



Annual Report & Financial Review 2019 - 2020

FOR YEAR ENDED 31 MARCH 2020

Making a difference


catalyst
HELPING PEOPLE CHANGE



Charity Registration no. : 1075892

Company Registration no. : 3689561

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

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CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2020

Trustees

Warren Rockett – Chair
Susan Bowen – deputy Chair (resigned 20/04/2020)
Kath Mills
Kim Tinneny (appointed 2/8/2019)
Libby Grant
Roger Drennan
Jill Clucas (appointed 7/2/2020)
Jane Winstone (resigned 31/8/2019)

Registered address

14 Jenner Road
Guildford
GU1 3PL

Auditors

MHA Macintyre Hudson
6th floor, 2 London Wall Place,
London
EC2Y 5AU

Solicitors

Clyde & Co
Beaufort House
Chertsey Street
Guildford Surrey
GU1 4HA

Bankers

Barclays Bank plc
Camberley Surrey
GU15 3RQ

Charity Number

1075892

Company number

3689561

**CHAIR OF TRUSTEES AND CHIEF EXECUTIVE STATEMENT
FOR THE YEAR ENDED 31 MARCH 2020**

Foreword by Patron

Writing this in lockdown is an excellent reminder of how crucial the work of Catalyst is across Surrey. Even in “normal” times, Catalyst provides essential support to so many suffering from dependencies on alcohol and/or drugs, and other mental health issues arising from life’s challenges and health related problems. COVID-19 has presented a whole new set of additional challenges, exacerbating loneliness, poverty and the stress of caring for others amongst other issues.

It is therefore so inspiring to see how the Catalyst Board, Management Team, Staff and Volunteers, have found new ways of supporting clients and each other, keeping in touch and ensuring that there is a point of contact for all. The experience and expertise gained in forging effective partnerships both with NHS bodies and others in the Voluntary Sector, referred to by our Chief Executive, have enabled additional support via referrals to other agencies when requested by clients, proving the worth of trusted collaborations.

Our Chair of Trustees and Chief Executive have rightly pointed up the successes of Catalyst in the past year. The learning and development of all at Catalyst will continue to ensure that the challenges ahead will be met as they have been in the past. We know from the research showing the increase in problem drinking and gambling, amongst other problematic behaviours, during the COVID-19 crisis, that Catalyst services will be needed more than ever in the coming months and beyond.

Louise
Lady O’Connor DL

Chair of Trustees’ Statement

Catalyst is now embarked upon one of its biggest challenges in its 31 year history. How to ensure that not only do we stay financially sound as a Charity during the COVID-19 global pandemic but also how we keep our staff safe whilst delivering best in class client services.

All staff, counsellors and volunteers in the Charity have been under considerable stress both in redesigning and/or reworking how client needs are met in a safe and sustainable way. All are to be congratulated for their hard work and determination to ensure we provide appropriate and timely services to clients, sometimes in new or changed ways. We have some very challenging and vulnerable clients, some with complex needs, who are often difficult to engage with. As a Charity we have been greatly helped in the current climate, not just by the understanding and support of our commissioners and partner agencies for which we are grateful, but also by the understanding of clients.

Throughout this last year Catalyst has continued to cement its innovative partnership arrangements so that what we do works practically for those in most need. That successful way of working, enhanced by project improvement skills, has both helped to raise awareness across the County of the value of the voluntary sector, but also led to us being nominated nationally for some prestigious awards which our CEO will comment upon.

During the year and subsequent to the year end, as listed in reference and administrative details, two new Trustees have joined the Board, bringing with them a wealth of skills that have already been well deployed within the governance oversight of the Charity. At the end of August one Trustee stepped down from full Trusteeship and remained assisting the Charity and the Board with her specialist skills as a non-voting Associate Trustee for a period. The deputy chair stepped down in April 2020, sadly before her death in June 2020 after serving 14 years.

CHAIR OF TRUSTEES AND CHIEF EXECUTIVE STATEMENT
FOR THE YEAR ENDED 31 MARCH 2020

The Board of Trustees has remained steadfastly focused on ensuring the Charity remains financially secure, that its operating and accountability models are effective, and that good governance is practised in accordance with the law and the national Code of Good Governance. The Board regularly reviews and approves any updates and changes to the Charity's strategy, and continues to operate its services in a fast moving and changing society.

We look forward to hopefully a successful 2020-21 notwithstanding that we start this new year how we finished the old (2019-20), namely in the midst of a very challenging financial and operating environment due to the likely lengthy continuation of the COVID-19 pandemic. It will be through the determination of skilled staff, counsellors and volunteers, working together with the support of management and the Board that we can ensure our services survive and deliver on a change for good in people's lives.

Chief Executive's Statement

The emphasis this year has focused on a holistic consideration of Catalyst's activities taking into account the wider economic, social and environmental effects; the long-term wellbeing and resilience of our internal staff, volunteers and peers, and external communities and society in general.

Catalyst continued to enter into partnership relationships that have seen multiple organisations working together to deliver services. The overriding benefits are clear to see that people have improving access to an extended range of services available to them, thus helping to integrate with wider health and community services.

The realisation of change and growth has focused the Charity on how it embeds innovation to think and behave differently, to remain unique and sustainable in an ever-changing healthcare world in order to achieve something new and better.

To be able to improve our services we need to understand the needs of people who use our services through collaborating internally and externally; to be diverse and coexist together with mutual understanding. Through co-production of the LASER (Laser Learning Awards) accredited Peer Mentor programme we are developing our future employees who are able to offer people with lived-experience the ability to share their personal knowledge with our local communities.

The HSJ (Health Service Journal) Partnership Awards celebrate the most effective partnerships with the NHS and highlight the benefits which working with the private and third sector can bring to patients and NHS organisations. Our partnership working with Surrey and Borders Partnership NHS Foundation Trust (SABP) and Public Health Surrey to deliver i-access was shortlisted in the category of 'Most Effective Contribution to Clinical Redesign' in the 2020 Awards. It was an honour for this innovative approach by the three partners and people with lived experience to be recognised.

In recognition of the contribution Catalyst makes to its NHS partners, an approach was made to the Unsung Hero Awards who shine a light onto the hard work that non-medical/non-clinical staff and volunteers of the NHS strive towards providing on a daily basis. Work that is often overlooked, despite non-medical and non-clinical employees making up nearly half of the workforce. Unfortunately the Awards do not recognise partners outside of the NHS at this time, but an invitation was received to judge the Special Mentions Category with the opportunity to guest blog on the UHA website on how organisations like Catalyst assist the NHS by offering preventative methods and support.

