

Company Registered Number: 3689561
Charity Registered Number: 1075892

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

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CATALYST SUPPORT LIMITED
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2023**

Trustees Warren Rockett, Chair
Kath Mills, Deputy Chair
Kim Tinneny
Libby Grant (resigned 1 December 2022)
Roger Drennan
Jill Clucas (resigned 1 August 2022)
Chisha McDonald
Ewan Henniker-Smith
Rebekka Francis
Sarbani Bose

Company registered number 3689561

Charity registered number 1075892

Registered office 14 Jenner Road
Guildford
Surrey
GU1 3PL

Chief executive officer Susan Murphy

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

Bankers Barclays Bank plc
Camberley
Surrey
GU15 3RQ

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

Our Patron

Lady (Louise) O'Connor DL, out-going Patron of Catalyst.

It is with some sadness but great pride in the past and current achievements of Catalyst that I have witnessed over the last six years, that I write my last statement for the Annual Report.

Over the last six years, Catalyst has weathered and met many challenges, the greatest being the COVID, which showed just how adaptable and innovative the organisation could be, to support clients who relied on their support. The dedication of Catalyst's leadership team, front line workers and volunteers to ensure those relying on Catalyst services received help has been well documented. This ability to adapt and evolve is apparent in the changes that both the Chief Executive and Chair of Trustees outline in their reports, which are necessary to meet the diverse needs of clients undergoing so many challenges caused by the long-term effects of COVID, physically, mentally and socially, exacerbated by the cost-of-living crisis.

During my time as Patron, I have endeavoured to share with many in Surrey, the great work done by Catalyst, and it has been a pleasure to introduce past High-Sheriffs and fellow Deputy Lieutenants to the crucial role Catalyst plays throughout the County. I am therefore delighted that our most recent High Sheriff, and fellow Deputy Lieutenant, His Honour Chris Critchlow DL, is succeeding to the role of Patron of Catalyst. Besides his many years of experience as Resident Judge at Guildford Crown Court, Chris Critchlow also chairs the Surrey Lieutenancy Domestic Abuse Focus Group. Therefore, his past and current roles and experience align most appropriately with the future direction of Catalyst.

It has been a privilege to have supported the work of Catalyst as Patron, and I wish all those who work so hard to help those in need of the services provided under the Catalyst umbrella, the very best for all the future developments.

Louise
Lady O'Connor, DL

**PATRON, CHAIR OF TRUSTEES AND CHIEF EXECUTIVE STATEMENT
FOR THE YEAR ENDED 31 MARCH 2023**

HH Christopher Critchlow DL, incoming Patron of Catalyst

As High Sheriff of Surrey (March 2022-March 2023) and as a former barrister and retired Crown Court Judge, who sat in Guildford Crown Court from 1987-2016, I was keen to visit Catalyst during my year of office. From time to time I had heard about its work with addicts and knew something of the needs of those the charity helps. So it was, on 28/9/22 that my wife and I went to the Moorcroft Community Centre at Sue Murphy's invitation. I honoured her request that I wear Court Dress - velvet breeches, waistcoat, jacket with lace cuffs and a lace jabot. So attired, I walked into the main part of the Centre, believing that to be the entrance to the charity's offices. Nobody turned a hair upon seeing me in my costume, and I was kindly escorted to where I found those awaiting my visit.

My meeting with Sue, Warren, Jill, Clem, Natasha, Gemma, Khalda and Saima opened my eyes to the scope of the invaluable work Catalyst is doing. I went away full of new information and admiration for the breadth of its operations and the number of people it helps. I put out on my shrieval website an article about my visit. I subsequently invited Sue to a dinner I hosted for some others in the county who are working in mental health. It's one of the privileges of being High Sheriff that you can bring together people you meet who operate in the same field but who may not always know each other or have the chance to converse away from their pressured working environment.

My theme as High Sheriff was "Against Abuse, For Recovery". I visited the Women's Support Centre in Woking on 7/11/22 and heard about their important work with victims of domestic abuse. I am pleased to learn that it will be able to continue under the agreement Catalyst has reached with Woking Borough Council. Since 2019, as the chair of the Lord Lieutenant's Focus Group on Domestic Abuse. I, and others, have supported those who run the refuges, organisations and charities which help victims. We aim to assist wherever we can, by raising awareness of the seriousness of the problem and encouraging victims to come forward.

I was surprised but delighted to be invited to become the Patron of Catalyst. I am conscious that I succeed Lady Louise O'Connor DL, whose knowledge and experience will have been of great benefit to the charity. Following in her footsteps, I hope I will not be a disappointment. I wish to assist the charity, its trustees, and staff, in whatever ways I can, and I look forward to hearing all about what it is doing and what are its short and long-term plans.

HH Christopher Critchlow, DL

Chair of Trustees' Statement

Catalyst successfully navigated the pandemic and now is engaged in a new challenge, that of the external cost of living crisis; that not only affects our clients and increases the pull upon our services/resources, but also affects our staff and volunteers.

During the year the Board and CEO commenced a review of the structure and strategy of the charity, including its estates and services, and so that the charity can operate effectively both in the current environment and on into the future. That meant looking at everything within the charity and identifying what is needed for the future, particularly in the people arena where recruitment for new posts or to replace key staff has not been easy. Important organisation redesign work has been undertaken (commented upon in detail in the CEO's report) and is producing interesting results, including some exciting personal and internal operational developments that will continue over the next 12 months.

Catalyst now seeks to stabilise its services whilst also taking advantage of opportunities to improve and to expand where it was safe to do so. Our CEO, senior colleagues, and Board members continue to work tirelessly in this regard, leveraging support and finance as needed.

In 2022 Catalyst started the process of merging the Surrey charity Outline into our charity, which despite best efforts by all concerned is taking somewhat longer to fully achieve than we all had hoped. That merger ensures the continuation of Outline's vital work/services within Surrey. Also in 2022, the Board approved Shifa* becoming part of Catalyst and it has successfully integrated into the charity.

Following negotiations with Woking Borough Council, the Catalyst CEO with the active support of the Board of Trustees reached an agreement in early 2023 for the transfer of the Women's Support Centre to Catalyst (with funding). Thus, ensuring the continuation of a vital 10-year Surrey wide service which has provided a place of refuge and safety to women and girls dealing with abuse, discrimination and trauma. They become fully part of Catalyst as of 1st June 2023.

The focused efforts of Catalyst Trustees, continue to ensure strategic direction, good governance, and fiscal responsibility and accountability within the charity, thus enabling it to develop in a safe and sustainable way.

At the end of 2022 Lady Louise O'Connor DL stood down as our Patron after 6 fantastic years. I am pleased to announce that the Board of Trustees have found an exceptional replacement, His Hon Christopher Critchlow LLB, DL (High Sheriff of Surrey 2022-23). He brings to the charity his extensive, wide-ranging, and well-respected community knowledge and lived experience.

Going forward the Board will continue to ensure the charity works to improve people's lives across Surrey.

* Shifa helps to empower Asian women with mental and emotional health issues to integrate into mainstream society with improved self-confidence and raised self-esteem. It supports local immigrant women suffering from domestic abuse, anxiety and depression and provides a safe and secure place where women can socialise and access support without feeling stigmatised.

Warren Rockett
Chair of Trustees

Chief Executive's Statement

Returning to the office has taken on a new meaning. As Catalyst returned to work, we reflected that more than a year ago, the World Health Organisation declared COVID-19 a global pandemic. So, in the years to come, we will look back on how the pandemic's last effects have permanently reshaped the workplace and the world at large and how Catalyst handled the return to work. The fog of returning obscured what our "new normal" will look like as work becomes increasingly digitally enabled.

While both staff and Catalyst have varying expectations on what a return should look like, one thing is clear: everyone expects more flexibility in the workplace, and a hybrid workplace model combines characteristics of remote and on-site work. A review of Catalyst estates ensued to understand the Charity and staff requirements to be able to offer space so that staff can connect in person with each other; the Estates Group continues to work with staff to find new offices.

The organisation redesign commenced taking into consideration staff engagement feedback, "shaping" work of the Senior Leadership Team, and the Strategy supporting wellness together, job descriptions, and how we communicate and become more efficient. The results of this project will influence how the Charity is organised to give strategic and operational oversight, establish explicit agreements, integrate communication channels and coordination of teams, and introduce management best practices that will promote future growth for Catalyst.

What it is not: a restructure or one time delivered project.

What it is: As a charity we are designing our service delivery model to make each service more effective. We are also reviewing how our structure of roles and teams may better support what is expected of us in terms of service delivery, improving communications using technology and meeting facilitation, clarifying roles and responsibilities, and fostering an inclusive, diverse, and healthy culture. This is being achieved while consulting with staff.

Working together with staff to create our 3-year strategy was a vital approach to bring various teams together and stretch our understanding of the primary objectives for the 20 services the charity provides. We have outlined our goals to achieve Supporting Wellness Together, mental, and physical health, spiritual, social, and lifestyle goals with humour, grace, and determination. We needed to talk about how to combine physical requirements with emotional and mental health needs as mental health awareness grows. The state of someone's health and wellness affects how they feel about their lives and how they go about living each day. Catalyst considered this to be important because it would benefit both staff members and people who utilise our services.

We acknowledge that the exchange between people sharing their gifts and assets creates connections, and that these connections are a crucial resource for the community to understand the challenges and opportunities to deliver integrated support to improve the lives of people who live and work in their local area. Our #butterflies4hope project optimises teamwork between staff, clients, the local community, and partnered with individuals beyond our expectations as people of all ages handcrafted the butterflies to show that there is HOPE for people, even those who frequently suffer with their own emotional wellbeing. Anyone can access a page on the Catalyst website to share messages far and wide for those who might need a reminder that HOPE is just around the corner by scanning a QR code attached to the butterfly. Seeing our #butterflies4hope campaign, a member of the public made clothing, with proceeds going back to Catalyst to support our efforts to secure unrestricted funds that can be used to develop strength-based support to inspire people, promoting their health and wellbeing.

My thanks and appreciation go to the staff, volunteers, and trustees of Catalyst for their dedication and creative thinking in delivering the plethora of services provided by the charity. For their patience as we go on a journey of cultural change to ensure our organisational redesign aligns with our strategic aims to improve population health and tackle health inequalities.

Sue Murphy
Chief Executive Officer

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Objectives and Activities

Public Benefit

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

Catalyst is a non-profit organization that works with people to support their physical and mental health wellbeing in promoting collective wellness for Surrey residents, including its workforce. With a particular focus on the broader determinants of health (things like housing, job, and education), our work supports population health to enhance physical and mental health outcomes, increase wellbeing, and minimise health inequalities by promoting inclusivity throughout the County. Our workforce operate in accordance with our principles of **kindness, integrity, and commitment** to support the provision of Catalyst services.

The charity works with adults in Surrey to improve their lives in terms of stability and wellbeing, with the aim of reducing harm to themselves, their families, and the community. We do this through a wide range of projects, many in partnership, across the county, embracing mental health and wellbeing and drug and alcohol support.

Projects are funded through commissioned work including Surrey County Council, Public Health, and the NHS through the Integrated Care System of Surrey Heartlands and Frimley Health and Care as well as SABP (Surrey and Borders Partnership NHS Foundation Trust), the Office of Police and Crime Commissioner, the National Community Lottery Fund, and a few other funders including the Community Foundation for Surrey, including donations direct to Catalyst and fundraising activities.

Mental Health and Wellbeing - As one of three lead providers of the Surrey-wide Community Connections mental health and wellbeing service, Catalyst offers one to one and group support often in partnership with other organisations. This includes being part of three of the five adult Safe Havens offering out of hours mental health crisis support. In August 2022, we took on the delivery of the Woking Mind and Shifa service, a service that was previously sub-contracted by Catalyst. Woking Mind services and Shifa are now part of Catalyst and are delivered using the same model of Community Connections.

A Young Adult Safe Haven offers a safe space for 18-25-year-olds to talk openly and confidentially about their mental health and emotional wellbeing; a service delivered by Catalyst in partnership with Oakleaf, a Guildford based mental health charity.

Through GPimhs (GP integrated mental health services) and MHICS (Mental Health Integrated Community Services) we offer extended appointments for mental health support within GP surgeries in 13 locations across the county in partnership with primary care and the NHS.

