

Scottish charity number: SC046204

Catalyse Change

Annual Report and Financial Statements
For the year ended 31 December 2025

Catalyse Change

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Catalyse Change

Report of the Trustees for the year ended 31 December 2025

The Trustees present the annual report and accounts for Catalyse Change for the year ended 31 December 2025.

Reference and administrative details

Principal and registered office

Central Hall
2 West Tollcross
Edinburgh
EH3 9BP

Bankers

Bank of Scotland
Teviot House
Edinburgh
EH12 9DR

Constitution, governance and management

The Charity is a Scottish Charitable Incorporated Organisation (SCIO) established on 15 December 2015 and registered under charity number SC046204. It is governed by its constitution which states the purposes of the Charity as:

- to advance the Christian religion; and
- to prevent or provide relief of poverty.

The Charity's stated aims are that it exists to empower leaders, impact communities and transform culture through coaching, communication and collaboration activities.

The Trustees who served during the year were as follows:

Egil Ellingsen	Secretary
Miles Protter	Treasurer
Rev Dr Nike Adebajo	
Richard Robinson	
Amy Page-Whiting	(appointed 24 March 2026)
Annwen Stone	(appointed 24 March 2026)
Andrew Vertigan	(appointed 24 March 2026)
David Rosser	(resigned 19 June 2025)
Jenifer Rosser	(resigned 19 June 2025)

The constitution requires a minimum of 3 Trustees and a maximum of 9. At each AGM, all of the Trustees must retire from office but are eligible for re-election.

New Trustees are invited to join the Board by the serving Board at any time and are inducted into the workings of the Charity by existing Board members.

The responsibility for strategic management of the Charity is held by the Trustees who delegate operational management to Sarah Burch, Head of Operations.

Activities, achievements and performance

From January 1st to December 31st, 2025, Catalyse Change (CC) continued to fulfil its charitable mission by delivering learning communities and training events (primarily online) to leaders across Europe, Africa, Asia, Australasia, and North America. Advancing the Christian faith is our aim while sharing finances and resources with Christian entrepreneurs in Africa and Asia committed to advancing the common good and relieving poverty.

CC's continued focus was on empowering leaders, churches, and organizations to engage in disciple-making, leadership development, community engagement, and social entrepreneurship. This applied whether they were established businesses, charities, churches, denominations, organizations, or entrepreneurs seeking to pioneer new initiatives that advance the common good.

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Report of the Trustees for the year ended 31 December 2025

Activities, achievements and performance (continued)

As in previous years, events were held across various countries, where we coached leaders to run their own online training sessions. Our support involved contextualizing our content to meet their needs, with the ultimate goal of helping them fulfil their vision and grow as leaders in their own context, culture, language and ministry or organisational form.

In 2025, CC continued to build on its established partnerships with leaders, churches, and Christian organizations across Africa and Asia, providing training and support to help catalyse movements aimed at unlocking potential and creating positive change. In Kenya and India particularly, we supported local leaders who are now forming new networks, building strong relationships, and connecting with the wider CC network, and this work is growing into other Asian countries (from the base in India) and East Africa (from the base in Kenya). These connections enabled leaders to take greater ownership of their vision, develop strategies, and expand their work within their own national contexts.

With secured funding, two significant training initiatives were launched in India and East Africa. A successful leadership and stewardship training model was established in India with 16 facilitators conducting 48 regional workshops and impacting 1,148 participants across India. Through relational formation and practical tools, leaders experienced personal transformation and the initiative fostered a growing network of collaborative leaders committed to cultivating a sustainable, gospel-shaped culture of generosity and maturity. In East Africa, a Creo Venture Lab supported 17 entrepreneurs with a comprehensive curriculum and 286 hours of 1:1 and group coaching between April and November 2025. Contextualised resources were produced and learning materials, and the Lab will conclude in 2026 with the distribution of nine micro-grants to the most promising ventures.

Over the course of the year, our Creo initiative (working with Christian Entrepreneurs and Faith-Driven Organizations) engaged with individuals who were given training through Lab, Accelerator or Bespoke coaching participation. We continued to use Content, Coaching & Community as a framework - knowing that many Christian entrepreneurs feel under-prepared/equipped or are missing key competencies they need (coaching); they are unsure of what they don't know or aware of key areas of deficit in their learning/understanding (content); and they often can feel isolated or lacking key connections for their venture (community). This year, our focus was on delivering a diverse range of projects through Creo Consulting, empowering charities and faith-driven organisations by sharpening their strategic direction, refining their organisational culture, strengthening leadership effectiveness, and improving overall organisational health.