CHAIR OF TRUSTEES AND CHIEF EXECUTIVE STATEMENT
FOR THE YEAR ENDED 31 MARCH 2020

In recognition of staff contributions, Catalyst held its first awards event – the CAFTAS (Catalyst Academy of Fun and Talent Awards). The Awards were split into two halves; employees nominating colleagues for different categories and the Leadership Team recognising staff and teams for their hard work and dedication across the Charity. The light hearted event included unsung hero, champion in the face of adversity, best work ethic, best partnership representative and clients choice Award to name a few. The CAFTAS boosted morale for staff who had an enjoyable afternoon recognising and congratulating their colleagues.

As Catalyst grows and adapts to changes to the variety of services it offers, it has become increasingly responsive to the needs of recruiting a skilled workforce that offers best practice models to deliver its services. It has been proactive in demonstrating its value to commissioners, partners and stakeholders and invested time with staff to develop the Charity core values of Kindness, Integrity and Commitment; in 2020 these are being embedded into the core principles of the Charity's operations, staff wellbeing and governance.

At the time of writing, the world is in self-isolation due to the COVID-19 global pandemic. Catalyst has stayed open for referrals for its many services and partnerships for adults across Surrey. We have scaled back on delivering groups and activities, but are continuing to offer one-to-one support in the form of welfare calls, are looking to expand our telephone counselling service and our outreach team are dropping food and hygiene products to clients, and keeping in touch with people who are vulnerable or homeless within national guidance. Our crisis services of the Safe Havens and needle exchange are still open to support the needs of people at this time.

Partnership working has also been key to the successful delivery of Catalyst services. We have bi-weekly virtual meetings with commissioners and partners to fortnightly virtual meetings with Surrey County Council and the Voluntary, Community and Social Enterprise (VCSE) sector to ensure services are engaged in safe practices. Grant funding opportunities from a variety of sources are providing opportunities to financially support vulnerable people. COVID-19 has pulled the County of Surrey together, with a focus on a common goal to support and help each other to ensure the safety of residents and also staff delivering frontline services to vulnerable people.

We are currently looking at how the future delivery of services will evolve. In the current climate services offer a virtual opportunity to clients and others, including to staff who have been using home-working until we can get back to business as usual. What is clear is that we will come back together stronger and with a different approach to our own mental and physical health.

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 Limited 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. A welcoming and non-judgmental ethos is common to all our work, along with high professional standards.

The organisation works with people to improve their lives in terms of stability and wellbeing, with the aim of reducing harm to themselves and the community. We do this through a number of different projects across the county, some ongoing and some which are new areas of work.

Projects are funded through commissioned work (Surrey County Council, Public Health and NHS through the Integrated Care Partnerships of Surrey Heartlands and Frimley Health as well as Surrey and Borders Partnership NHS foundation Trust), the National Community Lottery Fund and a range of other funders, and also through donations and fundraising activities.

As part of the Surrey-wide Community Connections mental health and wellbeing support, we offer in partnership one to one and group mental health and wellbeing support for those struggling with a range of mental health challenges. This includes at three of the five Safe Havens in Surrey where we offer out of hours crisis support. Catalyst also works in partnership with the NHS in providing mental health support at GP practices as part of an innovative service (GPimhs – GP integrated mental health services and MHICS – Mental Health Integrated Care System).

Our Reach Out counselling service seeks to help people to deal with the traumas which have led them to problems with alcohol and/or drugs and includes support groups for friends and family and carers. In partnership with Surrey and Borders Partnership NHS Foundation Trust, we deliver i-access adult drug and alcohol support including SMART groups meetings and needle exchanges. Catalyst additionally provides specialist support through its CHI high impact drinker's project, its work with the victims of cuckooing, its work with the homeless and also partnership working in Family Safeguarding.

Our subsidiary social enterprise company, Alpha Extreme Services Limited, combines specialist work with challenging and vulnerable people, and extreme cleans, with any profits returned to Catalyst to provide additional support.

In addition to paid staff, much of the work that Catalyst delivers is due to our dedicated and resourceful trained volunteers who work hard to provide extra support which is rarely funded.

All Catalyst services are free and most are available for people to refer themselves for support.

Statement of Fundraising Information

Catalyst raises funds from the public by means of organising fundraising events and accepting donations and 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. Due to the nature of the work with our clients we do not approach them for fundraising without the appropriate consents.

Highlights of the Year

- We celebrated our 30th Anniversary as a Charity on 1st April 2019
- We secured further funding for our Reach Out Counselling – for an additional four years
- We launched our Peer mentoring programme – providing clients with an opportunity for a qualification and work placement
- We secured the contract for Family Safeguarding – helping families affected by substance use

Achievements and Performance 2019 – 2020

Catalyst Mental Health and Wellbeing **Catalyst Drug and Alcohol** **Catalyst Innovation**

Catalyst has an increasing number of different projects but which are bound together under the main strands of the support we provide. Much of this work is done in partnership with a variety of other organisations, both voluntary and statutory, demonstrating the best and most effective way to operate now and for the future.

Catalyst Mental Health and Wellbeing

Community Connections

Partnership continued to be the key to the success and growth of our Community Connection mental health and wellbeing work – offering skilled one to one and activity support to people across a wide range of need. Community Connections staff work with people dealing with anxiety, depression, isolation and some diagnosed conditions by engaging with them and working holistically to develop the support they need. As demand and numbers grew, particularly in North and South West Surrey, Catalyst began to offer additional activities which complemented those of our partner organisations. Referral relationships were strengthened by close co-operation with the Community Mental Health teams and the launch of a comprehensive Single Point of Access (SPA) for mental health enquiries, which signposts and refers into Community Connections. With over 10 Link Workers based in Staines, Godalming and Camberley, Community Connections provides high quality flexible support to make the difference to people's lives.

Safe Havens

Catalyst continued to work in partnership with Surrey and Borders Partnership NHS Foundation Trust to deliver out of hours mental health crisis support at three sites in Surrey and borders – Aldershot (with Andover MIND), Guildford (with Oakleaf) and Woking. Each of these received between 200 and 400 visits per month in 2019-2020 over evenings and weekends, 365 days a year. They provide an alternative to attending A&E for someone in mental health crisis and with a Community Psychiatric Nurse and two Safe Haven mental health workers on site, offer invaluable support. Virtual Safe Havens are being planned to make the service available to everyone, regardless of whether they can travel to a venue.