The Service User Network (SUN), in partnership with SABP and Mary Frances Trust, offers easy to access community-based support for adults experiencing difficulties with complex emotions often associated with personality disorder. Peer led support groups that are offered in-person and online.

In-Reach supports patients being discharged from mental health hospital wards, helping to smooth the transition from the ward to home. Recovery and Connect supports people for up to three months who are registered with Community Mental Health Recovery Services (CMHRS) but not engaging with community services. Both services are funded by Surrey Heartlands Clinical Commissioning Group (CCG) (latterly known as the Integrated Care System – ICS) and delivered with our Community Connections partners.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

End Stigma Surrey, a service awarded by Surrey County Council / Public Health to Catalyst, Mary Frances Trust, and Acting Out Productions (affiliated to Let's Link charity) works at reducing the stigma and discrimination associated with mental health for people in Surrey.

Drug and Alcohol - Reach Out Counselling, funded since 2011 by the National Community Lottery Fund, seeks to help people deal with trauma and underlying issues, leading to problems with drug and alcohol use. Counselling is available for individuals, families, friends and carers affected by drug and/alcohol use.

We also provided the CHI (Catalyst High Impact) service for high risk and treatment resistant drinkers in Surrey. As of October 2022, Catalyst no longer provides this service.

Other Projects We work to reduce inequalities around health and social care and aim to engage people into services. Our Specialist Outreach services are delivered across the county through the Cuckooing team who work with adults who have been or are at risk of being cuckooed and our Bridge the Gap team that outreaches to support individuals coping with multiple disadvantages (including those people who face multiple inequalities including gender based violence and abuse, substance use, mental ill health, homelessness, being involved in the criminal justice system and the removal of children). We have also provided harm reduction support to rough sleepers in Woking and Guildford (our involvement in Woking ended in February 2023 as a member of staff left the service). Our aim is to help build resilience and bridge people into appropriate support and services.

Our Liaison and Diversion service provides early intervention for vulnerable people as they come to the attention of the criminal justice system. The RECONNECT service works to improve the wellbeing of people in prison, reduce inequalities, and address health-related drivers of offending behaviours on their release from custody.

Trading Activities Catalyst's wholly-owned subsidiary, Alpha Extreme Services Limited (since renamed Alpha Community Outreach Limited), combines specialist skilled assertive outreach workers who can engage clients where other services do not, either as a primary service or complementing a wider package with often challenging people, who may need ongoing support. This includes extreme cleans; returning profits to Catalyst thus enabling Catalyst opportunities to fund roles that would have come from unrestricted funds.

In addition to paid staff, much of the work that Catalyst delivers is due to our dedicated trained counsellors and volunteers, offering a range of support for individuals, groups, administration, and bookshop volunteers – often providing additional support which is rarely funded. Our Trustees are also all volunteers.

All of Catalyst services are free and most are available for people to self-refer.

Statement of Fundraising Information

Catalyst raises some of its funds from the public by means of organising fundraising events and accepting donations but does not work with professional fundraisers or commercial participators. The Charity is registered with the Fundraising Regulator. No complaints were received in respect of any aspect of fundraising during the year. The Charity has a transparent donations policy. While the charity accepts donations from the people we work with, we do not approach them for fundraising without the appropriate consents which ensures vulnerable people are protected from unreasonable intrusion. The charity has a fundraising protocol to ensure guidelines and standards are met and align to our ethos and values. The Communications and Fundraising team will advise people if a proposal does not meet our values and ethos and will help fundraisers adjust what they intend to do if necessary.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Achievements and Performance 2022 – 2023

The financial year 2022–2023 was a year of development, growth, and learning. The months of July and August were particularly hectic as we managed the Outline acquisition and, following the closure of Woking Mind, brought the Community Connections subcontracted services in-house. To better plan our future strategy, we sought input from our staff, volunteers, and clients. We have also established a new strapline that better reflects the services we offer: **Supporting Wellness Together**. Our accomplishments included:

Collaborative Partnerships

- Through discussions with Surrey Heath Borough Council, secured gardening space for a community wellbeing garden in Frimley.
- In partnership with Surrey County Council, launched the HOPE Project and facilitated groups, activities, and workshops, with an aim to instill HOPE within communities.
- Collaborated with LGBTQi communities and Girl Guide Rangers to crochet butterflies of HOPE.
- Continued to develop our mental health partnership with Make a Difference with Records at our book/vinyl shop based in Godalming.
- Supported the release of three podcasts entitled What's My Vinyl Answer in partnership with Make a Difference with Records and The Creative Well where artists discuss mental health and their music influences.
- Safeguarding Lead undertook Stalking Training for the Liaison and Diversion team including SABP staff.
- Developed relationships with RHS Wisley and the Woking Asian Business Forum to develop a community wellbeing garden in Maybury.
- CEO was a panel member for the Mental Health Investment Fund and the Workforce Innovation Fund on behalf of the VCSE Alliance.
- Took part in World Book Night for the first-time offering people copies of 'Dare to Change your Life' by Lawrence Okolie to encourage people to both read and make positive changes to their lives.
- Welcome Wizards made up of Catalyst clients played at Loftus Road (Queens Park Rangers ground) in a memorial for the Grenfell Tower Fire where seventy-two people lost their lives.
- Developed a partnership with the Forest Bathing Institute supporting wellbeing through nature for both clients and staff.
- Moved Bridge The Gap from a pilot service to providing a contract involving an alliance of voluntary sector partners.
- A joint application for funding from the National Lottery for a new Financial Wellbeing Service that would offer mental health and financial advice and support for three years was made with Mary Frances Trust and Citizens Advice Surrey Heath and Epsom.
- Staff member recognised as author for their contribution to the Trauma Informed Care Framework and Toolkit in partnership with SABP.
- Alpha and PA Housing working in partnership have agreed funding to extend the Housing First Project in Elmbridge Borough for 2022/23 and 2023/24. This scheme is to support people with complex and high needs and histories of entrenched or repeated homelessness to live in their own home.
- In partnership, Alpha and Catalyst were instrumental in developing the Surrey Hoarding Protocol.

Integrated Support

- Secured further funding for the Young Adult Safe Haven until March 2024.
- Completed a pilot of extended weekend opening hours at Woking Safe Haven from April 1st to March 31st, 2022.
- Catalyst outreach workers are now able to distribute Naloxone in the community.
- Introduced an online referral form for Reach Out and Community Connections, making it easier for individuals and professionals to refer.
- In response to client feedback, completed a successful pilot In-Reach Out providing up to 24 weeks of counselling.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

- Discussions with Frimley Health and Care to offer a pilot service in Surrey Heath and Farnham to support people on the SMI register to attend physical health checks.
- A physical health check liaison service implemented that encourages and bridges people who use Catalyst's services to attend physical health checks and any other identified health checks.

Person Led Approach

- Started the process of merging with Outline, who provide support to people with their sexuality and gender identity, including but not limited to the lesbian, gay, bi-sexual, and trans community.
- Continued to deliver the Woking Mind and Shifa service as part of Community Connections.
- Shifa developed opportunities to cycle, swim, learn to drive and hold ESOL lessons for Asian women, empowering them to integrate within their communities.
- Re-branded our mental health anti stigma campaign from Time to Change Surrey to End Stigma Surrey in partnership with Mary Frances Trust and Acting Out Productions.

Diverse and Inclusive Culture

- Undertook staff engagement feedback covering a variety of areas so that they could voice their opinions.
- Recruited an Organisational Design Specialist to help us develop our service delivery model in a way that makes each service more effective.
- Developed a 3-year Strategic Plan which was co-produced with our trustees, employees, and volunteers.
- Changed our strapline from '*Helping People Change*' to '*Supporting Wellness Together.*'
- Recruited a Funding Bid Writer, a role which is new to the charity.
- On boarded sixty-three new members of staff and thirty new volunteers.
- Continued the development of roles for people with Lived Experience.
- Hosted our first staff and volunteer Christmas party since before COVID.
- Catalyst received Cyber Essentials Certification.
- Introduced Salary Sacrifice to staff.
- Offered lunch and learn sessions for staff.
- Our first client wedding; having met at one of our Social Drop-ins, the couple became friends supporting each other's mental health, going on to helping each other through COVID.
- Recruited a Volunteer Development Manager for the Charity.
- Launched our first Volunteer Newsletter.
- Our Safeguarding Lead introduced Safeguarding drop-in sessions for staff.

Funding

- Organised a charity abseil at Guildford Cathedral for May 2023, the first one of its kind in the history of Catalyst.
 - Developed a relationship with a member of the public who designed apparel to support the HOPE project with 15% of sales donated to Catalyst.
 - Various staff members completed the tough Mudder Challenge, a 100-mile bike ride, and the Surrey Half Marathon in aid of Catalyst.
 - Hollins and Porter, social media influencers raised money for the charity through a podcast talking about the loss of Jay's sister to drugs and alcohol.
 - Staff wellbeing event at Smurfit Kappa to educate the workforce around drugs and alcohol.
 - International award-winning documentary filmmaker and writer Emma Goude, author of My Beautiful Psychosis talks about her experience of psychosis at our Godalming Bookshop, A Novel Idea.
 - Staff member is part of the discussions at the House of Lords to raise awareness of body image on social media.
 - Alpha were runners up of the Supported Living Finalists of the Year Category at the Surrey Care Association Awards.
 - Alpha won silver in the Community Business of the Year and were nominated for the Positive Impact Award at the Surrey Business Awards.
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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Catalyst Mental Health and Wellbeing

Community Connections

As one of the three main providers in the delivery of Community Connections, Catalyst and our partners have *Supported Wellness Together* throughout 2022 and 2023. Over the course of the last financial year, we are on target to have supported over 11,000 clients – which is a record amount and an astonishing achievement for this team. In August 2022, Catalyst started the delivery of what was previously Woking Mind services. Woking Mind sadly had to close their doors at the end of August 2022. From August 2022, Catalyst transferred six members of staff from Woking Mind into Catalyst so the Woking Mind clients continued to get the same support from the same staff in the same location, causing minimal disruption to the service and clients. Also part of Woking Mind, was the Shifa service and this service also transferred to Catalyst. Shifa support South Asian women affected by domestic abuse, isolation, and mental health, and continues to offer the same support for women in the community of Surrey.

Catalyst's Community Connections team work together with partners to improve the mental health and wellbeing of those who are homeless, in hard to engage and ethnically diverse communities and those struggling with employment and are looking for volunteering opportunities to get back to work and into the community. In addition to this we continue to support those with mild to moderate mental health challenges in the community.

Our Community Connections team supports clients in North-West and South-West Surrey and provide one-to-one, group and buddying support with the aim of building resilience, developing techniques and strategies to overcome personal challenges and to reintegrate, those who feel isolated, back in to the community.

During the year, we have received positive testimonials.

"You always went the extra mile to make sure you understood what I was trying to say and help me to do things like contact doctors, when I felt too confused or overwhelmed to. That's why I think these sessions have had more of an impact than any of the support I've had in the past and why I genuinely feel better. I cannot thank you enough for the difference you have made in my life" – E

"The service I received at my time with catalyst was exceptional. I found this method of support more effective than previous ones. The sessions allowed me to feel listened to and be honest about my feelings; something I have always struggled with. Because of this, I was able to work through trauma and be directed to the right resources for me." - anon

A Novel Idea – Charity Book / Vinyl shop

Our charity bookshop is looking to expand its opening times. Current opening times being 10am – 1pm Tuesday-Thursday, 10am – 4pm Friday – Saturday and closed on Sundays and Mondays. Our book and vinyl partnership continued to grow, and we have released Podcasts, hosted in-store events, and developed a marketing strategy to help boost sales. Sales for the financial year April 2022 to March 2023 equated to £18,435.39. All profits from the books and vinyl go back into supporting our clients across Surrey. The new vinyl venture provides more volunteering opportunities and remains a key part of Catalyst. Going forward it has been highlighted that a book/vinyl store manager should be appointed on a part time basis to help manage volunteers and help to increase the opening hours. With this in mind, Catalyst has just recruited a person to this role.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

SUN – Service User Network

SUN, launched in January 2021, is the most established service in Catalyst's Lived Experience (LE) portfolio. SUN offers community-based support for adults experiencing difficulties with relationships and complex emotions (often associated with personality disorder). Groups are run jointly by clinical and lived experience facilitators. At the end of February 2023 there were 533 SUN members registered – an 84% increase on the previous year's figures. Some 34 members were returning to the service per month and a further 21 joining. Of the 24 groups offered, the cancellation rate for members was a mere 0.3.

