



Charity Registration no: 1075892

Company Registration no: 3689561



CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

LEARNING FROM CHANGE

Transforming, adapting and developing

Trustees' Report and Financial Statements

FOR YEAR ENDED 31 MARCH 2021



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 2021**

Trustees	Warren Rockett, Chair Susan Bowen, Deputy Chair (resigned 20 April 2020) Kath Mills Kim Tinneney Libby Grant Roger Drennan Jill Clucas (appointed 7 February 2020) Chisha McDonald (appointed 12 June 2020) Ewan Henniker-Smith (appointed 1 May 2021)
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 MacIntyre Hudson 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

**CHAIR OF TRUSTEES AND CHIEF EXECUTIVE STATEMENT
FOR THE YEAR ENDED 31 MARCH 2021**

Our Patron

Catalyst supports individuals challenged by so many of life's difficulties; when COVID-19 presented a whole range of additional problems for individuals, families and communities, it required a massive effort to address these within the rules and constraints of lockdown.

It says so much about the commitment, determination and organisational skills that the people who ARE Catalyst, the Chief Executive and her Management Team, the staff and volunteers, stepped up and adapted to the situation to make sure clients were still supported, using a mix of technology and socially distanced services. Sue Murphy sets out the scale of the changes in her statement to ensure services continued for all who needed them, and as Patron of Catalyst, I can only express my heartfelt thanks and admiration for all that has been done throughout this very difficult time.

As we emerge from Lockdown, the true extent of the impact on so many in Surrey of COVID-19 is beginning to emerge. Long COVID has a devastating effect on mental health, and job losses with the subsequent impacts on homelessness, food security and health conditions inevitably result in the adoption of harmful short term coping mechanisms which include alcohol and drug use, eating disorders and other mental health issues.

The need for Catalyst's work is increasing all the time, and it is so good to know that their services to a range of clients are expanding exponentially to meet increased demand. We all hope that better times are ahead, but the need to help people see the possibilities for change, and adopt those changes, has never been greater.

Louise
Lady O'Connor, DL

Chair of Trustees' Statement

Charities have been critical in supporting people throughout the COVID-19 pandemic, in part due to their excellent intervention skills and local knowledge. They need now to be an essential part of the rebuilding of our civil society. It is therefore vital that the government (National and Local) and funders, fully recognise that the long term sustainability of the local Charity sector is essential.

Catalyst, like many other local Charities, is expecting an increased demand for our crucial services over the next few years. Boards have therefore been thinking about how to direct their finite resources (financial and human) and their expertise to best effect. Our CEO has been at the forefront of how this needs to be done, not just in Catalyst, but more widely within partnerships and also within the Surrey Charity sector.

Throughout this last challenging and stressful year lockdowns have recurred and lasted longer than anyone imagined. Catalyst innovated and adapted, in collaborative partnerships with a variety of statutory and non-statutory organisations and bodies, to ensure appropriate and timely client services continued to be delivered. I have no doubt that Catalyst's energy, creativity and ingenuity will be put to the test, as we invent new and changed ways to help people in need within our communities, some of whom have been and will be seeking help for the very first time in their lives.

2020-2021 saw many of our funders doing their best to rise to the challenge with additional financial support for which we were most grateful. We know that when charities and partner agencies work together, support can be more targeted, less wasteful and can create more impact in people's lives and across our communities. Catalyst is determined to make 2021 the year when successful collaboration in the service of others within our sector is embraced and celebrated by all.

**CHAIR OF TRUSTEES AND CHIEF EXECUTIVE STATEMENT
FOR THE YEAR ENDED 31 MARCH 2021**

Our Trustee Board is at the heart of Catalyst. On the 12th June 2020 the Board was strengthened with the recruitment of Chisha McDonald, an NHS Trust Head of Pharmacy. She sits on our Best Practice and Operational Oversight Committee. And now as we enter the 2021-2022 year we are joined by Ewan Henniker-Smith, an expert in resourcing and talent development (appointed 1st May 2021). Both bring with them great skills and abilities to Trustee Committees and the Charity as a whole. It is the commitment and engagement (given freely) by each of our Trustees that drives this vibrant Charity; ensuring strategic direction, good governance, fiscal responsibility and effective client services, such that Catalyst is without doubt a vital part of the Surrey's civil society.