GPimhs and MHICS – The Primary Care Network

Catalyst has been working in partnership with Surrey and Borders Partnership NHS Foundation Trust (SABP) and local Primary Care Networks (PCN) to deliver a pioneering emotional and wellbeing support offer called GPimhs (General Practice Integrated Mental Health Service). Our Community Connectors worked in GP surgeries alongside Mental Health Practitioners from SABP and with administrative support to offer patients much needed extended appointment times and a range of interventions, advice and guidance. The first site went live in North Guildford on 27th March 2019 with Chertsey, Crouch Oak & Ottershaw Primary Care Network (CoCo PCN) joining in June and collectively these sites have now had **over 1,144 requests** for service. Outcome data indicates a very high positive patient experience. Having piloted this service, we are now extremely excited to see this network expanding rapidly, with East Guildford and Staines joining in April/May 2020 and the Frimley model, called MHICS (Mental Health In The Community Service), going live in May 2020 in Surrey Heath and Farnham.

Catalyst Drug and Alcohol

i-access Drug and Alcohol Service

This was the second year of the innovative co-designed partnership project with Surrey and Borders Partnership NHS Foundation Trust (SABP) and Public Health Surrey and saw the service offering a wider range of support to more people.

Three new members joined the Catalyst i-access partnership team over the year and continued to deliver a variety of one to one and group support, including hosting a successful recovery cafe in Redhill, treatment-led SMART Recovery meetings, supporting the ambulatory drug and alcohol detoxification programme and also delivering Alcohol Brief Intervention (ABI) work across the county.

The Xchange needle exchange in Woking has hosted a Hepatitis C clinic since February 2020, provided by the Royal Surrey County Hospital, where other help and support is offered by our staff to those who come to be tested. Naloxone kits to combat overdose continued to be issued by our specially trained staff. The Xchange stayed open during COVID-19 lockdown and has provided a crucial harm reduction service during this period.

Reach Out Counselling

Reach Out Counselling, funded by the generosity of the National Lottery Community Fund since 2011, continued to offer a unique service to adults in Surrey. We provide personalised psychological intervention to people either currently using substances or with the potential to relapse and also to those affected by someone else's use. This year an average of **40 volunteer counsellors** delivered up to **100** hours per week of one to one counselling across 11 venues in Surrey. We currently work very closely with counselling training providers across the South East to support our Counsellors on their training placement.

We also undertake group work with friends and family of those impacted and are creating a county-wide online forum which we envisage as continuing post COVID-19. These groups are facilitated by a bank of 10 - 15 trained volunteers, who along with our counsellors, offer a vital support which is not available elsewhere.

Training, development and supervision remains a priority for the delivery of excellent services. We also bolstered our existing supervision for counsellors through BACP (British Association for Counselling and Psychotherapy) qualified supervisors funded by a grant from the Community Foundation for Surrey in 2019.

CHI – Catalyst High Impact

Now in its third year, CHI continues to demonstrate the effectiveness of our specialist alcohol outreach workers in engaging with long-term treatment-resistant drinkers to reduce the impact on themselves, family, community and the 'blue-light' services such as police, ambulance, and hospitals. Funded by Public Health Surrey and the Office of the Police and Crime Commissioner since its inception, the project has contributed significantly to close working relationships with hospital Alcohol Liaison teams, the police, Borough and County Councils and many other organisations, as well as helping to reduce anti-social behaviour within local communities.

As with much of Catalyst's specialist work, service users often experience other challenges, including homelessness and poor mental health. Our team of four workers ensure that other appropriate help is also given. CHI clients are often extremely complex and require intensive support – some of the most vulnerable requiring up to 130 hours of interventions.

Family Safeguarding Team

Continuing the pattern of innovative partnership working in Surrey to deliver support tailored to need, we saw the launch (in February 2020) of the Family Safeguarding Service, with Drug and Alcohol staff working with families known to children's social services. Our specialist workers form part of a Multidisciplinary Team including Mental Health, Psychologists and Domestic Abuse workers – integrated to provide rapid and timely interventions with full oversight of a family's complex situation. Working from bases in Woking and Walton-on-Thames, the team will expand to include Redhill and Guildford, and will have 10 Catalyst Drug and Alcohol workers, plus a senior worker. Support includes: one to one work, raising awareness of the impact of drugs or alcohol on children, motivational interviewing for parents to get ready for change, group work and support for partners.

Substance Misuse Outreach Navigators

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 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. Our skilled workers engage with people on the streets, in the car parks and surroundings of Guildford, and work with them around their drug and alcohol use and support needs – often we have to be persistent and patient, and prepared for challenges. By the end of March 2020, the team had engaged with **49 people** and **successfully motivated 31** into other support services including accommodation. Two Catalyst part-time outreach workers manage **19 priority clients** currently and aim to see them at least weekly. This is highly demanding work with vulnerable and often challenging people, but offers a lifeline to those it supports.

Catalyst Innovation

Special Projects Team - 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 gangs. From a 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 - often are coerced by drugs and or violence. **102 referrals** from across Surrey were received up until March 2020 which demonstrates the rapid growth of this criminal activity and the scale of the need which is currently met by only two part-time outreach workers. Like many of the other outreach services, the onset of the lockdown at the end of the financial year proved a challenge with 15 clients still requiring support.

Working directly with the victims and supporting them to independence and into new tenancies if needed and providing some direct 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 and will require us to continue to seek funding to deliver the only service like this in the county.

Alpha – A Catalyst Social Enterprise

Alpha Extreme Services Ltd (a wholly owned subsidiary of Catalyst) - eight years a dynamic community enterprise now positioned as the "go to" agency when mainstream providers are not appropriate for vulnerable and complex people. Alpha embodies the ethos and approach of Catalyst's 30 years of providing highly skilled complex needs assertive outreach ensuring this most marginalised group receive a relevant and respectful service.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2020

It was an increasingly busy year for Alpha – in January 2020 they provided over **200 hours** of paid client support every week for **57** clients, with a variety of labour intensive care packages ranging from one to 21 hours per week. They aim to reduce chaos and promote safety for clients, their communities and subsequently our wider society and work directly to reduce the financial impact from hospital admissions and criminal justice costs within the mental health/social care services.

Alpha have nine people working across Surrey and are currently running an active recruitment drive for four more support workers to meet increased demand and enable a new enhanced team structure to drive the five year strategy, which includes expanding their delivery of 'extreme cleans' for which they are in much demand.

Peer Mentors – A Lasting Impact

The creation of a dedicated Service User Lead in early 2019 was clear evidence that Catalyst was capitalising on its long involvement with putting clients at the heart of its work. The brief was to widen and develop the giving back opportunities open to people who had used our services.

From a small number of SMART Recovery* groups, by the end of 2019 the growing demand meant we had 11 across the county, all peer-led. Groups are offered at different times on different days, including evenings and weekends to accommodate those who work during the day. Peers who lead the groups have all completed the SMART UK facilitators training.