Over the year, SUN has been working to expand its online and face-to-face service. A new group is now offered at Farnborough Library (from April) and was launched with a daytime social at the venue. To further facilitate user engagement, Catalyst staff have been involved with a newsletter and focus groups for members. Staff will also represent the service by presenting a poster at the leading British and Irish Group for the Study of Personality Disorder (BIGSPD) Conference 2023. Catalyst is committed to promoting the lived experience workforce and the values of co-production, with a new Service Manager dedicated to this, to provide hope, support wellness and deliver services how and where they are needed.

Safe Havens – out of hours mental health crisis support

Our continued objective of Supporting Wellness Together sees Catalyst continuing to work in collaboration with Surrey and Borders Partnership NHS Foundation Trust (SABP), Andover Mind and Oakleaf in three of the five Safe Havens. This partnership allows for a greater depth and breadth of knowledge, experience and understanding when delivering our out of hours service to those in Aldershot, Woking and Guildford.

For the past year our Woking Safe Haven trialled a weekend service between the hours of 12:30pm – 6pm. An analysis of the uptake for crisis support during the weekend unfortunately did not support the need for this service nor an extension, so this service was ended on 31st March 2023.

Catalyst, in partnership with Oakleaf, leads the pilot of the Young Adult Safe Haven, which supports the wellbeing of clients between the ages of 18-25 years old in Guildford. Based on the numbers of attendees who have used the service we are pleased that the pilot has been extended for an additional year until March 2024. We support these clients between the hours of 5-9pm.

On average our Safe Haven have supported the wellness of 338 clients per month with an 'in crisis' average of 138 per month.

Catalyst has supported over 4000 clients over the course of the last financial year.

Visits to our Safe Havens from April 2022-March 2023:

Guildford = 1756
Woking = 979
Aldershot = 1125

Young Adult Safe Haven = 237

Between April 2022 and March 2023, there were 3860 visitors to the three Safe Havens where Catalyst staff provide cover, compared to 3848 visits the year before. 1594 people visited the three Safe Havens virtually this year, seeing an increase compared to 1309 the year before.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Working with GP Practices – GPimhs and MHICS

We continue to work with primary care and SABP in partnership for the delivery of GPimhs and MHICS Services. In 2022-2023 we rolled out GPimhs services in Weybridge and Hershams (WHAM), East Waverley, Shepperton, Sunbury-On-Thames and Ashford (SASSE 1), and Staines, Stanwell, and Ashford (SASSE 3). We are looking forward to the launch of Walton-on-Thames, West Waverley, and West Byfleet.

Our Community Connectors play a vital role in the GPimhs and MHICS model and makes up around 50% of the client facing work alongside the Mental Health Practitioners.

Farnham MHICS feedback from a client: *'It is the first time I have been in contact with this service and didn't know what to expect. GP signed me off for 2 weeks and offered the MHICS service. I was struggling at work as a teaching assistant, we had children from Ukraine who have had terrible trauma and it was all very stressful for me. I kept waking up at night crying. So, when I was given the details about MHICS I thought I've nothing to lose and help is being offered so I contacted the service and was allocated to Ellie.*

Ellie was wonderful. I felt listened to, not rushed and that was so valuable. She encouraged me to speak, and she was everything I needed at that point. Our conversations brought me a sense of peace. It helped having someone else outside of the immediate situation to talk to, when I put the phone down after my first session, I finally felt like I could breathe. Knowing that someone was there that I can talk to made such a difference. I want Ellie to know she made such a difference to me at a time when I was really struggling. I can't thank her enough

WHAM GPimh feedback: Associate Director Georgina Foulds (SABP) congratulated community Connector SNB on the appropriateness of the referral, the written report and the presentation which clearly demonstrated the needs of the patient and why the step up was appropriate. The assessment was done thoroughly and team members of the CHMRS were not aware that SNB was a CC due to the standard of work and they commended the ability to get so much information from the patient in such little time.

The patient emailed and said: *"Thank you so much it was lovely to speak to you. It's a relief to know after all these years of suffering a lonely life and isolation mentally I am able to release some small part of my terrible life. Thank you so much it meant so much to not be judged but understood."*

Lived Experience (LE) Service in GPimhs/MHICS

As part of the Community Mental Health Transformation Programme (CMHTP), Catalyst has been instrumental in developing the new Lived Experience Service across Surrey Heartlands and Frimley South. Recruitment for the Lived Experience Practitioners, known as LXPs, began in October 2022 and by January they were supporting their first patients. The service partners with three other charities; Andover Mind, Mary Frances Trust, and Richmond Fellowship, but with nine LXPs, Catalyst is the largest provider, serving seven Primary Care Networks (PCNs).

Catalyst LXPs provide essential peer support for those using services and their carers, but more importantly, they provide a broader perspective in the development of primary care mental health services. LXPs work in a way that acknowledges the personal, social, cultural, and spiritual strengths and needs of individuals, helping them to identify their own recovery goals. Beneficiary S commented to us that in the four years of contact with services, their LXP and the LE service overall had been the "most helpful".

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LXP outreach can access community groups and networks to maximise opportunities for people to become involved in valued roles and develop positive identities. They also share coping, self-help, and self-management techniques to support people in their recovery. Additionally, LXPs will link regularly with under-represented communities and groups to widen access to our services.

In-Reach Service

The In-Reach service has had 282 referrals since April 2022, with over 68% of referrals being accepted with 9.4% being re-referrals. In-Reach has grown into a truly incorporated service amongst all the hospital wards that it supports. The collaborative nature of the In-Reach service, means wards, experts and clients welcome the support as it can act as a gateway to various other support systems, both internally and externally to Catalyst.

One of our key performance indicators depicts how only 10.6% of referrals disengage with the service following acceptance, portraying how the support from In-Reach workers has an incredibly high success and completion rate. Since In-Reach began, we have consistently collaborated with other providers to support all elements of a client's wellness journey, with 36% of clients being referred to Community Connections and 19% of clients being referred to employment. We have supported a total of 12 wards since we began In-Reach in 2021. Some of those wards have since closed; we are still currently supporting 8 of those wards in 2023.

From a gender perspective, men's mental health is something we as a collective society are trying to engage with and support more, 53.3% of our In-Reach referrals are from males, depicting how we are supporting the growth of men's mental health and wellness. In addition, In-Reach will soon have its own module on SystemOne (SABP's internal database), to enable consolidation of all the client's data in one place, with notes and information from every SABP relative department. As well as this we are now part of the SABP led discharge hub that brings all the relevant people together to support an individual once admitted to hospital and plan their discharge at inception rather than wait until they are discharged and have delays in discharge.

Client feedback – "I miss my support worker she was brilliant and one of the few people I could trust, speak openly to and connect with"

"Support from Jack has been invaluable. The phone calls lifted me up I felt very motivated to take on life after appointments. I have found In-Reach very therapeutic. I felt that I was given a safe environment to be vulnerable"

Recovery and Connect Service

Since Recovery and Connect started taking referrals in 2021, we have had an acceptance rate of 75%, with an average of 10.5 weeks of successful engagement and support provided. The nature of the Recovery and Connect support being public ensures it acts as an efficient gateway to further support from other organisations and support systems in the community.

50% of our clients were signposted with an onward referral and 33.3% were supported to connect with activities or groups in the community. 66.7% of the clients that were supported, have said they have received emotional support and guidance. Recovery and Connect is transitioning its method of work and is now part of SABP My Shared Care Forum. This is a new pathway bringing together all internal and external agencies. This avoids patients having to repeat their story and brings everyone together in one space to provide the best assistance for the individuals we support. We work collaboratively with all partners and their support systems in the clients' wellness journey, including in the areas of employment, housing, health and work.

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Client feedback –

"The support has been tailored and personalised, sensitive to my needs"

"In terms of connecting me, Naomi has helped me to achieve greater social inclusion in engaging with the local community in which I now permanently reside - this has been a big step for me and a resoundingly positive one."

End Stigma Surrey (formerly Time to Change Surrey)

End Stigma Surrey is a county campaign and project, commissioned by Surrey County Council and delivered by a partnership of Surrey community mental health not for profit providers; Mary Frances Trust, Catalyst and Acting Out Productions.

The aim is simple: to raise awareness and reduce mental health stigma. We use a range of tools and interventions including empowering people with mental health issues; running a Lived Experience / Mental Health Champions scheme; using drama to bring alive mental health issues and the stigma people experience. Our social media spreads our messages across the county and beyond.

The partners work closely together with added value coming from a range of input that exceeds the budget allocation for salaries, running costs, activities, and events.

Here are the highlights for the year:

- New branding and a new website with content including results from a mental health stigma survey that highlighted the following areas where people with lived experience of mental health issues experienced stigma: Family and friends – 72%; colleagues and managers in the workplace – 58%; primary and acute care – also 58%.
- Introduction of Mental Health champions' stories and blogs, plus an anti-stigma toolkit to help people identify and reduce stigma.
- Our social media continues to exceed expectations and has gathered an impressive following.
- Networks extend across all areas of diversity and equality and harder to reach groups – good links with GRT; LGBTQIA+; young adults and further education establishments. Work ongoing to engage BAME; organisations signed up to national Time to Change Employers Pledge; men's mental health; mental health support organisations; local councils; colleges / universities and workplaces in Surrey.
- Training sessions on mental health anti-stigma for End Stigma Surrey champions delivered by Jo Loughran, who was previously Director of national Time to Change..
- Presentations made to primary care networks and protected learning groups
- We created a short Gypsy Roma Traveller (GRT) drama with our GRT champion. This has been performed online to audiences of professional health and care colleagues and has been widely acknowledged as a first in terms of highlighting mental health issues in the GRT community.
- Dramas: it took longer than anticipated to get organisations to sign up post COVID but we have delivered the number of interventions outlined in the Key Performance Indicators and are on track to meet the 2023-24 targets set.
- Media coverage on BBC Surrey, and Leatherhead Community Radio.

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Catalyst Drug and Alcohol

Catalyst has worked with people around their drug and alcohol use since 1989 and continues to provide many needed services and skills. Funding sadly has reduced for drug and/ alcohol work but we continue to use our skills and expertise across the range of services we provide as there are a high number of people who present with co-occurring mental health and or drug/alcohol needs.

Reach Out Counselling

Our Reach Out counselling service offers up to 12 sessions of free counselling to those concerned about their drug/alcohol use and to family, friends and carers who are concerned about their relative, friend, or someone else's use. During the period between April 2022 and March 2023, the service received 626 new referrals of which 283 were suitable for counselling and attended assessment. All clients who refer into the service are contacted and if counselling is not the best support for them at that time, they are bridged to services that are more appropriate for their needs or discharged if they do not wish to engage.

From individuals who received counselling support from April 2022 to March 2023:

- 77% individuals wanting support for their drug/alcohol use
- 23% family, friend, or carer
- 50% female
- 47% male
- 3% gender not known/not disclosed.

We have promoted and link-worked with other organisations over the past year to ensure that individuals who would benefit from Reach Out counselling are aware of our service and can receive the valuable counselling support we can offer.

Developing internal project pathways has enabled us to support clients in line with a trauma-informed and holistic approaches, aiding their recovery journey.

We have received positive feedback from our service users this year, one of these stated *'My counselling experience was excellent and has had and will have a significant impact on my life and the lives of those around me. Thank you'*

Our current funding with the National Lottery is due to end on 31st August 2023 and therefore the focus this year has been to research and apply for alternative funding sources alongside a new National Lottery bid. We have listened to our client, counsellor, supervisor, and community feedback to formulate a co-produced service which will address the needs of the community going forward.

Internal scoping of services across Surrey has indicated there are limited services across Surrey that offer counselling to individuals with co-occurring mental health and substance use concerns, our aim is to provide a unique service that will provide support for those with concurrent mental health and substance misuse concerns alongside individuals who are only seeking support in relation to just one of those needs.