I and all the Trustees in Catalyst are immensely proud of our staff and volunteers' hard work. They have helped to positively change the lives of so many individuals through their kindness, integrity, and passionate and unselfish commitment during the past year, whilst at the same time keeping themselves, their colleagues and their own families and friends safe.

At times the road has been very hard. Thankfully vaccines are now here and proving successful. However, now is not the time for any of us working in, funding or supporting the Charity sector to get complacent. Together we all still have lots to do.

Warren Rockett

Chief Executive's Statement

It was always going to be a big year for Catalyst with many new projects and partnerships in prospect but as the severity of the coronavirus pandemic became apparent, the Charity had to focus on how it could continue to function remotely - a seemingly simple shift but a dramatic transformation of operations. COVID-19 has thrown inequalities – not unknown before – into sharper relief. We needed to find new ways of leading and working.

The single greatest lesson from the pandemic was that we did have the agility to move to online platforms in providing our services to people and for staff to work flexibly. Recognising that not everyone has the same access to online activities, there is an acknowledgement that the explosion of digital awareness has provided a plethora of opportunities to draw out and help develop ideas that can help combat social isolation and new ways for people to interact with others. Whilst people needed information about COVID-19, it was important to balance this with activities to lift people's spirits. There is still some way to go for services, pathways and processes to be simplified, streamlined and seamless, so that users' experiences are of co-ordinated support.

All our outreach teams continued to work safely face-to-face with people to support them during the pandemic and it was crucial to maintain the health and wellbeing of people attending Safe Havens when in crisis. Lack of or conflicting information or bad news about the pandemic noticeably affected people's mental health.

A reminder of one of the challenges faced by Catalyst was an initial lack of equal recognition for our staff compared to statutory colleagues. When COVID-19 vaccinations became available the tenacity of a member of the Strategic Leadership team raised this issue with many contacts in the county and was successful in ensuring that Catalyst staff were included in the early rounds of vaccinations.

CHAIR OF TRUSTEES AND CHIEF EXECUTIVE STATEMENT
FOR THE YEAR ENDED 31 MARCH 2021

The resilience of Catalyst staff and volunteers during the pandemic has been at the very heart of how we operated in 2020. Whilst working from home gave people the benefit of continuing to deliver services to the people of Surrey, there was a recognition of the need for social interactions. With the working day lived out on Teams, the weariness and long hours highlighted the need to ensure staff were "kind" to themselves; we need to look after ourselves to be able to continue to deliver high levels of service - we did this in lots of innovative ways – informal 'coffee chats', setting up a reading groups, giving all staff seeds to plant to bloom in the spring, chats with the CEO.

During the year Catalyst recognised that we need to collaborate in partnership to prioritise inclusivity, equality, fairness and the values and principles that drive good decision-making and delivery of support that addresses inequality. Governance arrangements need rigour to be effective and hold individuals and organisations, individually and collectively, to account for system-wide performance, improvement and outcomes.

As we move forward, Catalyst has just scratched the surface of a changing environment, and it will continue to evolve to meet the ever-changing needs of how it provides impactful community services from a flexible workforce capable of transformational change.

My heartfelt thanks goes to all staff, volunteers, including Trustees who have pulled together and supported each other during an exceptional year.

Sue Murphy

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

Objectives and Activities

Public Benefit

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

Catalyst Support is a non-profit organisation working with people in Surrey who are dealing with issues stemming from drug and alcohol use and mental health and wellbeing needs.

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

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

As one of three providers of Surrey-wide Community Connections mental health and wellbeing support, Catalyst offers one to one and group support often in partnership with other organisations. This includes three of the five Safe Havens offering out of hours' mental health crisis support. Through GPimhs (GP integrated mental health services) and MHICS (Mental Health Integrated Community Services) services we offer mental health support within GP surgeries in over 10 locations across the county in partnership with the NHS.

Reach Out Counselling, funded since 2011 by the National Community Lottery Fund seeks to help people deal with trauma and underlying issues leading to problems with drug and alcohol use and includes support for Friends and Family too. In partnership with SABP, we provide the i-access adult drug and alcohol support in Surrey including provision of a Needle Exchange in Woking. We also provide drug and alcohol support for the Family Safeguarding team (a partnership with SABP and Surrey County Council).