The major success of the accredited Peer Mentor Programme has been seeing facilitators develop and gain experience and confidence, and some have been successful in gaining paid employment which in turn resulted in them often not being available to continue to deliver SMART! Helping someone address their own issues, then develop them to help us deliver an important service, which leads for some to gain a paid job, is not just a fantastic success for them but also for the Charity.

In 2019-2020 we had **3,398 attendances** at groups with an average attendance of approximately 10 but often as many as 16 or 17.

Future Planning

At the time of writing we are in the global COVID-19 pandemic and like every crisis, it will unfold over an arc of time. It is useful to distinguish what *was*, *is*, and *will be*. There *was* a past of relative stability and predictability. There now *is* some chaos and disruption. There *will be* ... a different future state which Catalyst will embrace whilst remaining resilient.

The force of change has moved at breakneck speed to meet a surge in demand for digital services including virtual platforms, both for enabling staff to continue seeing clients and undertake everyday working, as well as supporting collaborative work and the delivery of communications. Whilst Catalyst has adapted to the lockdown needs of people using our services, we have also taken a steady approach to meet any gaps in services that may help to complement the work of partner organisations. We have set up a Catalyst's Digital Task Group to review and adapt our offer so as to ensure future viability.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2020

Taking time to reflect and learn is a necessity not a luxury and it is for this very reason that a period of reflection on the Charity's growth which involves examining current work practices and establishing new ways of working takes place. This work is imperative to manage capacity and demand so as to ensure the future sustainability of Catalyst. Succession planning and empowering our teams is crucial to making us more resilient.

The findings of our Darzi Fellow (a clinical leadership programme tackling challenges within healthcare) will lead the way for improvements that continue to ensure the Charity delivers safe, effective, person-centred care which is timely, efficient and equitable. Our workforce is key to effective delivery and we have focused on making sure that we are an attractive employer and care for and develop our staff. We have conducted a review of staff benefits, plus health and wellbeing opportunities by looking at health, training and development and encouraging regular holiday and breaks. All crucial areas to guarantee our workforce is skilled, experienced and motivated to address the difficulties they face delivering services to vulnerable people.

As lockdown eases and then ends the future of work will look very different; so as we start to come back together and understand how our workforce and the Charity have coped during lockdown, we have commenced a review of staff choices for home-working, a review of our estates, and review of the services we offer and how they are delivered to meet the needs of those who seek our services. These are just some examples of the work we will be undertaking. What we are very clear on is that the future is a newly shaped resilient and responsive Charity that has the means to be adaptive to change.

Strategy

At 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 Leadership Team. Several targeted working groups and committees involving trustee members review and assess many of these. The governance Trustees are Finance, Remuneration and Investments; Strategy and Business Development; Best Practice and Operational Performance and Health and Safety as well as Information Governance and Estates working groups.

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 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 is electronically available to all.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2020

Outcome Measures

The majority of the Charity's income is based on commissioned services where the commissioning body utilises an agreed contract to specify the services which are to be provided. The contracts also include key performance indicators and standards, against which performance is monitored. There are 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. It also had strategically located sub-offices in Godalming and Staines in addition to being co-located with partners in Redhill, Chertsey and Guildford (Surrey and Borders Partnership NHS Foundation Trust). There were also co-locations for GPimhs in Guildford North, Chertsey, Ottershaw and Crouch Oak and for Family Safeguarding in Woking, Guildford, Walton and Chertsey.

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 83 in April 2019, it reached 92 by the end of March 2020.

Catalyst seeks to provide employees with challenging and rewarding employment. The Trustees consider that the 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 Leadership Team that providing value for money and consistency of service is dependent upon the effective deployment and quality of its employees. It is 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. Employees are eligible to join a contributory pension scheme and automatically receive health membership provision.

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.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2020

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. A Board that also reflects the wider community it serves.

In 2020, the Charity will be looking to recruit additional Trustees through a transparent recruitment process that uses 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.

Trustees meet quarterly in a structured meeting, either in person or virtually during COVID-19 and they include members of the Leadership Team at appropriate times during the meeting. All Trustees are also involved in Catalyst Committees and sub-groups, which include members of the Leadership team, covering areas such as Information Governance, Strategy and Best Practice, Health and Safety, Best Practice and Operational Performance, and Finance, Remuneration and Investment.

None of the Trustees received, directly or indirectly, any remuneration from the Charity during the year.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2020

Leadership Team

The Trustees have delegated day to day responsibility for the management of the Charity's obligations and the provision of services to the Chief Executive Officer. The CEO 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 Leadership Team in 2019-2020 was:

Susan Murphy	Chief Executive Officer
Jane de la Rosa	Head of Communications and Business Support
Jane Ward	Chief Operating Officer (retired 16 May 2020)
Lindsay Rolls	Finance Manager
Danni Bowles	Acting Human Resources Manager
Janine Walker	Human Resources Manager (until January 2020)
Debbie Nightingale	Counselling Services Operations Manager
Gary Ochoa	Director, Alpha Extreme Services Limited
Clem Parker	Operations Manager Mental Health & Wellbeing (since January 2020)
Anthony Aralepo	Operations Manager Mental Health & Wellbeing (since December 2019)

Risk Management

There are a number of issues which are potentially risks which could affect Catalyst across its projects and operations. The Trustees and 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 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 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 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
- **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.

FINANCIAL REVIEW

Financial Position

Like many similar organisations the Charity faces challenging economic conditions in addition to addressing the economic consequences of the outbreak of the Covid-19 pandemic just prior to the end of the year under review. The Trustees nevertheless consider that, with the aid of sound financial management and the ongoing and loyal support of both its staff and volunteers, the financial position of Catalyst Support Limited remains satisfactory and stable.

Total income for the Charity amounted to £2.58m (up from £2.31m last year), of which £923k (£848k last year) was for drug & alcohol support projects and £1.56m (£1.43m last year) for projects relating to mental health and wellbeing. Group income rose to £3.02m (£2.73m last year) which included £426k of income from its social enterprise subsidiary, Alpha Extreme Services Ltd. The Group recorded a net operating deficit for the year of £28k (£9k last year) following planned investment, particularly in staff recruitment, in the last quarter of the financial year to facilitate new projects including Family Safeguarding, Homeless Outreach and Criminal Liaison & Diversion.

The Charity additionally recognised a liability of £117k to cover 3 years expected past service contributions payable to the Surrey County Council Pension Fund, commencing 1st April 2020. This had the effect of increasing the deficit for the year to £145k with a significant impact on free reserves. The Trustees however remain confident the Charity will be able to meet future commitments as they fall due.