To enable us to support individuals who have experienced past trauma and therefore have difficulty in building trust and in line with working from a trauma-informed approach, our aim is to offer individuals short, medium, and long-term counselling of up to 24 sessions, based on their needs and regular mutual reviews.

Following successful completion of the first phase of our new application with the National Lottery, we have now submitted for the second phase and await a decision from them.

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We are also currently in the process of compiling applications for other funding streams. Our focus for the year ahead once secure funding is achieved is to embed the new service into the community.

Other Projects

Specialist Assertive Outreach – Cuckooing

The project is now in its fourth year and continues to support individuals who are manipulated and exploited by drug dealers, often linked to county lines, by helping them both in a practical manner, such as providing them with a phone and credit for support services to be able to contact them, as well as helping build up their own resilience to help prevent them being exploited again in the future.

Further funding was made available to recruit an additional worker, who has now been with the team for nearly one year. This has meant we are able to increase promotion of the service, conduct presentations to help raise awareness of cuckooing; educate on signs to look out for; issues around professional curiosity and reduce stigma. A vulnerable drug-user may be believed to have simply invited people into the home, whereas the reality is they are being cuckooed and the property being abused and, once the 'friends' have moved on, are at risk of homelessness where landlords have served notice of possession of the property.

During the full year ending March 2023 the service received a total of 79 new referrals, supporting 35 partial Premises Closure Notices, disrupting the operations of OCGs and/or local drug dealers on 33 occasions, and resulting in a total of 111 onward referrals or re-engagement of clients with the support services they need to help them remain resilient to further exploitation in future. Some additional finance is being sought via the NCLCC Surge Funding process to support the work of this team by enabling an enhanced handover and upskilling between one of the current part-time outreach workers who is due to retire, and a new worker once recruited – outcome awaited.

Our top indicators list shows the most prevalent issues our clients have that potentially made them more vulnerable to being cuckooed. This list is used by housing and police, especially when they have 'intensification weeks,' which place a spotlight on cuckooing through antisocial behaviour teams and housing providers in Surrey. Interesting data from this:

- 15% have no history of drug use and 4% were not using drugs or alcohol at the time of being cuckooed.
- 7% of the clients are aged 70+ with the oldest being 93yrs.
- 76% experience social isolation.
- 94% have poor mental health.
- 22% with physical health problems.
- 3% with a Learning Disability.

As well as working intensely with victims of cuckooing, we also offer prevention visits. This could be for someone who denies anything is/has been going on, or for someone who is potentially vulnerable and there are signs they could be being cuckooed. This could lead to a one-off visit where protective measures are discussed and a plan put in place for when people ask for money or to stay. It can also lead to ongoing work, with the team making appropriate referrals and professional meetings called. The team will signpost or offer support to anyone they assess and if support needs are identified, they do not close a file until the necessary support is forthcoming.

Over the next year, as well as continuing to support this vulnerable client group, we hope to be able to work with partner agencies around the stigma of this client group. We would like to think that everyone should be offered the same opportunities and that just because they are well known to services and use substances, this does not mean they asked to be in a situation where they no longer feel safe in their own home. We can also now distribute Naloxone in appropriate cases.

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SMO - Substance Misuse Outreach Navigators

Guildford and Woking SMO

Our part-time substance misuse navigators work with community partners and outreach to the homeless communities in Woking and Guildford. Their aim is to break down barriers, build relationships and encourage people into appropriate support services, thus resulting in the role being time-consuming work.

Guildford SMO: -Catalyst partnered with the Homeless Outreach and Service Team (HOST) to help deliver the Guildford service. HOST went through a period of change in autumn 2022 with a whole team turn around, leaving one Catalyst staff member in a position of knowledge and stepping in to assist as much as possible whilst new staff settled into new roles. Surrey Adult Matters (SAM) and Bridge the Gap became key also during this period with a greater level of joined up working and the ability to share outreach responsibilities for the most vulnerable clients across Substance Outreach happened during the period, where nationally we were still navigating coming out of the pandemic. With services changing hands and the lack of community support groups available made this a challenging time. We are only just starting to see more in-person support groups available for the community that we support.

Number of clients worked with:

- **19** in total between March 2022 – April 2023 (not including one off interventions and work in support of HOST)
- Majority of clients carried forward from previous year
- **8** clients closed
- **5** new referrals
- **11** current cases.

Trends/observations post COVID:

- Marked drop in heroin usage, most using heroin pre-pandemic seem to have been able to access support and substitute prescribing or cross-addicted to crack or more commonly alcohol.
- The lack of face-to-face recovery meetings, other than those run by AA, has been problematic for this cohort, as many have difficulty with internet access and those who do have it feel online meetings don't meet their needs. One client recently said that he needed face to face as a controlling factor as online he felt he could log in on one hand whilst holding his beer in the other, and probably would.
- There is also a heightened shame amongst rough sleeping and those in supported housing. The one in person SMART group in the area attracts people from a large catchment and they have stated they feel more judged for their circumstances than their substance misuse by people who have been able to travel to attend.
- Increase in more chaotic binge drinking behaviours than daily drinking, often tied to clients' mental health.
- Return to face-to-face support by statutory Substance Misuse services. Clients struggled with telephone appointments or could not access online services, the return to face-to-face has increased engagement with these services and clients feel they are getting more from these.

Service user feedback:

(Quotes paraphrased from conversations)

"I feel listened too, not told. Feels like you care."

"I wouldn't have made it here without you, I know you will say I could of, but I don't think so."

"I trust you; you explain things and you're always finding a way to be positive."

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"I knew I could count on you, and even when you don't know what to do you would tell me the truth."

"I always feel like you're fighting with me, not against."

"You see a lot more in me than I see in myself. I'm glad you're here, don't leave me."

Positive outcomes:

- The end of COVID policies around housing has not led to as many rough sleepers as expected as those in accommodation have improved engagement with services. For those approaching services now expectations of support are higher.
- Bridge The Gap; being able to work in partnership with bridge the gap workers has worked well.
- Our outreach workers are now able to distribute take home Naloxone kits where appropriate.

Woking SMO: The partnership with York Road Project has seen a substance use outreach worker with extensive experience work with the team at the York Road Project and across the outreach services in Woking, supporting clients who are rough sleeping and or new to the night shelter or their own accommodation. The role has made an impact on building relationships, trust, and support for clients to access treatment services be that i-access, fellowship meetings, attending the GP for health checks, dentist and or the hospital for follow up physical health checks. Many conversations throughout the year have been held on harm reduction, discussing life-saving Naloxone and talking about fears, dreams and goals.

Unfortunately, this partnership ended in February 2023 with the outreach staff member leaving to pursue other life commitments. During the time in post positive impacts were made on the residents of Woking and surrounding community. York Road Project will continue to provide this service in Woking with their own outreach worker.

CHI – Catalyst High Impact Team

The Catalyst High Impact (CHI) team worked with change resistant, dependent drinkers that were placing significant strain on the emergency services. This challenging work was performed by a team of 4 individuals using assertive outreach and working in line with the blue light initiative developed by Alcohol Change UK with the aim of improving outcomes for the clients, their families, and the community. The CHI service went out to tender in January 2022 and from October 2022 Westminster Drug Project now deliver this service. All four members of Catalyst staff transferred across.

Bridge the Gap

As part of the Changing Futures government initiative programme, and commissioned by Surrey County Council, an alliance of ten Third Sector providers have joined together to provide the Bridge the Gap service, with 2022/23 being its first year of delivery. Bridge the Gap provides a specialist model of trauma-informed assertive outreach support for individuals with multiple disadvantages in Surrey. These could include homelessness, domestic abuse, drug and alcohol use, mental health etc. The aim of this service is to intensively support people at rebuilding their lives; a key part of which is using the team around the person, a process led by Public Health, which enables a coordinated response from services to meet the needs of the client.

Catalyst has two skilled and dedicated assertive outreach workers delivering the service across the County of Surrey, and through the alliance we have developed a referral and allocation meeting to ensure we are aligning this process with trauma-informed care principles. This will help to ensure the experience is enjoyable and supportive for beneficiaries.

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Our staff have worked alongside 15 beneficiaries during the year in various parts of the county placing the service where the individual needs support. With our focus being “supporting wellness together,” the staff have developed and maintained supportive, healthy relationships with beneficiaries, whereby small changes have become a possibility, and some of these relationships continue as we can work with beneficiaries for up to two years.

L & D – Liaison and Diversion Service

The service provides early intervention and support for individuals in the criminal justice system with the overarching aim to reduce offending and improve health inequalities for adults. The team consist of five Liaison and Diversion outreach workers who cover the county of Surrey.

Individuals are assessed for vulnerabilities whilst in police custody by practitioners from SABP (Surrey and Borders Partnership NHS Foundation Trust). Once the assessment is completed the referral is shared with the outreach team who will find the support the individual needs and bridge to mental health physical health, drug and alcohol services, supporting people with housing and financial services and support to attend meetings and appointments.

From April 2022 to March 2023 the service has seen an increase in referrals, on average 30 per week and interventions provided on average 500 per month. SABP staffing has seen the onboarding of physical health nurses together with existing mental health services who support outreach to provide screening in the community to improve access to services. Another addition to the team is peer support workers who outreach and can refer into the team for longer wellbeing support.

The outreach service this year has focussed on promoting the service externally to raise awareness of the service provided and development of referral pathways for improved access of support for clients. A new and lifesaving addition to the service this year is providing access of Naloxone and Nyxoid to clients, friends, family, and carers. In addition to this, through local grants we have been able to continue our support to provide mobile phones, phone credit, journals, food parcels and support with access to bikes/travel to be able to get to work and appointments.

Client feedback:

“I just want to say thank you for absolutely everything you have done for me, you have been the only one who has really reached out and helped me when I need it. “

“I asked for you because you helped me so much last time. I am very grateful for all the help you have given me and the support with getting things done, like my appointments and bringing the nurses to help me. Thank you for your encouragement to seek help.”

“Thank you so much for getting all of the mould in my flat cleaned as I had been trying for months unsuccessfully to get them to do it.”

RECONNECT

RECONNECT is a priority for improving quality of care in the NHS Long Term Plan to improve the wellbeing of people in prison, reduce inequalities and address health-related drivers of offending behaviours on their release from custody. It was identified that both men and women in custody often have multiple vulnerabilities and disadvantages which puts them in a position of reoffending when released.

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RECONNECT was commissioned to offer a service which begins 12 weeks prior to release to identify an individual's needs and complete a support plan with them. RECONNECT work in a person-centred and trauma-informed approach to support every individual prior and after release. The aim is to improve continuity of care from custody to community to improve health outcomes and reduce reoffending.

RECONNECT launched in May 2021, this year the service has seen an increase in referrals to 81, with 29 client active clients. during that time and currently have two full time staff that cover Surrey.

The service has seen the development of:

- extended support to males on release from prison which began September 2022 and so far it has been very successful; the team lead is looking to recruit three more male staff members as we receive more and more referrals from male prisons.
- the peer support role has been up and running since January 2023. We currently have two peer support workers and we are in the process of recruiting another one.
- continued working closely with the other services in the wider L and D service - outreach and custody teams - to promote continuity of care and ensure complex clients receive in depth support.

Client feedback -

Following my release from custody on 25/02/2022, I have been fortunate to have come across Reconnect. Initially it was a nervous occasion, not knowing what support there might or might not be in place. With the help from Reconnect it has enhanced my confidence and has equipped me with the motivation needed to move forward. Reconnect have been extremely supportive within referrals to a number of appropriate agencies. I have always received prompt updates of any progress made. In addition to the above; Reconnect maintains a high level of consideration and concerns when dealing with complex situations. For that, I am truly grateful. Without the support from Reconnect, in all honesty, there wouldn't have been many options available in helping individuals re-establish themselves back into the community. Reconnect provide a listening ear and helping hand to get through difficult times.

"I, personally, really appreciate the support and referrals Reconnect have encouraged me with."

"I would like to say thank you so much."

"Thank you so much with your help and support you have done so much in helping me change my life again thank you."

"Moved in to my new house successfully. Thanks for all you help you gave me. See you around."