Specialist Outreach work is delivered across the county through our high impact drinker support (CHI) and the Cuckooing team who work with victims of criminal activity across Surrey, and we provide a homeless outreach service in Woking and Guildford. New projects begun during the year include: a service user network (SUN), in partnership with SABP, offering easy to access community-based support for adults experiencing difficulties with complex emotions e.g. personality disorder; and Criminal Justice Liaison and Diversion service providing early intervention for vulnerable people as they come to the attention of the criminal justice system.

Our wholly-owned subsidiary, Alpha Extreme Services Limited, combines specialist work with vulnerable and often challenging people, many with complex needs, and extreme cleans; returning profits to Catalyst thus enabling other work to be delivered.

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

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

Statement of Fundraising Information

Catalyst raises some of its funds from the public by means of organising fundraising events and accepting donations but does not work with professional fundraisers or commercial participators. The Charity is registered with the Fundraising Regulator. No complaints were received in respect of any aspect of fundraising during the year. The Charity has a transparent donations policy. While the Charity accepts donations from the people we work with, we do not approach them for fundraising without the appropriate consents.

A Tribute to Sue Bowen

One of our longest-standing members of the Catalyst Trustee Board, Sue Bowen, sadly died on 1 May 2020. Sue gave the Charity 14 years of support and service, latterly as Deputy Chair. She was a fantastic Trustee and friend of Catalyst. Her experience in the health service and working with people became the inspiration for **The Sue Bowen Award for Outstanding Contribution** to Improving People's Lives, to be presented annually at the Catalyst staff awards (CAFTA). The first winner in January 2021 was Warren Fitchett from the Criminal Justice Liaison and Diversion Team, for his work with a client preventing them from being made homeless.

Achievements and Performance 2020 – 2021

Catalyst COVID Year

Every year brings changes and challenges, but none more so than this past year. The impact of COVID and lockdowns was not only felt by the Charity and its services but across the whole country and population. As we started the financial year 2020-2021, we had successfully moved our operations to support staff working from home and continuing vital outreach support, but then had to look at how we would continue and flex that support during a period of uncertainty – which still continues today!

What we achieved:

- Equipped 100+ staff for safe home working
- Launched Microsoft Teams across the Charity
- Developed our own digital delivery platform – Catalyst Big Blue Button for group support and counselling
- Collaborated on the development of the Surrey Virtual Wellbeing Hub for people to access a wide range of group support
- Expanded telephone support across all projects
- Grew the Charity with the launch of over 6 new pilots and new projects, including out of hours COVID Outreach support for people with complex needs to self-isolate, funded by Public Health Surrey
- Welcomed 60 new staff, with online interviews and inductions
- Ensured our premises were COVID-safe with protocols, screens, distancing, repurposing of spaces
- Provided face to face support as quickly as possible between lockdowns
- Kept our walking for mental health and football activities active when allowed
- Accessed funding from Community Foundation for Surrey, the Office of the Police and Crime Commissioner, Surrey County Council and The National Community Lottery Fund for COVID responses within existing projects
- Created a Blended Working approach to support staff
- Launched a vibrant weekly bulletin to keep all staff informed
- Hosted monthly 'all company' communications meetings online
- Helped equip clients with technology and devices so they could stay connected

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

What we learned:

- The wellbeing of clients, volunteers and staff took on even more importance
- The scale of demand for our services grew and is continuing
- How much more agile and responsive Catalyst could be
- To take significant new ways of working forward
- The resilience of clients, volunteers and staff

Catalyst Mental Health and Wellbeing

Community Connections

The work of Community Connections continued to go from strength to strength in their response to the practical challenges of lockdown and to the increased need from people as they struggled to come to terms with working from home, health, family stresses and isolation.

The Community Connections team covering North West Surrey, Surrey Heath and Farnham and Guildford and Waverley continued to provide skilled one to one and group support throughout the COVID pandemic by moving swiftly from face to face to virtual wellbeing interventions – all made more effective by the active sharing of best practice and information amongst the Community Connections partners.

With our partners, we supported over **9000** people throughout the year and saw numbers grow by 10% as the pandemic progressed – a trend which continued as lockdown eased and people began to recognise their needs. We also contributed to the fast development of a Surrey Virtual Hub – an innovative platform showcasing a huge range of support available to all.

Our investment in volunteers with a full-time Volunteer co-ordinator and the commitment to developing volunteers to support and co-facilitate groups and provide 'buddying' support means that Community Connections can benefit from the strengths of volunteers and those with lived experience.