Principal Funding Sources

The principal funding sources for the Charity arise under service level agreements with commissioning bodies. Specific service and short term project grant income is treated as restricted funds in the accounts with the majority of this type of funding being 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 and Borders Partnership NHS Foundation Trust – Drug and alcohol and family safeguarding support services
- The National Lottery Community Fund – Reach Out Counselling

All Drug & Alcohol and Mental Health & Wellbeing projects have been renewed at least until the end of the 2020-21 cycle.

COVID-19

Lockdown commenced only a week before year end, however the charity has been fortunate in largely avoiding the financial difficulties caused by coronavirus facing other organisations. No staff have been placed on government furlough schemes and the Charity has not needed to draw on government loans or related support. The majority of services have continued to be delivered on a remote working basis and the principal funding streams arising from service level agreements have remained intact with the ongoing support of our main funders.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2020

Financial Policies

Financial policies approved by the Trustees are strictly enforced within the charity both at management level and with regard to employees. Expenditure is carefully monitored against budget and quarterly financial reports in respect of each project are reviewed by Trustees. Information on particular projects is provided to the managers of those projects and to the Senior Leadership Team on a monthly or quarterly basis. During the year there have been no apparent breaches of Catalyst Support Limited's financial policies.

Transparency of Costs

The Charity's 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 generated by its activities. Each project is carefully analysed in order to understand the balance of costs and funding. All such information is provided to project managers so they can be aware of the expense which is being incurred and ensure that the services required of the Charity meet the obligations contained in each service level agreement.

Reserves policy

The Trustees consider that the charity requires a sufficient level of cash reserves to support its 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 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.

The Reserves Policy is reviewed annually and following a recent review it was agreed that the charity should continue to aim to maintain a target range for unrestricted funds which have not been designated for a specific use at a level of between two and three months of core operational expenditure being approximately £340k to £510k based on current expenditure. At this level the trustees consider that, in the event of a significant deterioration in funding, its free reserves, alongside other income streams, will enable it to continue its current activities while exploring ways in which additional funds can be raised and/or expenditure reduced.

At 31st March 2020, and after recognising the £117k future pension liability referred to above, unrestricted consolidated reserves stood at £213k of which £25k has been expended on Fixed Assets. Total reserves were £350k. The Trustees have approved a 2020-21 budget which is designed to return the Charity to a surplus position in the coming year and while free reserves have been significantly impacted this year the Trustees expect the Charity will be able to maintain a positive cash flow and a sufficient level of operating reserve for at least the 12 month period after the date of these Accounts.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2020

Going Concern

Management and Trustees regularly review detailed forecasts of income, expenditure and cash flows, typically projecting forward 12 months or more. The assumptions underlying the budget and forecasts are tested and varied to establish a range of possible outcomes and monitored against actual outcomes on a monthly and quarterly basis with variances highlighted and discussed at management and board level.

In meeting their obligation to consider the going concern status of the organisation, the Trustees have reviewed the revised plans and forecasts prepared by management to December 2021. They have considered the organisation's ability to fund its activities and recognise the desirability for the Charity to find new sources of income and funding. The Trustees consider that the forecasts prepared are appropriate and the organisation can reasonably expect to continue to fund its programmes and activities. They also believe the Charity can meet its financial obligations in respect of contributions towards the deficit on the defined benefits pension scheme. The organisation's progress with meeting its forecasts will continue to be monitored and mitigating actions taken if 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.

ON BEHALF OF THE BOARD



Warren Rockett - Chair

Date: 13 November 2020

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2020

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 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.

Approved by order of the members of the board of Trustees and signed on its behalf by:



.....
Warren Rockett

Chair

Date: 13 November 2020

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

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 2020 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 2020 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Group's or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

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

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, 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.

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 MacIntyre Hudson

Chartered Accountants

Statutory Auditor

6th Floor

2 London Wall Place

London

EC2Y 5AU

Date: 01/12/2020

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2020

	Note	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	<i>As restated</i> Total funds 2019 £
Income from:					
Donations and legacies	4	8,550	4,486	13,036	19,539
Charitable activities	5	16,261	2,549,776	2,566,037	2,296,633
Other trading activities	6	442,523	-	442,523	416,012
Bank interest receivable		17	-	17	14
Total income		467,351	2,554,262	3,021,613	2,732,198
Expenditure on:					
Raising funds - trading activities	7	408,635	-	408,635	391,733
Charitable activities	8,9	142,288	2,498,519	2,640,807	2,349,313
Pension deficit provision		117,097	-	117,097	-
Total expenditure		668,020	2,498,519	3,166,539	2,741,046
Net (expenditure)/income		(200,669)	55,743	(144,926)	(8,848)
Transfers between funds	20	15,447	(15,447)	-	-
Net movement in funds		(185,222)	40,296	(144,926)	(8,848)
Reconciliation of funds:					
Total funds brought forward		398,219	96,841	495,060	503,908
Net movement in funds		(185,222)	40,296	(144,926)	(8,848)
Total funds carried forward	20	212,997	137,137	350,134	495,060

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 26 to 53 form part of these financial statements.

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

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2020

	Note	2020 £	2020 £	2019 £	2019 £
Fixed assets					
Intangible assets	14		-		-
Tangible assets	15		25,741		24,616
			25,741		24,616
Current assets					
Debtors	17	415,880		331,258	
Cash at bank and in hand		306,575		288,022	
		722,455		619,280	
Creditors: amounts falling due within one year	18	(320,965)		(148,836)	
Net current assets			401,490		470,444
Creditors: amounts falling due after more than one year	19		(77,097)		-
Total net assets			350,134		495,060
Charity funds					
Restricted funds	20		137,137		96,841
Unrestricted funds	20		212,997		398,219
Total funds			350,134		495,060

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: 13 November 2020

The notes on pages 26 to 53 form part of these financial statements.

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

CHARITY BALANCE SHEET
AS AT 31 MARCH 2020

	Note	2020 £	2020 £	2019 £	2019 £
Fixed assets					
Intangible assets	14		-		-
Tangible assets	15		19,573		20,006
Investments	16		100		100
			<u>19,673</u>		<u>20,106</u>
Current assets					
Debtors	17	389,180		322,425	
Cash at bank and in hand	23	283,549		237,695	
		<u>672,729</u>		<u>560,120</u>	
Creditors: amounts falling due within one year	18	(281,877)		(99,669)	
Net current assets			390,852		460,451
Creditors: amounts falling due after more than one year	19		(77,097)		-
Total net assets			333,428		480,557
Charity funds					
Restricted funds	20		130,321		96,841
Unrestricted funds	20		203,107		383,716
Total funds			333,428		480,557

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: 13 November 2020

The notes on pages 26 to 53 form part of these financial statements.