Catalyst Volunteers

There are currently 74 active volunteers, supporting Amigos, A Novel idea, Outline, Groups, Admin, Data and Shifa. Nine volunteers joined the team between January and March 2023 and ten are currently being onboarded, including eight for Outline.

Catalyst actively supports service users who want to volunteer, as a route to improving their mental health and often as a stepping-stone to employment. We currently have 6 volunteers who were previously service users, as well as staff members who have progressed through volunteering, from being a service user to an employee. Some of our trustees are also former service users.

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Newsletter

In January we launched a volunteer newsletter – <https://mailchi.mp/7d4231d2f1a3/catalyst-volunteer-newsletter-no-1> which is averaging a 70% open rate. The newsletter goes out to c1,200 people each month, introducing volunteers to their peers and to staff across Catalyst to help ensure the volunteers understand more about Catalyst beyond the service they support. We share new volunteering roles, vacancies for employed roles, fundraising, training for volunteers and any news or developments that they might find interesting.

Volunteer Survey

The first of what will be an annual volunteer survey is about to be launched. Results will be shared in the next Trustee update. We are going to ask volunteers about their motivations, how we communicate, support, and develop them and how we can do things better. The first survey will give us a benchmark to be able to measure the success of the improvements we make to the volunteering experience at Catalyst.

Volunteer Documentation Review

All volunteer documentation has been reviewed and amended to make the forms accessible and welcoming to all communities.

Equality and Diversity Monitoring

A new form and process has been created to help us measure the diversity of our volunteering team. Gathering this information will make sure we understand the current position and help us ensure that our volunteers reflect the communities we support.

Outline

New processes and documentation have been developed. We have three volunteers and two staff members trained to support people calling the listening service, and another eight volunteers being onboarded, having completed their initial training. We are monitoring the current onboarding process to agree a streamlined and hopefully faster onboarding process for the future.

Three Rings

A new volunteer management database is now live and is being rolled out to support Outline, particularly with rotas. All volunteer data will be migrated to Three Rings, so that we have a single, secure record of all volunteer information with appropriate levels of access for staff.

Trading Activities - Specialist Outreach

Catalyst is proud to own our social enterprise business. Alpha Community Outreach Ltd. This team of eleven provide specialist outreach services across Surrey and Hampshire. The outreach methodology is based on non-statutory assertive outreach techniques, and we serve clients deemed as “complex” and not suitable for mainstream services. Clients may well present with a “complexity of issues” such as substance misuse, mental health problems, organic brain conditions and acquired brain injuries. Our role includes offering practical, emotional, slow stream rehabilitation and acting as a bridge between our client and appropriate services. Our ethos centres on the client’s needs, voice and aim to rehabilitate towards independence and mainstream community services. We support in excess of 200 people a year.

“An incredibly supportive team that not only provide great care for their clients but for their staff too!”
Alpha Team Member

Name Change

We have changed from *Alpha Extreme Services Limited* to *Alpha Community Outreach Limited* and are in the process of rebrand, including a website refresh of the Alpha website.

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We became concerned that the word “Extreme” could be seen as mildly offensive by clients and not terribly descriptive of a wide range of services Alpha now provides.

Service Overview

Alpha started over 10 years ago at around the time Catalyst’s dual diagnosis assertive outreach team was decommissioned. We recognised the need to have a service that could work longer term with very entrenched clients requiring long term, slow stream rehabilitation support.

Catalyst recognised a shift in how its services were being commissioned and that to build an independent service could provide the charity with unrestricted funding and able to follow trends and needs of the community. This put us at the forefront of issues such as cuckooing and “legal highs”. We independently employed one of the few “legal high” specialist outreach workers in the UK putting the charity “front and centre” of an issue that legislation and statutory services had yet to recognise.

The team is mostly made up of seasoned experienced outreach workers recruited from various fields and specialities. Some staff have special interests such as in acquired brain injuries or in forensic mental health. All staff have a minimum set of qualification supplemented by ongoing training and supervision with their Catalyst colleagues.

A long legacy in providing dual diagnosis outreach work forms the base of our activities, and an ability to work proactively and “grow projects” (such as cuckooing) means we:

- Add greatly to the range and geography of Catalyst’s footprint.
- Grow services both for our own portfolio and to a point Catalyst can create a dedicated service.
- Explore the widest range of partners and potential opportunities.
- Provide unrestricted income to the charity.
- Grow talent, resource, and wisdom.

Alpha has a wide customer base and geographical footprint going into North Hampshire and South London. The bulk of our work is through spot-purchased individual care packages, supporting “complex clients and cases.” For example, clients may have a combination of issues around their mental health, substance misuse or other.

We also hold “Housing First” contracts (supporting clients placed in new accommodation) and various agreements for the provision of support to various borough councils and housing providers.

Challenges

Recruitment – this is a challenge across the whole sector such that Alpha is having to look at different ways to recruit, retain and reward our staff.

Service Perception – This service is often thought of as “the deep cleaners,” perhaps most surprisingly even within Catalyst itself. Misunderstanding of the specialism and expertise is something that is being addressed; especially now we are terminating the deep clean element of the business.

Resources – Rate increases for Alpha’s specialised services are having to increase. More of the work undertaken is through “custom made” packages around rehabilitative work with hoarders, having developed a strong knowledge and partnerships in this area, such that Alpha is now being recognised as specialists in this field. It has a consistently dedicated, positive and kind team culture, proving resilient throughout difficult circumstances over the past year.

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Internal changes and futureproofing – Through the writing of new business strategies (1, 3, 5 and 10 years), planning for both movement and growth can be improved. Alpha is also looking at its own management design and continuity plans, in particular relating to critical staff posts.

To Celebrate:

- Effective business has been growing year on year for 10 years plus;
- Multi-award winners in past year - (Surrey Care Association Awards *Supported Living Provider of the Year* (Runner Up) and Surrey SME Business Awards- *Community Business of The Year* (Silver)).

Future Planning

The organisation redesign will create a new strategy of communication that connects our job roles to operations, how we recruit and advertise, creating easy and clear access to information, saving time for staff, and developing a common operational language. Our business efficiency roadmap will be key to redefining roles and teams, how and where we communicate to avoid wasting energy on lack or misinformation. To support the roles and responsibilities, skill level, and accountability to decide the structure of the team in the future, a review of the Charity will start from the Senior Leadership Team down to staff.

At this early stage we are defining our future tools needed to communicate effectively in place and thereby saving the charity money that can be used elsewhere in the organisation is promising. It has brought to light the internal lack of devices needed to install tools for efficient use. We are creating updated training materials and identifying 'super users' so that staff members can use the tools we give them to accomplish their jobs as well as share Catalyst information centrally. Considering this, we are looking to recruit a Digital Lead, whose work will be crucial in supporting our internal digital knowledge and experience.

A key priority for the next year will be to effectively communicate the strategic plan to staff, volunteers, and stakeholders on both *what* the strategy is and *how* to achieve it. Linking our day-to-day activities that align with our overarching ambition and long-term vision as a guide to what is seen as good and important within the Charity. Staff engagement will be key to sharing the success stories that have opened doors to new opportunities, appreciating and celebrating staff for a job well done, attracting new talent and for staff to understand the true impact of their contributions.

Through growth comes stability which is necessary for staff to do their best work. During times of change or uncertainty, stability is often shaken and can disrupt employees' ability to focus, adapt, and thrive. Catalyst has been on a journey of cultural change for the past year and the realisation from staff engagement feedback has inspired the refocus of energies to ensure management policies and decisions support the agreed vision, mission, values, philosophy, and strategic priorities of the Charity to align with our strategic aims.

We will concentrate on two essential factors for stability: (1) Our **physical stability** will mean staff are physically safe and have the tools and resources need to do their work safely and effectively. (2) Our **psychological security** will impact a sense of wellbeing, trust in colleagues and in the Charity's future, and overall optimism and resilience.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Strategy

At governance board meetings the management and operational services provided by Catalyst are reviewed against the short-term and longer-term strategic goals of the organisation. In most instances the determining factor which drives the Charity's operational success is the ability to secure funding for its activity based upon researched and opportune proposals from the Senior Leadership Team. Targeted working groups and committees involving trustee members review and assess many of these. Governance Committees on which Trustees sit cover Finance, Remuneration, and Investments; Strategy and Business Development; Best Practice and Operational Performance, Workforce Champions, Services Advisory Group and Health and Safety as well as Digital, Data, and Information Governance.

Strategy creates a vision and direction for the whole organisation, and it is important that all staff within Catalyst have clear goals and are following the direction and mission of the Charity. The current strategy provides this vision to prevent individuals from losing sight of our aims. The Catalyst Strategy was co-design and co-produced following a series of roadshows attended by staff, volunteers, and clients. The strategy's next steps involve celebrating our accomplishments as a charity, the opportunities created by the new approach, the effects it has on our workforce, and the innovation that results from carrying out activities.

To keep the strategy and goal at the forefront of our minds, further roadshows are planned with the help of the staff, volunteers, and clients to share their stories and enhance innovative ideas. Provide many opportunities for people to participate in and understand the strategy while also assisting staff in realising the full significance of their contributions. What our values mean to Catalyst staff and how they put them into practice is through the dedication to offering honest support in a welcoming, friendly, and courteous manner.

Within Catalyst we stand by our **PACT**:

Person led – we will respect you as an individual.

Actively listen – we will help you to achieve your goals.

Choice – we will support you to make informed choices.

Trust – we will build trust in communities.

Investments

Catalyst Support Limited does not invest as a Charity other than the deposits it retains in accordance with its reserves policy. The Charity seeks funds, principally from the statutory sector, to undertake activities that they alone cannot undertake. It also seeks charitable contributions from the public, grant making organisations and government or quasi government bodies.

Policies

The Trustees have worked closely with the Senior Leadership Team to develop and maintain policies and procedures suitable for the Charity's operations. These cover a wide range of issues and are the subject of frequent review. Catalyst employees receive information about the Charity's policies at induction and when any significant change in policy or update takes place. This is communicated through training, briefings, and team meetings, and are electronically available to all.

Outcome Measures

Most of the Charity's income is based on commissioned services where the commissioning body utilises an agreed contract or SLA to specify the services which are to be provided. They include key performance indicators and standards, against which performance is monitored. There are normally quarterly meetings with each commissioning body to report upon and review the Charity's performance.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

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

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

Locations

Catalyst operates across Surrey, with some projects operating into neighbouring counties. We have offices at Guildford, Woking, Camberley, and Godalming.

Staff members were co-located with partners in GPimhs across Surrey Heartlands and MHICS in Frimley South as part of our collaborative partnership to enhance population health and address health inequalities. The Redwood Centre at Farnham Road Hospital in Guildford, the police custody suites in Woking, and Staines all provided Liaison and Diversion services. Adult Safe Havens operated out of Aldershot, Guildford, and Woking, while Young Adults Safe Haven (YASH) was established in the same Guildford location as the adult Safe Haven. In-Reach shared office space at Farnham Road Hospital, Guildford, and Chertsey.

A review of the facilities operated by Catalyst was conducted as the Charity continues to plan for staff returning to offices and assure safe locations for its workforce and clients. To understand the effective delivery needs of our services within the local community, an Estates Committee has been formed by the Senior Leadership, Management, staff, and volunteers. Many of the venues offer limited access for teams to return to offices and maintain a cohesive working relationship. We will be engaging an estate agent to locate a new main Catalyst site that is accessible to all and future proof, so that current office(s) can be relocated into the new building by the end of the financial year 2023/24.

Employees

The number of employees continued to grow throughout the year with the addition of new projects and pilots, including staff who were subject to TUPE with the change of provider within CHI at the end of October. Employee numbers, from full and part-time staff: **117** in April 2022, rising to **137** by the end of March 2023. -

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

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Governance, Structure and Management

Constitution

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

The Charity was established under a Memorandum of Association which established the objects and the powers of the Charity and is governed under its Articles of Association.

All the Trustees are members and as the Charity is limited by guarantee and has no share capital, the obligation of the Trustees is limited to a £10 contribution if the Charity is wound up.

Trustees

Whilst Catalyst has a strong and diverse Trustee board, with a varied and appropriate skill base, the Board recognises the importance of attracting people with an interest in and empathy with the specialist work provided by Catalyst. It aims to be a Board that also reflects the wider community it serves.