A Novel Idea – Charity Bookshop

The pandemic and subsequent lockdowns proved challenging for our bookshop but we used the down time to prepare for a safe re-opening in May 2021 after retail restrictions were lifted. It remains a key part of our Community Connections offer in Surrey and an opportunity for volunteers.

SUN – Service User Network

SUN (Service User Network) is a new, easy to access community-based service for adults experiencing difficulties with complex emotions often associated with personality disorder. These emotions can affect how a person feels, copes with life and manages relationships. The service, launched in January 2021 and provided by Community Connections in partnership with SABP, is currently offering 5 weekly groups, with plans for expansion to include face to face. With 132 enquiries to date, there have been 67 registrations and participants in the scheme, the majority in the 26-64 age group. The groups encourage clinicians and professional visitors to attend some of the groups.

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FOR THE YEAR ENDED 31 MARCH 2021

Safe Havens – out of hours' mental health crisis support

The important role of offering Safe Havens in Surrey was made even more critical as the lockdown and pandemic progressed. Catalyst partners with SABP in three of the five Safe Havens in Surrey and Aldershot (Aldershot with Andover MIND, Guildford with Oakleaf and Woking). These remained open for people in crisis only from 6pm to 11pm every day and swiftly developed a Virtual Safe Haven offer which received over 1300 calls during the year. We were involved in a winter pilot of a **24/7 Safe Haven** at the Woking site which ran from February 2021 until May 2021 and which offered a face to face service when many other services did not. The year saw nearly 5000 visits to all the Safe Havens.

Working with GP Practices – GPimhs and MHICS

Catalyst has been working in partnership with SABP and local Primary Care Networks (PCN) since 2019 to deliver pioneering emotional and wellbeing support called GPimhs (General Practice Integrated Mental Health Service) and MHICS (Mental Health Integrated Community Service). Our Community Connectors worked in GP surgeries alongside Mental Health Practitioners to offer patients extended appointment times and a range of interventions, advice and guidance. Surrey Heartlands was an early implementer of PCN's in North Guildford, CoCo (Chertsey, Crouch Oak & Ottershaw) and Banstead with SASSE2 (Staines, Ashford, Sunbury, Shepperton, Egham), East Guildford, Surrey Heath and Farnham joining in late 2020 and seeing an immediate response with over 549 referrals.

Feedback from patients and staff demonstrate that the service is making a real difference and these sites have now had **over 5330 requests for service from April 2020 to March 2021** – providing invaluable support for people and GP's. North Guildford has seen a huge increase in referrals peaking in March 2021 at 114 referrals, including many students and over 65's with no family or access to online – demonstration of the toll the pandemic has taken.

Catalyst Drug and Alcohol

Catalyst has a long history of working with people around their drug and alcohol use through a number of projects and partnerships and continues to innovate and provide many needed services and skills that others do not.

i-access Drug and Alcohol Service

Now in its third year as an innovative co-designed partnership project with Surrey and Borders Partnership NHS Foundation Trust (SABP) and Public Health Surrey, the service was able to adapt to the changes made necessary by the pandemic and lockdowns to continue offering some face to face work where needed but also to explore online, telephone and other digital support.

The service supported **3609 people** during the year and **over 480** received advice and help on the drugs treatment pathway. The team continued to deliver needle exchange and harm reduction support in person from the Woking Xchange and collaborated with town centre car parks to combat drug use litter, supplying and disposing of sharps bins. Community engagement is key to much of the i-access work across the county and there is an ongoing programme of liaising with other organisations (housing, police, Surrey Multi Ethnic Forum among many others).

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

Family Safeguarding Team

The Family Safeguarding Team (FST) Drug and Alcohol service launched in February 2020 as a joint venture with Surrey County Council and SABP, delivered through the i-access partnership, has continued to be delivered throughout COVID-19 to support the community's most vulnerable children and families. Its success during lockdown and in a pandemic is a tribute to the team which has been put in place, who utilised socially distanced home visits with PPE, telephone and online delivery of their interventions. Specialist Catalyst Drug and Alcohol workers are integrated within Children's Services to work with families on Child In Need, Child Protection or Public Law Outline arrangements offering targeted interventions for family members using drugs and/or alcohol.

Peer Mentor Programme - Using lived experience to give back

September 2019 saw the implementation of Catalyst achieving Laser Awards Learning Centre status and us offering an Accredited L2 Peer Mentor Programme.