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2020

	Note	2020 £	2019 £
Cash flows from operating activities			
Net cash used in operating activities	22	32,329	(266,304)
		<hr/>	<hr/>
Cash flows from investing activities			
Bank interest receivable		17	14
Purchase of tangible fixed assets	15	(13,793)	(6,727)
		<hr/>	<hr/>
Net cash used in investing activities		(13,776)	(6,713)
		<hr/>	<hr/>
Change in cash and cash equivalents in the year		18,553	(273,017)
Cash and cash equivalents at the beginning of the year		288,022	561,039
		<hr/>	<hr/>
Cash and cash equivalents at the end of the year	23	306,575	288,022
		<hr/> <hr/>	<hr/> <hr/>

The notes on pages 26 to 53 form part of these financial statements

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

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 deficit of £147,129 (2019 - deficit £20,727).

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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

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 local philanthropic 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.

All expenditure is inclusive of irrecoverable VAT.

2.5 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.

2.6 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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

2. Accounting policies (continued)

2.7 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%

2.8 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.

2.9 Investments

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

2.10 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.

2.11 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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

2. Accounting policies (continued)

2.12 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.

2.13 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 17. 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 18 and 19. Taxation and social security balances are not included in the financial instruments disclosure.

2.14 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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

2. Accounting policies (continued)

2.15 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.

2.16 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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

2. Accounting policies (continued)

2.17 Restatement of comparative period results

We have changed and updated the categories of charitable activities to reflect how the organisation now operates and monitors performance. As a result, we have restated elements of the comparative Consolidated Statement of Financial Activities. This comparative restatement had no impact on the net result for the year nor total reserves held held as at 31 March 2019. The impacted notes are as follows:

Note 5 - Income from charitable activities

The charitable activities previously reported on were as follows:

- Service level agreements (£2,278,862)
- Other income and training (£17,771)

The charitable activities now reported on are as follows:

- Drugs and alcohol support (£848,367)
- Mental health and wellbeing (£1,435,277)
- Central projects (£12,989)

The above clarification had no impact on the reported income from charitable activities, either in total or by fund.

Note 7 - Expenditure on raising funds - trading activities

Previously, the expenditure incurred by the subsidiary was reported under other expenditure. It has now been deemed more appropriate to reflect this expenditure in raising funds - trading activities. The net impact of this clarification in these financial statements is that raising funds - trading activities expenditure has increased by £391,733 and other expenditure has decreased by the same amount.

Notes 8 and 9 - Analysis of expenditure on charitable activities

The charitable activities previously reported on were as follows:

- Service level agreements (£2,033,035)
- Staff costs (£261,522)
- Allocated support costs (£54,756)

The charitable activities now reported on are as follows:

- Drugs and alcohol support (£843,146)
- Mental health and wellbeing (£1,442,047)
- Central projects (£64,120)

The above clarification had no impact on the reported expenditure from charitable activities, either in total or by fund.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

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.

CATALYST SUPPORT LIMITED
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4. Income from donations and legacies

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Donations	8,550	4,486	13,036

	<i>Unrestricted funds 2019 £</i>	<i>Restricted funds 2019 £</i>	<i>Total funds 2019 £</i>
Donations	19,129	410	19,539

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NOTES TO THE FINANCIAL STATEMENTS
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5. Income from charitable activities

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Drugs and alcohol support	-	923,340	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	<u>16,261</u>	<u>2,549,776</u>	<u>2,566,037</u>
	<i>Unrestricted funds 2019 £</i>	<i>Restricted funds 2019 £</i>	<i>Total funds 2019 £</i>
Drugs and alcohol support	-	848,367	848,367
Mental health and wellbeing	-	1,435,277	1,435,277
Central projects	12,989	-	12,989
<i>Total 2019</i>	<u>12,989</u>	<u>2,283,644</u>	<u>2,296,633</u>

As noted in accounting policy 2.17, the comparative amounts have been restated to better reflect the operations of the Charity.

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

	2020	<i>2019</i>
	£	£
Surrey County Council	1,267,676	<i>1,327,677</i>
National Lottery Community Fund	130,640	<i>126,124</i>
Surrey & Borders Partnership NHS Trust	782,804	<i>581,000</i>
Surrey Police	5,000	-
Office of the Police Commissioner - Surrey	40,000	-
Runnymede Borough Council	506	-
NHS Guildford & Waverley CCG	224,000	<i>224,000</i>
Guildford Borough Council	32,850	-
Surrey County Council - Councillors	1,300	-
Health Education England	65,000	-
	2,549,776	<i>2,258,801</i>

6. Income from other trading activities

	Unrestricted funds 2020	Total funds 2020	<i>Total funds 2019</i>
	£	£	£
Income from trading subsidiary	426,538	426,538	<i>416,012</i>
Book sales	15,985	15,985	-
	442,523	442,523	<i>416,012</i>

In 2019 all Income from the trading subsidiary was to Unrestricted funds.

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NOTES TO THE FINANCIAL STATEMENTS
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7. Expenditure on raising funds - trading activities

	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	<u>408,635</u>	<u>408,635</u>

	<i>Unrestricted funds 2019 £</i>	<i>Total funds 2019 £</i>
Direct costs	321,836	321,836
Support costs - Staff costs	29,886	29,886
Support costs - Other costs	37,706	37,706
Support costs - Depreciation	2,305	2,305
<i>Total 2019</i>	<u>391,733</u>	<u>391,733</u>

As noted in accounting policy 2.17, the comparative amounts have been restated to better reflect the operations of the Charity.

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
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8. Analysis of expenditure on charitable activities - by fund

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Drugs and alcohol support	-	905,986	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	<u>142,288</u>	<u>2,498,519</u>	<u>2,640,807</u>
	<i>Unrestricted funds 2019 £</i>	<i>Restricted funds 2019 £</i>	<i>Total funds 2019 £</i>
Drugs and alcohol support	-	843,146	843,146
Mental health and wellbeing	-	1,442,047	1,442,047
Central projects	64,120	-	64,120
<i>Total 2019</i>	<u>64,120</u>	<u>2,285,193</u>	<u>2,349,313</u>

As noted in accounting policy 2.17, the comparative amounts have been restated to better reflect the operations of the Charity.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

9. Analysis of expenditure on charitable activities - by type

	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
	<i>Activities undertaken directly 2019 £</i>	<i>Support costs 2019 £</i>	<i>Total funds 2019 £</i>
Drugs and alcohol support	716,077	127,069	843,146
Mental health and wellbeing	1,229,164	212,883	1,442,047
Central projects	-	64,120	64,120
Total 2019	1,945,241	404,072	2,349,313

As noted in accounting policy 2.17, the comparative amounts have been restated to better reflect the operations of the Charity.