Two trustees stepped down during the year, they were: Jill Clucas and Libby Grant. Libby Grant had been with the charity for over 30 years having been a founder trustee. Her long experience and knowledge will particularly be missed. As at the end of 2022-23 Catalyst has eight Trustees and continues to be the most widely diverse board in the charity's history.

In 2022, the Charity recruited additional Trustees through a transparent recruitment process that used a mix of advertising in a variety of channels and through professional and personal contacts. There is no time or upper age limit for holding an appointment as a Trustee.

After appointment, a Trustee Induction programme is arranged and the new Trustee is encouraged, as are all Trustees, to seek further training as part of their continuous development. This may be external or managed within the Charity and there is a usually one group training session per year. All Trustees with continuing appointments have periodic reviews. At the end of the financial year, Catalyst had a Trustee Board of eight people comprising three men and five women.

Trustees meet quarterly in a structured meeting, either in person or virtually and they include all the Senior Leadership Team at appropriate times. All Trustees are also members of Catalyst Committees and Working Groups, covered in the previous section.

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

Senior Leadership Team

The Trustees have delegated day to day responsibility for the management of the Charity's obligations and the provision of services to its Chief Executive Officer. The CEO has regular conversations with the Chair of the Trustee Board and is responsible for ensuring the organisation of the Charity's operations to deliver its services, meeting key performance indicators and ensuring outcomes of service level agreements are met. The CEO has, with the Trustees' approval, created a management structure to support and achieve this. The Senior Leadership Team (SLT) is currently:

Susan Murphy
Clem Parker
Lindsay Rolls

Chief Executive Officer
Chief Operating Officer (resigned November 2022)
Head of Finance and Resources (retired June 2023)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

| | |
|-----------------|--|
| Philip Taylor | Finance Manager (started May 2023) |
| Danni Bowles | Head of People and Culture (resigned September 2022) |
| Julie Kavanagh | HR Manager (interim) – started December 2022 |
| Gary Ochoa | Director, Alpha Community Outreach Ltd |
| Anthony Aralepo | Head of Project and Development (resigned March 2023) |
| Keely Glithero | Operations Manager (interim) – from November 2022 |
| Mark Prayag | Operations Manager (interim) – from November 2022 |
| Eduardo Araujo | Organisation Design Consultant (interim) – started December 2022 |

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

Risk Management

There are several issues which are potentially risks which could affect Catalyst across its projects and operations. The Trustees and Senior Leadership Team monitor these closely in accordance with our risk management structure and guidelines. It is envisaged that only a serious and enduring issue outside the control of the Trustees and Senior Leadership Team would be likely to cause serious damage to the operations and financial stability. That stated, the charity's response to mitigate COVID risks, which has been monitored at Trustee level, has thus far been very successful.

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

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

- **Loss of statutory contract** work and changes to contracts – Catalyst is proactively engaged with commissioners and funders at the appropriate levels to ensure any changes can be planned for and dealt with.
- **Staffing** continuity, recruiting and retaining suitably skilled staff – the Charity has strengthened its recruitment and HR capacity, utilising specialists where needed and has a comprehensive programme for training, developing, and rewarding staff and supporting their wellbeing.
- **IT systems** - Damage to or impairment of IT systems. The Charity works with its IT supplier to ensure that systems, backup systems and cyber protection are up to date and that the supplier has adequate systems for defending and restoring systems and hardware. Staff are given regular updates on cyber awareness and security. The charity has met NHS Data Security Toolkit standards including Data Protection Impact Assessments (DPIA), Data Security and Protection Toolkit (DSPT), and has attained the Cyber Essential Certificate.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

FINANCIAL REVIEW

Financial Position

Catalyst continued to consolidate its financial position during the year under review recording increases in both its income and retained funds. The trustees believe the Charity's financial position remains sound and stable and well placed to support its increasing number of service users, staff and volunteers engaged in a wide range of community service and support programmes.

Total income for the Charity for the year under review amounted to £3.74m (last year £3.69m) which includes income from drug and alcohol support services of £836k and for projects relating to mental health and wellbeing £2.83m. Group income rose to £4.18m (last year £4.14m) which included income of £455k (last year £442k) from its social enterprise subsidiary, Alpha Community Outreach Ltd (formerly Alpha Extreme Services Ltd).

After group expenditures of £4.02m the Charity recorded a consolidated surplus of £152k for the year under review (last year £228k).

Principal Funding Sources

Funding sources continue to be on a largely short term basis (1-4 years) which is typical in the sector. The Charity utilises a range of funding streams including contracts and grants to provide specific services as detailed elsewhere in this Report. Principal funding sources arise from service level agreements with statutory funders as well as limited grant income. The principal funding sources include:

- Surrey County Council – Community Connections wellbeing services and drug and alcohol support services
- NHS Surrey Heartlands – Woking and Guildford Safe Havens.
- Surrey and Borders Partnership NHS Foundation Trust – Primary care networks and mental health and wellbeing services, and Criminal Liaison and Diversion.
- The National Lottery Community Fund – Reach Out counselling.
- Police and Crime Commissioner Surrey - Cuckooing

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

Financial Policies

Financial policies are approved by the Trustees and are strictly enforced both at management level and with regard to employees. The Charity prepares an operating budget at the beginning of each financial year which is updated during the year, typically at the half year point. Expenditure is closely monitored against budget and detailed financial reports for each project are reviewed quarterly by members of the Finance Committee and Trustees who additionally review the Company's balance sheet, cash flow and reserves position. There were no apparent breaches of the Charity's financial policies in the year under review.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

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

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

Reserves

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

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

During the year under review the Trustees created a Designated Reserve of £80,000 to fund the upgrading of the Charity's information technology, data processing and digital communication systems.

Most of the Charity's remaining reserves are unrestricted. The Trustees presently aim to maintain a target range for unrestricted funds at a level of between two and three months of operational expenditure based on current expenditure of approximately £3.7m. This results in a target range for free reserves of £616k to £925k. Free reserves at balance sheet date stood at the midpoint of this range at £792k (unrestricted funds of £817k less £25k expended on fixed assets). At this level the Trustees consider that, in the event of a significant deterioration in funding, its free reserves, alongside recurring income streams, will enable it to continue its current activities while exploring ways in which additional funds can be raised and/or expenditure reduced. This target range is reviewed at least annually by the Trustees.

Going Concern

In meeting their obligation to consider the going concern status of the organisation, the Trustees have reviewed budgets and forecasts for the coming year to 31st March 2024 and where possible to September 2024. They have considered the organisation's ability to fund its activities and to find new sources of income and funding. The Trustees consider that the forecasts prepared are appropriate and that the organisation can reasonably expect to fund its projects and activities until at least September 2024. The Charity's progress in meeting its forecasts will continue to be monitored and mitigating actions taken where necessary. The Trustees have concluded that it is appropriate to consider the organisation a going concern.

CATALYST SUPPORT LIMITED
(A company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Statement of Disclosure to Auditors

Insofar as the Trustees are aware:

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

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

ON BEHALF OF THE BOARD

Signed



Warren Rockett

Warren Rockett – Chair

Date: 10/11/2023

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2023

The Trustees (who are also the Directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

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

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



.....
Warren Rockett

Warren Rockett

Chair

Date: 10/11/2023

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 2023 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2023 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

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

Other information

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities, the Trustees (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

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

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

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

Use of our report

This report is made solely to the charitable company's Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's Trustees, as a body, Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's Members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its Members, as a body, for our audit work, for this report, or for the opinions we have formed.



Stuart McKay BSc FCA DChA (Senior Statutory Auditor)

for and on behalf of

MHA

Statutory Auditor
London, United Kingdom

Date: 14/12/2023

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2023

| | Note | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total funds 2023 £ | Total funds 2022 £ |
|------------------------------------|------|---------------------------------|-------------------------------|--------------------------|--------------------------|
| Income from: | | | | | |
| Donations | 4 | 31,498 | 76 | 31,574 | 14,665 |
| Charitable activities | 5 | 3,401,741 | 276,856 | 3,678,597 | 3,674,923 |
| Other trading activities | 6 | 474,179 | - | 474,179 | 451,801 |
| Bank interest receivable | | 32 | - | 32 | 1 |
| Total income | | 3,907,450 | 276,932 | 4,184,382 | 4,141,390 |
| Expenditure on: | | | | | |
| Raising funds - trading activities | 7 | 450,080 | - | 450,080 | 429,995 |
| Charitable activities | 8 | 3,333,571 | 248,247 | 3,581,818 | 3,483,452 |
| Total expenditure | | 3,783,651 | 248,247 | 4,031,898 | 3,913,447 |
| Net movement in funds | | 123,799 | 28,685 | 152,484 | 227,943 |
| Reconciliation of funds: | | | | | |
| Total funds brought forward | | 774,037 | 2,935 | 776,972 | 549,029 |
| Net movement in funds | | 123,799 | 28,685 | 152,484 | 227,943 |
| Total funds carried forward | | 897,836 | 31,620 | 929,456 | 776,972 |

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

The notes on pages 41 to 66 form part of these financial statements.

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

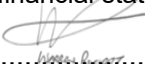
CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2023

| | Note | 2023 £ | 2023 £ | 2022 £ | 2022 £ |
|--|------|--------------------|----------------|--------------------|----------------|
| Fixed assets | | | | | |
| Intangible assets | 13 | | - | | - |
| Tangible assets | 14 | | 29,823 | | 27,038 |
| | | | 29,823 | | 27,038 |
| Current assets | | | | | |
| Debtors: Amounts falling due within one year | 16 | 263,603 | | 615,525 | |
| Cash at bank and in hand | 21 | 2,021,688 | | 1,156,821 | |
| | | 2,285,291 | | 1,772,346 | |
| Creditors: Amounts falling due within one year | 17 | (1,385,658) | | (1,022,412) | |
| Net current assets | | | 899,633 | | 749,934 |
| Total net assets | | | 929,456 | | 776,972 |
| Charity funds | | | | | |
| Restricted funds | 18 | | 31,620 | | 2,935 |
| Unrestricted funds | | | | | |
| Designated funds | 18 | 80,000 | | - | |
| General funds | 18 | 817,836 | | 774,037 | |
| Total unrestricted funds | 18 | | 897,836 | | 774,037 |
| Total funds | | | 929,456 | | 776,972 |

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

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

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



Warren Rockett
 Chair
 Date: 10/11/2023

The notes on pages 41 to 66 form part of these financial statements.

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

CHARITY BALANCE SHEET
AS AT 31 MARCH 2023

| | Note | 2023 £ | 2023 £ | 2022 £ | 2022 £ |
|--|------|------------------|----------------|------------------|----------------|
| Fixed assets | | | | | |
| Intangible assets | 13 | | - | | - |
| Tangible assets | 14 | | 25,117 | | 22,850 |
| Investments | 15 | | 100 | | 100 |
| | | | <u>25,217</u> | | <u>22,950</u> |
| Current assets | | | | | |
| Debtors | 16 | 238,706 | | 601,347 | |
| Cash at bank and in hand | | 1,966,723 | | 1,073,348 | |
| | | <u>2,205,429</u> | | <u>1,674,695</u> | |
| Creditors: amounts falling due within one year | 17 | (1,301,366) | | (931,922) | |
| Net current assets | | | <u>904,063</u> | | <u>742,773</u> |
| Total net assets | | | <u>929,280</u> | | <u>765,723</u> |
| Charity funds | | | | | |
| Restricted funds | | | 31,620 | | 2,935 |
| Unrestricted funds | | | | | |
| Designated funds | 18 | 80,000 | | - | |
| General funds | | | 817,660 | | 762,788 |
| Total unrestricted funds | | | <u>897,660</u> | | <u>762,788</u> |
| Total funds | | | <u>929,280</u> | | <u>765,723</u> |

The Charity's net movement in funds for the year was £164,184 (2022 - £228,909).

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

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

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

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

CHARITY BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2023



Warren Rockett

.....
Warren Rockett
Chair
Date: 10/11/2023

The notes on pages 41 to 66 form part of these financial statements.