This year, four CC employees were contracted by the US-based MLC charity (MLC) to help advance its global initiatives and publishing efforts. These CC employees delivered leadership, publishing and administrative services to MLC throughout 2025. MLC's vision and values align closely with CC's, as both are committed to identifying, training, and empowering movement catalysts and share the overarching mission of advancing the Christian faith. An Affiliation Agreement between CC and MLC is currently being finalised to establish a strong, collaborative relationship based on confidence and trust, ensuring both parties work towards a shared goal.

Plans for the future

Our plans for 2026 onwards are to:

1. Continue to support and edify the work in a few specific African and Asian countries, through the networks and partnerships established, empowering movement leaders to run national conferences and regional training events in their local context, and the training of Christian entrepreneurs in their initiatives. The aim would be to create and support contextual leadership teams that take more ownership of the vision; training pastors, leaders and entrepreneurs; and network in their regions.

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Report of the Trustees for the year ended 31 December 2025

Plans for the future (continued)

2. Deliver leadership, editorial and administrative services to the US501C3 (Charity) MLC by increasing visibility, credibility, brand strength, and developing strategic partnerships in order to increase global awareness and meet the MLC charity's objectives.
3. Develop the UK expression of M4 with networking, training and creating contextualised resources. M4/Europe is a church planting movement who serve and equip regional leadership teams to collaborate in recruiting, assessing, training and coaching church planters and their teams with the aim of planting churches that glorify God and impact society.
4. Strengthen and develop our online training work and consultancy through the Creo initiative with the aim of connecting and training Christian entrepreneurs and faith-driven organisations. A new white label offering will be launched as Creo collaborates with partners to offer entrepreneurs the Creo programme in the partners context and branding. The free Catalyst Course (self-led course lasting 4 sessions), our 9-month Lab, bespoke coaching for entrepreneurs, and a new Ignite course (cohort for early-stage Christian entrepreneurs) will be part of this offer. We will also continue to work intentionally to serve and partner with Faith-driven Organisations offering coaching, training and consultancy in particular areas. This work will continue to be delivered, developed, and tailored to each entrepreneur's and organisations' needs in the year ahead.

Financial review

Principal sources of funding

The Charity is primarily funded by income from charitable activities, mainly coaching leaders.

Results for the year

The Accounts for the year are set out on pages 6 to 11. The Statement of Financial Activities on page 6 shows a surplus of £37,184 (2024: surplus of £48,377), comprising a surplus on unrestricted funds of £57,270 (2024: surplus of £15,694) and a deficit on restricted funds of £20,086 (2024: surplus of £32,683).

Reserves

Reserves are required to ensure the continuity and resilience of the service provision by the Charity. The reserve will support the organisation's cash flow, lessen the impact of late payments and ensure any unforeseen day to day operational costs are covered.

The Trustees have maintained the reserves target at £60,000 of general funds, to balance the effects of any shortfall in income while preventing excess reserves building up in the Charity. This is calculated on the basis of ensuring that salary costs and charity contributions can be covered for a period of 6 months. This would allow time for new funding streams to be sourced as well as reviewing the levels of expenditure to make any necessary adjustments. This policy is reviewed annually.

Per the Balance Sheet on page 7, the general fund at 31 December 2025 amounted to £101,493 (2024: £44,223) which is above this threshold. The Trustees discussed and agreed to maintain the current level at £60,000, with a commitment to monitor it closely throughout the year.

Statement on risk

The Trustees have a duty to identify and review the risks to which the Charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The Trustees have considered those risks and are satisfied that they have introduced procedures to mitigate the possible effects of those risks.

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Report of the Trustees for the year ended 31 December 2025

Statement of responsibilities of the Trustees

Charity law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of its income and expenditure for that year.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and enable the Trustees to ensure that the financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). The Trustees are also responsible for taking such steps as are reasonably open to them to safeguard the Charity's assets and to prevent and detect fraud and other irregularities.