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NOTES TO THE FINANCIAL STATEMENTS
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9. Analysis of expenditure on charitable activities - by type (continued)

Analysis of support costs

	Total funds 2020 £	<i>Total funds 2019 £</i>
Staff costs	325,871	275,611
Depreciation	9,346	10,002
Other staff costs	25,418	22,884
Premises costs	26,556	21,133
Venue and event costs	7,801	2,372
Bank charges	1,942	979
Office costs	45,208	27,062
Technology costs	26,442	14,046
Governance costs	24,914	25,728
Volunteers expenses	4,199	362
Travel and subsistence	8,210	3,893
	505,907	404,072

10. Governance costs

	2020 £	<i>2019 £</i>
Auditors' remuneration - Audit of the financial statements	13,450	14,400
Auditors' remuneration - Taxation services	650	-
Auditors' remuneration - Other non-audit services	3,750	-
Legal and professional fees	7,064	11,328
Total	24,914	25,728

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

11. Auditors' remuneration

	2020	<i>2019</i>
	£	£
Fees payable to the Group's auditor for the audit of the Group's annual accounts	13,450	14,400
Fees payable to the Group's auditor in respect of:		
All taxation advisory services not included above	650	-
All non-audit services not included above	3,750	-
	<u>17,850</u>	<u>14,400</u>

12. Staff costs

	Group	<i>Group</i>	Charity	<i>Charity</i>
	2020	<i>As restated</i>	2020	<i>As restated</i>
	£	<i>2019</i>	£	<i>2019</i>
		£		£
Wages and salaries	1,749,565	1,421,289	1,441,929	1,134,452
Social security costs	146,483	113,229	119,051	84,664
Pension costs	98,924	107,624	82,560	92,360
	<u>1,994,972</u>	<u>1,642,142</u>	<u>1,643,540</u>	<u>1,311,476</u>

In the previous financial year, staff costs had been allocated against other items of expenditure. Total staff costs disclosed have increased from £1,342,642 to £1,642,142 although the net effect on total expenditure is £NIL. This had no impact on the net result for the year nor reserves as at 31 March 2019.

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

	Group	<i>Group</i>
	2020	<i>2019</i>
	No.	No.
Employees	92	80
	<u>92</u>	<u>80</u>

No employee received remuneration 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 £125,145 (2019 - £111,939). 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.

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

13. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2019 - £NIL).

During the year ended 31 March 2020, no Trustee expenses have been incurred (2019 - £NIL).

14. Intangible assets

Group and Charity

	Goodwill £
Cost	
At 1 April 2019	12,000
At 31 March 2020	12,000
Amortisation	
At 1 April 2019	12,000
At 31 March 2020	12,000
Net book value	
At 31 March 2020	-
At 31 March 2019	-

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
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15. Tangible fixed assets

Group

	Motor vehicles £	Furniture and equipment £	Computer equipment £	Total £
Cost or valuation				
At 1 April 2019	7,495	27,396	122,224	157,115
Additions	3,000	5,405	5,388	13,793
At 31 March 2020	<u>10,495</u>	<u>32,801</u>	<u>127,612</u>	<u>170,908</u>
Depreciation				
At 1 April 2019	3,431	27,396	101,672	132,499
Charge for the year	2,874	1,329	8,465	12,668
At 31 March 2020	<u>6,305</u>	<u>28,725</u>	<u>110,137</u>	<u>145,167</u>
Net book value				
At 31 March 2020	<u>4,190</u>	<u>4,076</u>	<u>17,475</u>	<u>25,741</u>
At 31 March 2019	<u>4,064</u>	<u>-</u>	<u>20,552</u>	<u>24,616</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

15. Tangible fixed assets (continued)

Charity

	Furniture and equipment £	Computer equipment £	Total £
Cost or valuation			
At 1 April 2019	27,396	120,207	147,603
Additions	3,525	5,388	8,913
At 31 March 2020	<u>30,921</u>	<u>125,595</u>	<u>156,516</u>
Depreciation			
At 1 April 2019	27,396	100,201	127,597
Charge for the year	881	8,465	9,346
At 31 March 2020	<u>28,277</u>	<u>108,666</u>	<u>136,943</u>
Net book value			
At 31 March 2020	<u>2,644</u>	<u>16,929</u>	<u>19,573</u>
At 31 March 2019	<u>-</u>	<u>20,006</u>	<u>20,006</u>

CATALYST SUPPORT LIMITED
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16. Fixed asset investments

	Investment in subsidiary company £
Charity	
Cost or valuation	
At 1 April 2019	100
At 31 March 2020	100
Net book value	
At 31 March 2020	100
<i>At 31 March 2019</i>	<i>100</i>

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:	£426,538
Expenditure:	£424,335
Total comprehensive income:	£2,203
Net assets:	£16,806

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

17. Debtors

	Group 2020	<i>Group 2019</i>	Charity 2020	<i>Charity 2019</i>
	£	£	£	£
Due within one year				
Trade debtors	89,962	118,516	-	-
Amounts owed by group undertakings	-	-	64,552	110,904
Other debtors	1,290	1,221	-	-
Prepayments and accrued income	324,628	211,521	324,628	211,521
	415,880	331,258	389,180	322,425

18. Creditors: Amounts falling due within one year

		Group 2020	<i>Group 2019</i>	Charity 2020	<i>Charity 2019</i>
		£	£	£	£
Pension deficit liability	19	40,000	-	40,000	-
Trade creditors		51,240	2,365	47,733	-
Other taxation and social security		80,258	25,275	65,024	4,122
Other creditors		5,000	-	5,000	-
Accruals and deferred income		144,467	121,196	124,120	95,547
		320,965	148,836	281,877	99,669

	Group 2020	<i>Group 2019</i>	Charity 2020	<i>Charity 2019</i>
	£	£	£	£
Deferred income				
Deferred income at 1 April	16,361	60,973	8,412	49,921
Resources deferred during the year	44,197	9,838	-	2,638
Amounts released from previous periods	(16,361)	(54,450)	(8,412)	(44,147)
Deferred income at 31 March	44,197	16,361	-	8,412

Deferred income relates to the Reach Out programme which is ongoing into 2020-21 and for which funds have been received in advance.

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19. Creditors: Amounts falling due after more than one year

	Group 2020 £	<i>Group 2019 £</i>	Charity 2020 £	<i>Charity 2019 £</i>
Pension deficit liability	77,097	-	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 £82,560 (2019: £92,360).

The Charity was informed during the year 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 been discounted to present value based on a rate of 2.5%. The amount due falling after one year amounts to £77,097.