Seven learners embarked on this training with three achieving the certificate in full; of the other four one accepted a university place in teaching and due to commitments during the pandemic, three chose to put a hold on training and qualifying hold until the next course starts in June 2021.

Our peer mentors offer a vital, through the lens experience and approach for someone new to services and bring about hope, strength and a pathway at a time when they can be fearful of the next step.

Reach Out Counselling

Reach Out Counselling, offers skilled and targeted support around the underlying issues related to substance use. It has been funded by the National Community Lottery Fund since 2011.

As with all services, the introduction of lockdown initiated a very swift move to provide even more counselling support by telephone and also online via our dedicated digital platform, Catalyst Big Blue Button. Once the lockdown was eased and the Tiered approach in place, face to face counselling resumed for a period until the late 2020 lockdown, under strict COVID-secure guidelines in Camberley and Guildford.

The key themes that emerged during the year were trauma, sexual abuse, PTSD and bereavement. Despite the lockdown, demand continued and we were offering up to 75 sessions per week – this number will grow with the planned return of face to face sessions. New trainees continued to apply, be inducted and trained and there are currently 29 counsellors.

56% of those supported were men and 44% women, with the majority (85%) being in the 25 to 64 age category. Guildford, Waverley and Woking boroughs constituted the majority of clients. The majority 66% (59 clients) saw their emotional health and wellbeing improve and also saw positive changes in family and relationships and alcohol and drug use.

Family and Friends support continued through access to counselling and also moving to group support online – these groups are facilitated and feedback indicated that hearing others' experiences, feeling supported and not alone are major benefits on the recovery road.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

Catalyst Outreach

Specialist Assertive Outreach – Cuckooing

Catalyst Special Projects encapsulates the values of Catalyst – kindness, commitment and integrity in supporting the victims of 'cuckooing' – people whose lives and homes have been targeted and taken over by drug dealers and County Lines gangs. From a ground breaking pilot project in early 2019, this service has grown to meet the increasing demand for this unique support for some of the most vulnerable in society who are often coerced by drugs and violence. From March 2021 the service is funded by the Office of Police and Crime Commissioner for 3 years.

204 referrals from across Surrey were received up until March 2021 which demonstrates the rapid growth of criminal activity and the scale of the need which is currently met by two part-time outreach workers. These comprised 79 females and 125 males, with an age range from 18-91.

Working directly with the people who are being cuckooed to prevent harm and to support them towards independence and build resilience often supporting people into new tenancies if needed, referring them into appropriate services and providing direct, immediate and practical help – the team have bought mobiles, bedding, cleaning materials, white goods – all to help people establish lives free of the 'cuckoo'. This is sadly an area which is seeing an increase in demand.

SMO - Substance Misuse Outreach Navigators

Guildford SMO

Autumn 2019 saw the launch of a new partnership service with the Homeless Outreach Support Team (HOST) funded by Ministry of Housing, Communities and Local Government (MHCLG) and commissioned by Guildford Borough Council. This specialist 'navigator' model works holistically with the homeless or those at risk of homelessness around substance use issues. It draws on the assertive engagement skills Catalyst has developed over the last 30 years of one to one working with challenging, chaotic and vulnerable people. We engage with people on the streets, in car parks and surroundings of Guildford, and work with them around their drug and alcohol use and support their needs – often we have to be persistent and patient, and prepared for challenges.

By the end of March 2021, we had engaged with 62 people; 83% male, and 17% female. 34 clients were successfully motivated into other support services including accommodation. This service is delivered by one part-time skilled outreach worker who can see up to 10 priority clients weekly. This is highly demanding work with vulnerable and often challenging people, but offers a lifeline to those it supports.

Woking SMO

Since February 2021 we have been in a new partnership funded by MHCLG with York Road Project in Woking offering a part-time substance Misuse Navigator to work holistically with 10 homeless and those at risk of homelessness around their substance use issues. We provide motivation support, harm reduction advice, guidance and navigation to access treatment.