Approved by the Trustees and signed on their behalf on 1 June 2026:

Nike Adebajo

Rev Dr Nike Adebajo
Trustee

I report on the accounts of the Charity for the year ended 31 December 2025 which are set out on pages 6 to 11.

Respective responsibilities of Trustees and Examiner

The Charity's Trustees are responsible for the preparation of the accounts in accordance with the terms of the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). The charity Trustees consider that the audit requirement of Regulation 10(1) (a) to (c) of the 2006 Accounts Regulations does not apply. It is my responsibility to examine the accounts as required under section 44(1) (c) of the Act and to state whether particular matters have come to my attention.

Basis of Independent Examiner's statement

My examination is carried out in accordance with Regulation 11 of the Charities Accounts (Scotland) Regulations 2006 (as amended). An examination includes a review of the accounting records kept by the Charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeks explanations from the trustees concerning such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts.

Independent Examiner's statement

In the course of my examination, no matter has come to my attention

1. which gives me reasonable cause to believe that in any material respect the requirements:

- to keep accounting records in accordance with Section 44(1) (a) of the 2005 Act and Regulation 4 of the 2006 Accounts Regulations (as amended), and
- to prepare accounts which accord with the accounting records and comply with Regulation 8 of the 2006 Accounts Regulations (as amended)

have not been met, or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Alison Franks

Alison Franks CA
Director

Date: 1 June 2026

Cornerstone Accounting Ltd
Chartered Accountants

11 Erngath Road
Bo'ness
EH51 9DP

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Statement of Financial Activities

For the year ended 31 December 2025

	Notes	General fund £	Restricted funds £	2025 Total £	General fund £	Restricted funds £	2024 Total £
Income and endowments							
Donations and legacies	2	-	10,000	10,000	-	29,260	29,260
Income from charitable activities	3	227,212	47,866	275,078	236,075	47,702	283,777
Total income and endowments		227,212	57,866	285,078	236,075	76,962	313,037
Expenditure							
Raising funds	4	1,500	-	1,500	1,490	-	1,490
Charitable activities	5	168,442	77,952	246,394	218,891	44,279	263,170
Total expenditure		169,942	77,952	247,894	220,381	44,279	264,660
Net income/(expenditure)		57,270	(20,086)	37,184	15,694	32,683	48,377
Transfers between funds		-	-	-	-	-	-
Net movement in funds		57,270	(20,086)	37,184	15,694	32,683	48,377
Total funds brought forward		44,223	40,583	84,806	28,529	7,900	36,429
Total funds carried forward		101,493	20,497	121,990	44,223	40,583	84,806
Represented by:							
General funds	8	101,493	-	101,493	44,223	-	44,223
Restricted funds	8	-	20,497	20,497	-	40,583	40,583
Total funds		101,493	20,497	121,990	44,223	40,583	84,806

The notes on pages 8 to 11 form part of these financial statements.

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Balance sheet

As at 31 December 2025

	Notes	General funds £	Restricted funds £	2025 Total £	General funds £	Restricted funds £	2024 Total £
Current assets							
Debtors	6	7,912	-	7,912	810	-	810
Cash at bank and in hand		100,264	20,497	120,761	48,531	40,583	89,114
Total current assets		108,176	20,497	128,673	49,341	40,583	89,924
Liabilities							
Creditors: falling due within one year	7	6,683	-	6,683	5,118	-	5,118
Net current assets		101,493	20,497	121,990	44,223	40,583	84,806
Total assets less current liabilities		101,493	20,497	121,990	44,223	40,583	84,806
Net assets		101,493	20,497	121,990	44,223	40,583	84,806
Funds of the charity							
General funds	8	101,493	-	101,493	44,223	-	44,223
Restricted funds	8	-	20,497	20,497	-	40,583	40,583
Total charity funds		101,493	20,497	121,990	44,223	40,583	84,806

The financial statements on pages 6 to 11 were approved by the Trustees on 1 June 2026 and signed on their behalf by:

Nike Adebajo

Rev Dr Nike Adebajo
Trustee

The notes on pages 8 to 11 form part of these financial statements.