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

| | Note | 2023 £ | 2022 £ |
|---|-------------|-------------------------|-------------------------|
| Cash flows from operating activities | | | |
| Net cash used in operating activities | 20 | 876,370 | 517,895 |
| | | <hr/> | <hr/> |
| Cash flows from investing activities | | | |
| Bank interest receivable | | 32 | 1 |
| Purchase of tangible fixed assets | 14 | (11,535) | (15,736) |
| | | <hr/> | <hr/> |
| Net cash used in investing activities | | (11,503) | (15,735) |
| | | <hr/> | <hr/> |
| Change in cash and cash equivalents in the year | | 864,867 | 502,160 |
| Cash and cash equivalents at the beginning of the year | | 1,156,821 | 654,661 |
| | | <hr/> | <hr/> |
| Cash and cash equivalents at the end of the year | 21 | 2,021,688 | 1,156,821 |
| | | <hr/> <hr/> | <hr/> <hr/> |

The notes on pages 41 to 66 form part of these financial statements.

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

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

1. General information

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

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

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

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

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

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

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

2.2 Going concern

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

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

2.3 Income

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

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

2.4 Expenditure

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

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

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

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

All expenditure is inclusive of irrecoverable VAT.

2.5 Employee benefits

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

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

2.6 Interest receivable

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

2.7 Taxation

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

2.8 Tangible fixed assets and depreciation

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

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

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

Depreciation is provided on the following basis:

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

2.9 Intangible assets - goodwill

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

2.10 Investments

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

2.11 Debtors

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

2.12 Cash at bank and in hand

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

2.13 Liabilities and provisions

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

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

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

2.14 Financial instruments

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

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

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

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

2.15 Operating leases

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

2.16 Pensions

The Group operates two pension schemes for its employees:-

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

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

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

2.17 Fund accounting

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

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
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

4. Income from donations

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

| | <i>Unrestricted funds 2022 £</i> | <i>Restricted funds 2022 £</i> | <i>Total funds 2022 £</i> |
|-----------|--|--|---------------------------------------|
| Donations | 13,443 | 1,222 | 14,665 |

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

5. Income from charitable activities

| | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total funds 2023 £ |
|-----------------------------|--|--|---------------------------------------|
| Drugs and alcohol support | 563,119 | 276,856 | 839,975 |
| Mental health and wellbeing | 2,823,969 | - | 2,823,969 |
| Other projects | 14,653 | - | 14,653 |
| Total 2023 | 3,401,741 | 276,856 | 3,678,597 |
| | <i>Unrestricted funds 2022 £</i> | <i>Restricted funds 2022 £</i> | <i>Total funds 2022 £</i> |
| Drugs and alcohol support | 1,087,756 | 187,093 | 1,274,849 |
| Mental health and wellbeing | 2,339,641 | 49,650 | 2,389,291 |
| Other projects | 1,717 | 9,066 | 10,783 |
| <i>Total 2022</i> | 3,429,114 | 245,809 | 3,674,923 |

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

5. Income from charitable activities (continued)

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

| | 2023 | <i>As restated</i> |
|--|------------------|--------------------|
| | £ | <i>2022</i> |
| | | £ |
| Surrey County Council | 1,510,854 | <i>1,480,759</i> |
| National Lottery Community Fund | 146,931 | <i>105,593</i> |
| Surrey & Borders Partnership NHS Trust | 1,360,958 | <i>1,610,489</i> |
| Time to Change | - | <i>15,008</i> |
| Office of the Police & Crime Commissioner - Surrey | 109,333 | <i>53,993</i> |
| Surrey Heath | - | <i>1,500</i> |
| NHS Guildford & Waverley CCG | - | <i>-</i> |
| NHS Surrey Heartlands CCG | 500,442 | <i>361,444</i> |
| Guildford Borough Council | 26,270 | <i>25,270</i> |
| Ministry of Housing, Communities and Local Govt | 19,932 | <i>19,028</i> |
| NHS England | - | <i>191,786</i> |
| Misc other | 3,877 | <i>-</i> |
| | 3,678,597 | <i>3,864,870</i> |

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

6. Income from other trading activities

| | Unrestricted funds 2023 £ | Total funds 2023 £ |
|--------------------------------|--|---------------------------------------|
| Income from trading subsidiary | 455,484 | 455,484 |
| Sale of donated goods | 18,695 | 18,695 |
| | <hr/> 474,179 <hr/> <hr/> | <hr/> 474,179 <hr/> <hr/> |
| | <i>Unrestricted funds 2022 £</i> | <i>Total funds 2022 £</i> |
| Income from trading subsidiary | 442,474 | 442,474 |
| Sale of donated goods | 9,327 | 9,327 |
| | <hr/> 451,801 <hr/> <hr/> | <hr/> 451,801 <hr/> <hr/> |

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

7. Expenditure on raising funds - trading activities

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

| | <i>Unrestricted funds 2022 £</i> | <i>Total funds 2022 £</i> |
|------------------------------|--|---------------------------------------|
| Direct costs | 348,003 | 348,003 |
| Support costs - Staff costs | 33,901 | 33,901 |
| Support costs - Other costs | 41,954 | 41,954 |
| Support costs - Depreciation | 6,137 | 6,137 |
| <i>Total 2022</i> | <u>429,995</u> | <u>429,995</u> |

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

8. Analysis of expenditure on charitable activities - by fund

| | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total funds 2023 £ |
|-----------------------------|--|--|---------------------------------------|
| Drugs and alcohol support | 491,671 | 248,247 | 739,918 |
| Mental health and wellbeing | 2,636,280 | - | 2,636,280 |
| Other projects | 205,620 | - | 205,620 |
| Total 2023 | 3,333,571 | 248,247 | 3,581,818 |
| | <i>Unrestricted funds 2022 £</i> | <i>Restricted funds 2022 £</i> | <i>Total funds 2022 £</i> |
| Drugs and alcohol support | 1,072,473 | 192,884 | 1,265,357 |
| Mental health and wellbeing | 2,147,675 | 50,000 | 2,197,675 |
| Other projects | 13,750 | 6,670 | 20,420 |
| <i>Total 2022</i> | 3,233,898 | 249,554 | 3,483,452 |

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

9. Analysis of expenditure on charitable activities - by type

| | Activities undertaken directly 2023 £ | Support costs 2023 £ | Total funds 2023 £ |
|-----------------------------|--|---|---------------------------------------|
| Drugs and alcohol support | 614,809 | 125,109 | 739,918 |
| Mental health and wellbeing | 2,147,745 | 488,535 | 2,636,280 |
| Other projects | 4,176 | 201,444 | 205,620 |
| Total 2023 | <u>2,766,730</u> | <u>815,088</u> | <u>3,581,818</u> |
| | <i>Activities undertaken directly 2022 £</i> | <i>Support costs 2022 £</i> | <i>Total funds 2022 £</i> |
| Drugs and alcohol support | 1,103,937 | 161,420 | 1,265,357 |
| Mental health and wellbeing | 1,850,620 | 347,055 | 2,197,675 |
| Other projects | 9,459 | 10,961 | 20,420 |
| <i>Total 2022</i> | <u>2,964,016</u> | <u>519,436</u> | <u>3,483,452</u> |

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

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

Analysis of support costs

| | Total funds 2023 £ | <i>Total funds 2022 £</i> |
|-------------------------------|---------------------------------------|---------------------------------------|
| Staff costs | 556,821 | 370,235 |
| Depreciation | 8,000 | 6,000 |
| Other staff costs | 49,280 | 30,218 |
| Premises costs | 42,210 | 20,432 |
| Venue and event costs | 10,486 | 1,833 |
| Bank charges | 5,912 | 4,074 |
| Office costs | 77,399 | 30,979 |
| Technology costs | 21,929 | 22,102 |
| Governance costs | 39,123 | 31,869 |
| Volunteers expenses | - | 526 |
| Travel and subsistence | 3,404 | 1,162 |
| Service level agreement costs | 524 | 6 |
| | 815,088 | <i>519,436</i> |

10. Governance costs

| | 2023 £ | <i>2022 £</i> |
|--|-------------------|-------------------|
| Auditors' remuneration - Audit of the financial statements | 17,400 | 15,000 |
| Auditors' remuneration - Taxation services | 1,900 | 800 |
| Auditors' remuneration - Other non-audit services | 5,000 | 4,500 |
| Auditors' remuneration - Over-accrual in prior periods | (52) | - |
| Legal and professional fees | 21,736 | 11,176 |
| Trustee meeting and training expenditure | 189 | 393 |
| Total | 46,173 | <i>31,869</i> |

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

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

11. Staff costs

| | Group 2023 | <i>Group 2022</i> | Charity 2023 | <i>Charity 2022</i> |
|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| | £ | <i>£</i> | £ | <i>£</i> |
| Wages and salaries | 2,656,377 | <i>2,624,830</i> | 2,321,140 | <i>2,299,833</i> |
| Social security costs | 243,789 | <i>228,370</i> | 210,221 | <i>198,387</i> |
| Pension costs | 177,297 | <i>128,931</i> | 151,551 | <i>110,743</i> |
| | <u>3,077,463</u> | <i><u>2,982,131</u></i> | <u>2,682,912</u> | <i><u>2,608,963</u></i> |

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

| | Group 2023 | <i>Group 2022</i> |
|-----------|-----------------------|-----------------------|
| | No. | <i>No.</i> |
| Employees | <u>121</u> | <i><u>116</u></i> |

No employee received remuneration (not including employer's national insurance and pension contributions) amounting to more than £60,000 in either year.

The total amount of employee benefits received (including employer's national insurance and pension contributions) by Key Management Personnel is £137,801 (2022 - £137,135). The Group considers its Key Management Personnel to comprise of the Trustees, the Chief Executive Officer of Catalyst Support Limited and the Managing Director of Alpha Community Outreach Limited.

There was one minimum statutory redundancy payment during the year (2022 - one), for the amount of £1,300 (2022 - £2,448) and one non-contractual payment (2022 - NIL) for the amount of £580 (2022 - £NIL). The non-contractual payment ex-gratia payment was made as a gesture of goodwill.

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 March 2023, expenses totalling £121 were reimbursed or paid directly to 1 Trustee (2022 - £NIL). Expenses were incurred in relation to travel expenses.

13. Intangible assets

Group and Charity

| | Goodwill £ |
|--------------------------------------|----------------------|
| Cost | |
| At 1 April 2022 and At 31 March 2021 | 12,000 |
| | <hr/> |
| Amortisation | |
| At 1 April 2022 and At 31 March 2021 | 12,000 |
| | <hr/> |
| Net book value | |
| At 31 March 2023 | - |
| | <hr/> <hr/> |
| At 31 March 2022 | - |
| | <hr/> <hr/> |

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

14. Tangible fixed assets

Group

| | Motor vehicles £ | Furniture and equipment £ | Computer equipment £ | Total £ |
|--------------------------|---------------------------------|--|-------------------------------------|--------------------|
| Cost or valuation | | | | |
| At 1 April 2022 | 8,500 | 33,948 | 144,429 | 186,877 |
| Additions | - | - | 11,535 | 11,535 |
| At 31 March 2023 | 8,500 | 33,948 | 155,964 | 198,412 |
| Depreciation | | | | |
| At 1 April 2022 | 5,750 | 32,319 | 121,770 | 159,839 |
| Charge for the year | - | 375 | 8,375 | 8,750 |
| At 31 March 2023 | 5,750 | 32,694 | 130,145 | 168,589 |
| Net book value | | | | |
| At 31 March 2023 | 2,750 | 1,254 | 25,819 | 29,823 |
| At 31 March 2022 | 2,750 | 1,629 | 22,659 | 27,038 |

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

14. Tangible fixed assets (continued)

Charity

| | Furniture and equipment £ | Computer equipment £ | Total £ |
|--------------------------|--|-------------------------------------|--------------------|
| Cost or valuation | | | |
| At 1 April 2022 | 32,068 | 141,725 | 173,793 |
| Additions | - | 10,267 | 10,267 |
| At 31 March 2023 | 32,068 | 151,992 | 184,060 |
| Depreciation | | | |
| At 1 April 2022 | 31,041 | 119,902 | 150,943 |
| Charge for the year | - | 8,000 | 8,000 |
| At 31 March 2023 | 31,041 | 127,902 | 158,943 |
| Net book value | | | |
| At 31 March 2023 | 1,027 | 24,090 | 25,117 |
| <i>At 31 March 2022</i> | <i>1,027</i> | <i>21,823</i> | <i>22,850</i> |