TRUSTEES' REPORT
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CHI – Catalyst High Impact Team

In its fourth year, CHI continues to demonstrate the effectiveness of our specialist alcohol assertive outreach workers in engaging with long-term change resistant drinkers to reduce the impact on themselves, family, community and the 'blue-light' services such as police, ambulance, and hospitals. Reputable studies show for every £1 spent this services can save the public purse up to £3.42. Funded by Public Health Surrey and the Office of the Police and Crime Commissioner, the project has contributed significantly to helping reduce anti-social behaviour within local communities through our close working relationships with hospital Alcohol Liaison teams, the police, boroughs, County Councils and many other organisations.

Our team of four workers provide an intensive trauma informed approach. Usually we are the only agency involved initially and we often identify unmet needs that require further assessment from CMHRS, GP, Adult social care, benefits or housing services. Without our involvement many individuals would continue to struggle without these vital needs being met.

CHI clients are often extremely complex and require intensive support – some of the most vulnerable requiring up to 130 hours of interventions. We have seen 35 clients this year, with Alcohol Liaison teams at three Surrey hospitals being the largest referring source.

CHI is now part of Surrey Adults Matter (SAM) which is the Surrey programme taking forward the Making Every Adult Matter (MEAM) approach. The **Bridge The Gap Alliance** Pilot has worked with 7 clients since November 2020.

The team worked with 34% females (12) 66% males (23) with ages ranging from 32-82.

CJDLS – Criminal Justice Liaison and Diversion Service

From 1st April 2020 Catalyst began a new partnership with SABP and Barnardo's to provide Criminal Justice Liaison and Diversion services to the Surrey community.

Its aim is to provide early intervention for vulnerable people of all ages as they come to the attention of the criminal justice system. People are assessed and individuals identified with mental health concerns, learning disabilities, substance use problems and other vulnerabilities are as soon as possible offered support, signposting and referrals to appropriate services based on their needs.

With consent, information gained from the assessments will be shared with the relevant youth and criminal justice agencies to enable key decision makers to make more informed decisions on diversion, charging, case-management, effective participation in criminal justice proceedings, remand and sentencing for these vulnerable individuals.

The Team using assertive outreach approaches, engaged 1058 clients, made 120 referrals for alcohol and 72 referrals to substance use services, 45 referrals to primary care, 42 referrals to secondary care and 49 to other mental health providers which has improved the health and social care for individuals whilst reducing offending and supporting the best possible decision making within criminal justice partnerships.

Overall feedback on service: very good – 81.25% 18.8% - Good

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

Alpha – A Catalyst Social Enterprise

Alpha Extreme Services Ltd is a dynamic community enterprise well positioned as the "go to" agency when mainstream providers are not appropriate for vulnerable, high risk and complex people. Alpha embodies the ethos and approach of Catalyst's 30 plus years of providing highly skilled complex needs assertive outreach ensuring this most marginalised group receive a person centred, non-judgemental and respectful service.

During this extraordinary and challenging year for us all, it's been business as usual for Alpha and they have **continued to provide high quality outreach support to some of the most vulnerable people in Surrey and Hampshire.** A robust pandemic contingency plan was devised and consistently implemented from the start of the first lockdown in March 2020. Alpha's can do attitude and resilience was tested to the limit, and with a magnificent effort from the whole team, this ensured that both clients and staff were effectively supported and kept as safe as possible.

At the end of 2020/2021 Alpha were providing over 180 hours of client support each week for 42 regular clients, including individual intensive support and care packages ranging from one hour to 21 hours per week.

Alpha continues to grow, and we currently have nine Support Workers working across Surrey and Hampshire. We continue to recruit as demands increase due to specialised partnership contracts that we have successfully secured with Elmbridge Borough Council, PA Housing and Woking, Spelthorne, Elmbridge and Surrey Heath Community Safety Partnerships.

Alpha's highlight of the year in 2020 was winning the Surrey Heath Business Awards "Medium sized Business of the Year" category.

Future Planning

The mental health of our workforce has and continues to be the primary focus as we come back together in offices. It is imperative that we support our staff in returning to a safe working environment whilst re-invigorating team camaraderie. In response, we have developed a Blended Working policy to allow the flexibility to combine working from home with working from offices. A review of our Estates has also established what our priority needs are to ensure we can continue to meet the needs of people so no-one in Surrey is left behind.

Using community placed assets are core to the future delivery of services by Catalyst. Place-based working is a person-centred, bottom-up approach used to meet the unique needs of people in a given location by working together to use the best available resources and collaborate to benefit from local knowledge and insight. We are looking to locate a team in an area of deprivation within Woking Borough to engage with residents to identify community needs and address health inequalities. This model will look to be replicated across the Charity.