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Notes to the financial statements

For the year ended 31 December 2025

1. Accounting policies

Accounting convention

The financial statements are prepared under the historical cost convention and in accordance with FRS 102, and in compliance with the Charities SORP 2019 (FRS 102), the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). The principal accounting policies adopted in the preparation of the financial statements are set out below.

Catalyse Change meets the definition of a public benefit entity under FRS 102.

Basis of financial statements

The financial statements have been prepared on the accruals basis. The Trustees consider that there are no material uncertainties so the accounts have been prepared on a going concern basis.

Income and debtors

All income is recognised when the Charity is legally entitled to the income, any performance conditions attached to the income have been met, it is probable that the income will be received and the amount can be measured reliably.

Debtors are valued at cost at the year-end and adjusted for any amounts considered to be irrecoverable.

Expenditure and creditors

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Support costs are those costs incurred directly in support of expenditure on the objects of the charity.

Creditors are valued at cost at the year-end and split between amounts due in less than one year and amounts due in more than one year.

Taxation

The charity is exempt from Corporation Tax on its charitable activities.

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 account.

Fund accounting

For the purpose of the Statement of Financial Activities, funds are defined as follows:

- Unrestricted general funds comprise income received for the objects of the charity without further specified purpose and are available as general funds.
- Unrestricted designated funds comprise those funds ringfenced by the Trustees for a particular purpose in the year ahead.
- Restricted funds comprise income which has been received for the objects of the charity and specified for a restricted purpose within these objects by the donor.

Pensions

The charity operates a defined contribution pension scheme. The pension charge represents the amount payable by the charity on behalf of its employees.

2. Donations and legacies

	2025			2024		
	General funds	Restricted funds	Total	General funds	Restricted funds	Total
	£	£	£	£	£	£
Donations received	-	-	-	-	11,760	11,760
Grants received	-	10,000	10,000	-	17,500	17,500
	-	10,000	10,000	-	29,260	29,260

We are extremely grateful to all of our funders for the grants they have provided this year.

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Notes to the financial statements

For the year ended 31 December 2025

3. Income from charitable activities

	2025			2024		
	General funds	Restricted funds	Total	General funds	Restricted funds	Total
	£	£	£	£	£	£
Coaching income	167,920	47,866	215,786	172,832	47,702	220,534
Publishing income	48,763	-	48,763	60,938	-	60,938
Travel costs reimbursed	10,529	-	10,529	2,305	-	2,305
	227,212	47,866	275,078	236,075	47,702	283,777

4. Costs of raising funds

	2025			2024		
	General funds	Restricted funds	Total	General funds	Restricted funds	Total
	£	£	£	£	£	£
Staff salaries	1,500	-	1,500	1,490	-	1,490
	1,500	-	1,500	1,490	-	1,490

5. Expenditure on charitable activities

	2025			2024		
	General funds	Restricted funds	Total	General funds	Restricted funds	Total
	£	£	£	£	£	£
Staff costs:						
Staff salaries	135,685	19,722	155,407	158,289	4,700	162,989
Employer NI	6,737	-	6,737	9,298	-	9,298
Employer pensions	7,208	-	7,208	7,909	-	7,909
Direct costs of charitable activities:						
Coaching fees	-	-	-	7,557	1,850	9,407
CREO costs	4,950	14,560	19,510	20,174	8,113	28,287
MLC costs	2,965	4,302	7,267	-	-	-
Travel, subsistence and meeting costs	1,504	-	1,504	801	-	801
Publishing costs	240	-	240	4,444	-	4,444
Overseas coaching costs	69	39,368	39,437	-	29,616	29,616
Support costs of charitable activities:						
Office rent and venue hire	1,380	-	1,380	1,380	-	1,380
Insurance	419	-	419	409	-	409
IT and administration costs	2,180	-	2,180	697	-	697
Subscription costs	1,560	-	1,560	1,501	-	1,501
Accounting support costs	-	-	-	360	-	360
Independent examination fees	1,200	-	1,200	1,200	-	1,200
Foreign currency losses	1,352	-	1,352	3,532	-	3,532
Bad debt expense	-	-	-	120	-	120
Bank charges	993	-	993	1,220	-	1,220
Total expenditure	168,442	77,952	246,394	218,891	44,279	263,170

Support costs have not been separately identified as the trustees consider there is only one charitable activity.

