at the standard rate of 27.3% of pensionable salaries.

It is possible that future valuations or interim reviews of the Fund may require additional contributions to be made. The Charity was preivously informed that additional contributions were payable to the scheme over a 3 year period with 3 payments of £40,000 being made annually from 1 April 2020.

The next valuation of the Fund will be carried out as at 31 March 2022.

The operating costs of the defined benefit pension scheme were £76,110 (2020 - £69,280).

## 25. Operating lease commitments

At 31 March 2021 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | Group 2021 £ | *Group 2020 £* | Charity 2021 £ | *Charity 2020 £* |
|---|---|---|---|---|
| **Land and buildings** | | | | |
| Not later than 1 year | **42,500** | *53,125* | **42,500** | *53,125* |
| Later than 1 year and not later than 5 years | **93,000** | *196,000* | **93,000** | *196,000* |
| | **135,500** | *249,125* | **135,500** | *249,125* |

| | Group 2021 £ | *Group 2020 £* | Charity 2021 £ | *Charity 2020 £* |
|---|---|---|---|---|
| **Equipment** | | | | |
| Not later than 1 year | **1,080** | *940* | **1,080** | *940* |
| Later than 1 year and not later than 5 years | **2,160** | *2,820* | **2,160** | *2,820* |
| | **3,240** | *3,760* | **3,240** | *3,760* |

The following lease payments have been recognised as an expense in the Consolidated Statement of Financial Activities:

| | Group 2021 £ | *Group 2020 £* | Charity 2021 £ | *Charity 2020 £* |
|---|---|---|---|---|
| Operating lease rentals | **50,080** | *89,750* | **50,080** | *89,750* |
| | **50,080** | *89,750* | **50,080** | *89,750* |

## 26. Related party transactions

In 2020, there was a payment of £1,810 made to a contractor, Michael Elliott, for repairs and maintenance services provided. Michael Elliott is a related party of the CEO of the Charity. There were no payments made in 2021.

During the year, salaries of £349,758 (2020 - £351,432) relating to Alpha Extreme Services Limited, the subsidiary of Catalyst Support Limited, were paid by Catalyst Support Limited and recharged to Alpha Extreme Services Limited. At the year end, the amount owed to Catalyst Support Limited from Alpha Extreme Services Limited is £102,217 (2020 - £64,552). During the year, Alpha Extreme Services Limited donated distributable profits of £16,000 to Catalyst Support Limited (2020 - £15,700).

# THANK YOU

**Catalyst would not be able to continue its work without the support of many people and organisations.**

**Thank you** to our individual donors especially to clients who donate in recognition of the benefits they experience

**Thank you** to our staff and volunteers for all their hard work

**Thank you** to our funders:

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MFT Mary Frances Trust Inspiring Mental Wellbeing

oakleaf MAKING LIFE WORK WITH MENTAL ILLNESS

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The Canterbury Care Centre For those who want to stay in good mental health

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Voluntary Action South West Surrey

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