As part of the Surrey Mental Health Partnership Board, Catalyst has been instrumental in providing a voice for the VCSE (Voluntary, Community and Social Enterprise sector) to support and enable people to be healthier, provide high quality and accessible care and to create partnerships that work better for people and providers in the future.

Catalyst are leading discussions for an Adults Mental Health Alliance to change and innovate to deliver on the recommendations of the Surrey Mental Health Partnership Board. It aims to provide: ***"Positive emotional and mental well-being for everyone in Surrey is maintained and no-one who requires support for their mental health is turned away without an appropriate and safe relevant offer of help and the 'bridging' support required to access it"***.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

The pandemic turned the spotlight on the positive effects of being outdoors (in nature) in reducing loneliness and isolation and improving people's mental and physical health, as well as highlighting the inequality of access to green space. In supporting mental health Catalyst is connecting with local organisations for the development of new initiatives to encourage people to talk about their mental health, develop healthier lifestyles and engage with peers to get outside more with others.

A newly launched partnership with Mary Frances Trust and Acting Out Productions will deliver the Time to Change Surrey programme tackling discrimination and stigma – wherever it is found: in the workplace, public services, within families and social circles, and even within ourselves. This will continue our work to improve lives and communities. Early discussions are taking place with Public Health in respect of engaging suicide prevention strategies across the County in partnership with Mary Frances Trust.

A number of discussions and dynamisms are being initiated across the mental health system in Surrey to understand need, monitor demand, identify priorities, assess and improve performance and outcomes, and make better informed decisions. It is important Catalyst continues to be a part of the discussions to shape services for the future. And engaging with people with lived experience is vital to sustain a fresh approach for the delivery of services.

Strategy

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

Investments

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

Policies

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

Outcome Measures

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

Catalyst measures outcomes of the services delivered across all of its projects for the purpose of training, reporting to funders and the Board, and the improvement of services. These are measured across a number of metrics including the number of people engaged with, the effectiveness of the service provided and the ultimate outcome of any involvement with Catalyst. Recognised tools such as the Outcome and Recovery Stars are used in a number of projects along with other quantitative and qualitative methods.

Where Catalyst partners and sub-contracts other Charities and organisations to assist in service delivery, it ensures that their performance is measured and accountable.

Locations

Catalyst has operated during the year from three principal locations: Guildford, Woking and Camberley, with Guildford remaining fully operational to support staff throughout the lockdown. In addition, it had strategically located sub-offices in Godalming and Staines (the latter until February 2021) and was co-located with partners in Redhill, Chertsey and Guildford (SABP). There were also co-locations for GPimhs in Guildford North, Chertsey, Ottershaw and Crouch Oak, within Camberley and Farnham for MHICS and for Family Safeguarding in Woking, Guildford, Walton and Chertsey. Criminal Liaison and Diversion operate in police custody suites in Woking, Staines, Redhill and at the Redwood Centre in Farnham Road Hospital, Guildford.

Employees

The number of employees continued to grow throughout the year with the addition of new specialist projects and pilots, and as a result of new positions from the restructuring of the organisation. From a full and part-time staff of 93 in April 2020, it reached 111 by the end of March 2021.

Catalyst seeks to provide employees with challenging and rewarding employment. The Trustees consider that the Strategic Leadership Team continues to secure excellent employees who help to deliver the services the Charity provides. Employee costs are the largest element of Catalyst's expense. It is recognised by the Trustees and the Strategic Leadership Team that providing value for money and consistency of service is dependent upon the effective deployment, talent and quality of its employees. It remains a workforce challenge to recruit personnel into the field, to fund the development of its employees, and to offer flexible working arrangements, but it is a challenge Catalyst meets, looking at innovative ways of attracting its workforce and secondment opportunities with partners. Employees are eligible to join a contributory pension scheme and automatically get health membership provision.

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

Governance, Structure and Management

Constitution

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

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

**TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021**

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

Trustees

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

In 2020, the Charity recruited additional Trustees through a transparent recruitment process that used a mix of advertising in a variety of channels and through professional and personal contacts. There is no time or upper age limit for holding an appointment as a Trustee.