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
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20. Statement of funds

Current 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)
	<u>375,562</u>	<u>467,351</u>	<u>(668,020)</u>	<u>38,104</u>	<u>212,997</u>
Total Unrestricted funds	<u>398,219</u>	<u>467,351</u>	<u>(668,020)</u>	<u>15,447</u>	<u>212,997</u>
Restricted funds					
Reach Out	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
	<u>96,841</u>	<u>2,554,262</u>	<u>(2,498,519)</u>	<u>(15,447)</u>	<u>137,137</u>
Total of funds	<u>495,060</u>	<u>3,021,613</u>	<u>(3,166,539)</u>	<u>-</u>	<u>350,134</u>

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20. Statement of funds (continued)

Prior year

	<i>Balance at 1 April 2018 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2019 £</i>
Unrestricted funds					
Designated funds					
Designated funds	22,657	-	-	-	22,657
General funds					
General funds	380,657	448,144	(455,853)	2,614	375,562
Total Unrestricted funds	403,314	448,144	(455,853)	2,614	398,219
Restricted funds					
Drugs death consultancy	90	-	-	(90)	-
Liberty	544	-	-	(544)	-
Reach Out	29,898	137,777	(152,772)	-	14,903
ISIS/I-Access	15,447	521,000	(506,030)	-	30,417
Guildford	30,194	-	-	(30,194)	-
North West Surrey	9,970	531,650	(544,002)	10,065	7,683
Guildford & Waverley	-	369,549	(361,967)	10,065	17,647
Surrey Health & Farnham	856	199,855	(196,385)	10,064	14,390
Intervention Clinic	4,476	-	-	(4,476)	-
Alcohol Guildford and Waverley	6,942	-	-	(6,942)	-
Promote	1,812	-	-	(1,812)	-
MISG Grant	25	-	-	(25)	-
Creative Response	-	50,000	(50,000)	-	-
Aldershot, Guildford and Woking Safe Havens	-	60,223	(65,958)	5,735	-
Woking Safe Haven	340	112,000	(106,198)	-	6,142
Liason and Diversion	-	112,000	(117,540)	5,540	-
Catalyst High Impact (CHI)	-	180,000	(174,400)	-	5,600
Cuckooing	-	10,000	(9,941)	-	59
	100,594	2,284,054	(2,285,193)	(2,614)	96,841
Total of funds	503,908	2,732,198	(2,741,046)	-	495,060

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NOTES TO THE FINANCIAL STATEMENTS
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20. Statement of funds (continued)

The designated fund is in respect of a dilapidation provision. A transfer has been made from designated funds to general reserves as the designated reserve is no longer required.

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.

ISIS/I-Access is the commissioned funding for Tier 2 Adult Drug and Alcohol Services. A transfer has been made for the funds held for ISIS project to the General Funds due to the cessation of the project and the funds no longer being restricted.

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.

Homeless Outreach Support Team (HOST) Working alongside HOST in Guildford, providing Substance misuse outreach for rough sleepers.

Family Safeguarding Early engagement with families, tackling the causes of children being in need or at risk of substance misuse.

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.

Catalyst High Impact (CHI) supports people with severe alcohol and drug issues and is funded by the Surrey County Council.

Cuckooing Providing support for vulnerable adults affected by cuckooing.

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.

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.

The deficits for Reach Out, Safe Havens and Liaison and Diversion projects are due to timing differences.

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.

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NOTES TO THE FINANCIAL STATEMENTS
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21. Analysis of net assets between funds

Analysis of net assets between funds - current period

	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

Analysis of net assets between funds - prior period

	<i>Unrestricted funds 2019 £</i>	<i>Restricted funds 2019 £</i>	<i>Total funds 2019 £</i>
Tangible fixed assets	22,323	2,293	24,616
Current assets	498,594	120,686	619,280
Creditors due within one year	(122,698)	(26,138)	(148,836)
Total	398,219	96,841	495,060

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NOTES TO THE FINANCIAL STATEMENTS
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22. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2020 £	<i>Group 2019 £</i>
Net income for the period (as per Consolidated Statement of Financial Activities)	(144,926)	<i>(8,848)</i>
Adjustments for:		
Depreciation charges	15 12,668	<i>12,307</i>
Bank interest receivable	(17)	<i>(14)</i>
Increase in debtors	17 (84,622)	<i>(225,401)</i>
Increase/(decrease) in creditors	18 249,226	<i>(44,348)</i>
Net cash provided by/(used in) operating activities	32,329	<i>(266,304)</i>

23. Analysis of cash and cash equivalents

	Group 2020 £	<i>Group 2019 £</i>
Cash in hand	306,575	<i>288,022</i>
Total cash and cash equivalents	306,575	<i>288,022</i>

24. Analysis of Net Debt

	At 1 April 2019 £	Cash flows £	At 31 March 2020 £
Cash at bank and in hand	288,022	18,553	306,575
	288,022	18,553	306,575

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

25. 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 informed during the year 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.

Operating costs of the defined benefit pension was £69,280 for 2020 (2019 - £84,555).

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

26. Operating lease commitments

At 31 March 2020 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2020 £	<i>Group 2019 £</i>	Charity 2020 £	<i>Charity 2019 £</i>
Land and buildings				
Not later than 1 year	53,125	<i>49,000</i>	53,125	<i>49,000</i>
Later than 1 year and not later than 5 years	196,000	<i>144,000</i>	196,000	<i>144,000</i>
Later than 5 years	-	<i>21,000</i>	-	<i>21,000</i>
	249,125	<i>214,000</i>	249,125	<i>214,000</i>
			Group 2020 £	Charity 2020 £
Equipment				
Not later than 1 year			940	940
Later than 1 year and not later than 5 years			2,820	2,820
			3,760	3,760

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

	<i>Group 2019 £</i>	<i>Charity 2019 £</i>
Operating lease rentals	<i>89,750</i>	<i>89,750</i>
	<i>89,750</i>	<i>89,750</i>

27. 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 (2019 - None).

During the year, salaries of £351,432 (2019 - £330,666) 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 £64,552 (2019 - £110,904). During the year, Alpha Extreme Services Limited donated distributable profits of £15,700 to Catalyst Support Limited (2019 - £2,457).



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

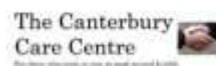
Thank you to our staff and volunteers for all their hard work

Thank you to our funders:



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GET IN TOUCH

Our opening times:

Monday – Friday: 9am – 5pm

Contact Us:

14 Jenner Road, Guildford, Surrey GU1 3PL

Phone: 01483 590150

Text: 07909 631623

Email: info@catalystsupport.org.uk

www.catalystsupport.org.uk



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