The average number of staff during the year was 7 (2024: 7). One employee was paid more than £60,000 in the year (2024: 1) and is disclosed below.

Key Management Personnel of the Charity is defined as the CEO only. His remuneration (including Employer NI) totalled £76,686 (2024: £75,965).

No accrual has been made for holiday pay at the year-end as there were no material amounts due.

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Notes to the financial statements

For the year ended 31 December 2025

6. Debtors

	2025			2024		
	General funds	Restricted funds	Total	General funds	Restricted funds	Total
	£	£	£	£	£	£
Trade debtors	7,912	-	7,912	810	-	810
	7,912	-	7,912	810	-	810

7. Creditors: falling due within one year

	2025			2024		
	General funds	Restricted funds	Total	General funds	Restricted funds	Total
	£	£	£	£	£	£
Trade creditors	70	-	70	14	-	14
Accruals and deferred income	1,200	-	1,200	1,200	-	1,200
Taxation and social security	5,413	-	5,413	2,915	-	2,915
Other creditors	-	-	-	989	-	989
	6,683	-	6,683	5,118	-	5,118

8. Funds movements

Current year

	Balance at 1 Jan 2025	Income	Expenditure	Transfers	Balance at 31 Dec 2025
	£	£	£	£	£
Unrestricted funds:					
General fund	44,223	227,212	(169,942)	-	101,493
Total unrestricted funds	44,223	227,212	(169,942)	-	101,493
Restricted funds:					
Kenya fund	11,760	-	(10,360)	-	1,400
India fund - women's training programme	2,223	-	-	-	2,223
India fund - MLC entrepreneur's programme	19,750	-	(19,750)	-	-
CREO restricted income fund	6,850	-	(6,850)	-	-
Ethiopian CREO project fund	-	10,000	-	-	10,000
Indian MLC CREO training fund 2025	-	47,866	(40,992)	-	6,874
Total restricted funds	40,583	57,866	(77,952)	-	20,497
Total charity funds	84,806	285,078	(247,894)	-	121,990

Prior year

	Balance at 1 Jan 2024	Income	Expenditure	Transfers	balance at 31 Dec 2024
	£	£	£	£	£
Unrestricted funds					
General fund	28,529	236,075	(220,381)	-	44,223
Total unrestricted funds	28,529	236,075	(220,381)	-	44,223
India fund - women's training programme					
Kenya fund	-	11,760	-	-	11,760
India fund - women's training programme	-	15,000	(12,777)	-	2,223
India fund - MLC entrepreneur's programme	-	47,702	(27,952)	-	19,750
CREO restricted income fund	7,900	2,500	(3,550)	-	6,850
	7,900	76,962	(44,279)	-	40,583
Total charity funds	36,429	313,037	(264,660)	-	84,806

Notes to the financial statements

For the year ended 31 December 2025

8. Funds movements (continued)

Explanation of funds

The General Fund represents all income and expenditure relating to the primary focus activities of the charity, other than those

The Kenya fund represents funds donated for entrepreneurial and coaching work in Kenya.

The India fund - women's training programme represents funds donated for coaching work in India.

The India fund - MLC entrepreneur's programme represents funds donated for entrepreneurial and coaching work in India.

The CREO restricted income fund represents funds received specifically to support individuals on the CREO programme.

The Ethiopian CREO project fund represents funds received to support individuals in Ethiopia on the CREO programme.

The Indian MLC CREO training fund represents funds received to support individuals in India on the CREO programme.

9. Pension commitments

The Charity operates an auto-enrolment pension scheme with The People's Pension for all eligible employees. Employer contributions to the scheme are disclosed in note 5.

10. Trustee and related party transactions

No Trustee received any remuneration during the year in their role as Trustee (2024: nil).

Richard Robinson, who is a Trustee, was employed by the Charity as Team Leader/CEO of the organisation and was paid a salary of £65,000 plus pension of £2,993 (2024: £65,000 plus £3,250).

1 Trustee, Miles Protter, benefitted from coaching services provided by the Charity at commercial rates.

Anna Robinson, who is the wife of one of the Trustees, was employed by the Charity as Publisher, working on the 100M Publishing initiative, and was paid a salary of £36,000 plus pension of £1,714 (2024: £45,000 plus £2,025).