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

15. Fixed asset investments

| Charity | Investment in subsidiary company £ |
|--------------------------|---|
| Cost or valuation | |
| At 1 April 2022 | 100 |
| At 31 March 2023 | 100 |

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

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

| | 2023 | <i>2022</i> |
|----------------------------|-----------------|----------------|
| | £ | <i>£</i> |
| Income | 455,484 | <i>442,474</i> |
| Expenditure | 450,080 | <i>430,613</i> |
| Gift aid for distribution | 17,104 | <i>12,200</i> |
| Total comprehensive income | (11,700) | <i>(339)</i> |
| Net assets | 276 | <i>11,976</i> |

16. Debtors

| | Group 2023 | <i>Group 2022</i> | Charity 2023 | <i>Charity 2022</i> |
|------------------------------------|-----------------------|-----------------------|-------------------------|-------------------------|
| | £ | <i>£</i> | £ | <i>£</i> |
| Due within one year | | | | |
| Trade debtors | 121,053 | <i>121,526</i> | - | <i>-</i> |
| Amounts owed by group undertakings | - | <i>-</i> | 96,156 | <i>107,348</i> |
| Prepayments and accrued income | 142,550 | <i>493,999</i> | 142,550 | <i>493,999</i> |
| | 263,603 | <i>615,525</i> | 238,706 | <i>601,347</i> |

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

17. Creditors: Amounts falling due within one year

| | Group 2023 | <i>Group 2022</i> | Charity 2023 | <i>Charity 2022</i> |
|------------------------------------|-----------------------|-----------------------|-------------------------|-------------------------|
| | £ | £ | £ | £ |
| Pension deficit liability | 80,000 | <i>80,000</i> | 80,000 | <i>80,000</i> |
| Trade creditors | 25,726 | <i>62,106</i> | 23,640 | <i>60,362</i> |
| Other taxation and social security | 128,603 | <i>147,812</i> | 102,999 | <i>123,008</i> |
| Other creditors | 3,936 | <i>5,000</i> | 3,936 | <i>4,373</i> |
| Accruals and deferred income | 1,147,393 | <i>727,494</i> | 1,090,791 | <i>664,179</i> |
| | 1,385,658 | <i>1,022,412</i> | 1,301,366 | <i>931,922</i> |

The Charity operates a defined contribution scheme with the Surrey County Council Local Government Pension Scheme which has a guaranteed element of pension benefits. The pension cost charge represents the contributions payable by the Charity to the Funds in respect of the year, and for both schemes amounted to £151,551 (2022: £110,743).

The Charity was previously informed that contributions were payable to the defined benefits scheme over a 3 year period with 3 payments of £40,000 being made annually from 1 April 2020.

| | Group 2023 | <i>Group 2022</i> | Charity 2023 | <i>Charity 2022</i> |
|--|-----------------------|-----------------------|-------------------------|-------------------------|
| | £ | £ | £ | £ |
| Deferred income | | | | |
| Deferred income at 1 April | 685,786 | <i>437,316</i> | 629,542 | <i>407,587</i> |
| Resources deferred during the year | 1,106,694 | <i>685,786</i> | 1,055,847 | <i>629,542</i> |
| Amounts released from previous periods | (685,786) | <i>(437,316)</i> | (629,542) | <i>(407,587)</i> |
| Deferred income at 31 March | 1,106,694 | <i>685,786</i> | 1,055,847 | <i>629,542</i> |

Deferred income relates to various projects and grants which are ongoing into 2023-24 and for which funds have been received in advance. These are below:

- In Reach
- Cuckooing
- Reach Out Counselling
- Making Every Contact Count
- Primary Care Network
- Hope Project
- Garden Project
- Safe Haven Peer Support
- Physical Health Liason Workers

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

18. Statement of funds

Current year

| | Balance at 1 April 2022 £ | Income £ | Expenditure £ | Transfers in/out £ | Balance at 31 March 2023 £ |
|---|---------------------------------|-------------------------|---------------------------|--------------------------|-------------------------------------|
| Unrestricted funds | | | | | |
| Designated funds | | | | | |
| Digital infrastructure improvements | - | - | - | 80,000 | 80,000 |
| General funds | | | | | |
| General funds | 854,037 | 3,907,450 | (3,783,651) | (80,000) | 897,836 |
| Pension reserve | (80,000) | - | - | - | (80,000) |
| | <u>774,037</u> | <u>3,907,450</u> | <u>(3,783,651)</u> | <u>(80,000)</u> | <u>817,836</u> |
| Total Unrestricted funds | <u>774,037</u> | <u>3,907,450</u> | <u>(3,783,651)</u> | <u>-</u> | <u>897,836</u> |
| Restricted funds | | | | | |
| Reach Out - The National Lottery Community Fund | - | 147,007 | (128,269) | - | 18,738 |
| Support Provision for Self Isolating Patients | 152 | - | - | - | 152 |
| York Road | 531 | 19,932 | (17,917) | - | 2,546 |
| Cuckooing | 2,252 | 109,993 | (102,061) | - | 10,184 |
| | <u>2,935</u> | <u>276,932</u> | <u>(248,247)</u> | <u>-</u> | <u>31,620</u> |
| Total of funds | <u><u>776,972</u></u> | <u><u>4,184,382</u></u> | <u><u>(4,031,898)</u></u> | <u><u>-</u></u> | <u><u>929,456</u></u> |

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

18. Statement of funds (continued)

Prior year

| | <i>Balance at 1 April 2021 £</i> | <i>Income £</i> | <i>Expenditure £</i> | <i>Transfers in/out £</i> | <i>Balance at 31 March 2022 £</i> |
|--|--|-----------------------|---------------------------|-----------------------------------|---|
| Unrestricted funds | | | | | |
| General funds | 668,877 | 3,894,359 | (3,663,893) | (45,306) | 854,037 |
| Pension reserve | (120,000) | - | - | 40,000 | (80,000) |
| | <u>548,877</u> | <u>3,894,359</u> | <u>(3,663,893)</u> | <u>(5,306)</u> | <u>774,037</u> |
| Restricted funds | | | | | |
| Reach Out - The National Lottery Community Fund | - | 106,510 | (111,816) | 5,306 | - |
| Support Provision for Self Isolating Patients | 152 | - | - | - | 152 |
| York Road | - | 19,028 | (18,497) | - | 531 |
| Creative Response | - | 50,000 | (50,000) | - | - |
| Cuckooing | - | 71,493 | (69,241) | - | 2,252 |
| | <u>152</u> | <u>247,031</u> | <u>(249,554)</u> | <u>5,306</u> | <u>2,935</u> |
| Total of funds | <u><u>549,029</u></u> | <u><u>247,031</u></u> | <u><u>(3,913,447)</u></u> | <u><u>-</u></u> | <u><u>776,972</u></u> |

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

18. Statement of funds (continued)

The Trustees have created a Designated Reserve of £80,000 to fund the upgrading of the Charity's information technology, data processing and digital communication systems.

The purpose of each major restricted fund is as follows:

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

Creative Response Supporting vulnerable adults of all ages with mental health issues, including addictions, learning and physical disabilities.

Cuckooing Providing support for vulnerable adults affected by cuckooing.

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

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

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

19. Analysis of net assets between funds

Analysis of net assets between funds - current year

| | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total funds 2023 £ |
|-------------------------------|--|--|---------------------------------------|
| Tangible fixed assets | 29,823 | - | 29,823 |
| Current assets | 2,253,671 | 31,620 | 2,285,291 |
| Creditors due within one year | (1,385,658) | - | (1,385,658) |
| Total | 897,836 | 31,620 | 929,456 |

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

19. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

| | <i>Unrestricted funds 2022 £</i> | <i>Restricted funds 2022 £</i> | <i>Total funds 2022 £</i> |
|-------------------------------|--|--|---------------------------------------|
| Tangible fixed assets | 27,038 | - | 27,038 |
| Current assets | 1,769,411 | 2,935 | 1,772,346 |
| Creditors due within one year | (1,022,412) | - | (1,022,412) |
| Total | <u>774,037</u> | <u>2,935</u> | <u>776,972</u> |

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

| | Group 2023 £ | <i>Group 2022 £</i> |
|--|-----------------------------|-----------------------------|
| Net income for the year (as per Statement of Financial Activities) | 152,484 | 227,943 |
| Adjustments for: | | |
| Depreciation charges | 14 | 8,750 |
| Decrease in debtors | 16 | 351,922 |
| Increase in creditors | 17 | 363,246 |
| Bank interest receivable | (32) | (1) |
| Net cash provided by operating activities | <u>876,370</u> | <u>517,895</u> |

21. Analysis of cash and cash equivalents

| | Group 2023 £ | <i>Group 2022 £</i> |
|--|-----------------------------|-----------------------------|
| Cash at bank and in hand | 2,021,688 | 1,156,821 |
| Total cash and cash equivalents | <u>2,021,688</u> | <u>1,156,821</u> |

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

22. Analysis of changes in net debt

| | At 1 April 2022 | Cash flows | At 31 March 2023 |
|--------------------------|--------------------|----------------|---------------------|
| | £ | £ | £ |
| Cash at bank and in hand | 1,156,821 | 864,867 | 2,021,688 |
| | <u>1,156,821</u> | <u>864,867</u> | <u>2,021,688</u> |

23. Pension commitments

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

The valuation of the Scheme was performed as at 31 March 2019 by a professionally qualified actuary. The market value of the Scheme's assets at the last valuation date was £3,708 million. The valuation revealed a shortfall of assets (£3,708 million) compared with the value of liabilities (£5,915 million) of some £2,207 million (equivalent to a past service funding level of 63%). The triennial review of the valuation of the Fund was carried out as at 31 March 2022, for which the report is expected to be finalised in 2023.

It is possible that future valuations or interim reviews of the Fund may require additional contributions to be made. The Charity was previously informed that additional contributions were payable to the scheme over a 3 year period with 3 payments of £40,000 being made annually from 1 April 2020.

The operating costs of the defined benefit pension scheme were £54,621 (2022 - £71,608). The Charity is currently required to contribute at the standard rate of 27.3% of pensionable salaries.

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

24. Operating lease commitments

At 31 March 2023 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | Group 2023 | <i>Group 2022</i> | Charity 2023 | <i>Charity 2022</i> |
|--|-----------------------|-----------------------|-------------------------|-------------------------|
| | £ | £ | £ | £ |
| Land and buildings | | | | |
| Not later than 1 year | 49,000 | 49,000 | 49,000 | 49,000 |
| Later than 1 year and not later than 5 years | 27,500 | 76,500 | 27,500 | 76,500 |
| | 76,500 | 125,500 | 76,500 | 125,500 |
| | Group 2023 | <i>Group 2022</i> | Charity 2023 | <i>Charity 2022</i> |
| | £ | £ | £ | £ |
| Equipment | | | | |
| Not later than 1 year | 1,080 | 1,080 | 1,080 | 1,080 |
| Later than 1 year and not later than 5 years | - | 1,080 | - | 1,080 |
| | 1,080 | 2,160 | 1,080 | 2,160 |

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

| | Group 2023 | <i>Group 2022</i> | Charity 2023 | <i>Charity 2022</i> |
|-------------------------|-----------------------|-----------------------|-------------------------|-------------------------|
| | £ | £ | £ | £ |
| Operating lease rentals | 50,080 | 50,080 | 50,080 | 50,080 |
| | 50,080 | 50,080 | 50,080 | 50,080 |

25. Related party transactions

During the year, salaries and related other costs of £394,551 (2022 - £373,168) relating to Alpha Community Outreach Ltd, the subsidiary of Catalyst Support Limited, were paid by Catalyst Support Limited and recharged to Alpha Community Outreach Ltd. At the year end, the amount owed to Catalyst Support Limited from Alpha Community Outreach Ltd is £96,156 (2022 - £107,348). During the year, Alpha Community Outreach Ltd donated distributable profits of £17,104 to Catalyst Support Limited (2022 - £12,200).