After appointment a Trustee Induction programme is arranged and the new Trustee is encouraged, as are all Trustees, to seek further training as part of their continuous development. This may be external or managed within and there is a usually one group training session per year. All Trustees with continuing appointments have periodic reviews. At the end of the financial year, Catalyst had a Trustee Board of seven people comprising two men and five women, with one of our Trustees having been on the Board for over 21 years. Since the end of the financial year an eighth Trustee has been recruited.

Trustees meet quarterly (and more frequently during COVID-19) in a structured meeting, either in person or virtually and they include all of the Strategic Leadership Team at appropriate times. All Trustees are also involved in Catalyst Committees and working groups, covered in the previous section.

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

Strategic Leadership Team

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

Susan Murphy	Chief Executive Officer
Jane de la Rosa	Head of Communications and Business Support
Clem Parker	Head of Operations
Lindsay Rolls	Finance Manager
Danni Bowles	Acting People and Culture Manager
Gary Ochoa	Director, Alpha Extreme Services Limited
Anthony Aralepo	Project and Strategy Manager

Risk Management

There are a number of issues which are potentially risks which could affect Catalyst across its projects and operations. The Trustees and Strategic Leadership Team monitor these closely in accordance with our risk management structure and guidelines. It is envisaged that only a serious and enduring issue outside the control of the Trustees and Strategic Leadership Team would be likely to cause serious damage to the operations and financial stability. That stated, the Charities response to mitigate COVID-19 risks, which has been monitored at Trustee level, have thus far been very successful.

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

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

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

FINANCIAL REVIEW

Financial Position

During the past year the onset of COVID-19 and the challenges arising from the pandemic have led to changes in the way the organisation operates. Increased demand for its services saw the Charity expand its activities and open up new projects particularly in the mental health and wellbeing field. The Charity was also able to realign its cost structure during the year which contributed to an overall surplus to set against last year's deficit.

Total income for the Charity amounted to £3.29m (up 27.5% from last year's figure of £2.58m) of which £1.34m (£923k last year) was for drug and alcohol support projects and £1.87m (£1.56m last year) for projects relating to mental health and wellbeing. Group income rose to £3.71m (up 22.9% from last year's £3.02m) which included income of £421k from its social enterprise subsidiary, Alpha Extreme Services Ltd.

After recognising group expenditures of £3.52m (last year £3.17m) the Charity recorded a Group surplus of £199k for the year under review against a deficit last year of (£145k).

The Charity continues to face a backdrop of largely short term (1-3 year) funding, however with sound financial management and the continuing support of its expanding staff and volunteer base, the Trustees consider the financial position of the Charity remains satisfactory and stable.

Principal Funding Sources

The Charity utilises a range of funding streams including contracts and grants to provide specific services as detailed in the financial statements. The principal funding sources arise from service level agreements with commissioning bodies. An analysis of the various agreements during the year saw the Charity reclassify this income as unrestricted which had been previously classified as restricted.

Most of Catalyst's funding is received and expended within the same financial year. For the largest of these agreements, the commissioners were:

- Surrey County Council – Community Connections wellbeing services and drug and alcohol support.
- Surrey Heartlands CCG – Safe Havens
- Surrey and Borders Partnership NHS Foundation Trust – i-access drug and alcohol and Family Safeguarding support services; Primary Care Network and mental health and wellbeing services.
- The National Lottery Community Fund – Reach Out Counselling.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

COVID-19

As with many organisations, COVID-19 has had a significant impact on the Charity and its service delivery. Most of the premises from where we had previously operated remained closed. We were, however, able to respond quickly to the changing environment to keep our staff and beneficiaries safe and to make changes in the way we supported people with new tools for service delivery including online support using digital platforms such as Microsoft Teams and Catalyst Big Blue Button, and the scaling up of telephone support. The cost base of the Charity was realigned during the year to provide additional resources in these areas.

All our funding streams remained as planned during the pandemic and we worked closely with commissioners and funders to ensure we continued to best meet people's needs. No staff were placed on furlough under the Government's Coronavirus Job Retention Scheme and we were grateful for some access and funding support which allowed us to obtain PPE and vaccinations and testing for frontline staff working with clients.

We are continuing to develop a range of new projects in response to the changing landscape, the full impact of which will become clearer over time. In addition, we will look at increasing our independent funding sources and further develop our social enterprise initiatives in order to strengthen our service delivery moving forward.

Achieving medium and long term financial stability is a priority for the years ahead as we anticipate financial pressures on public services arising from the pandemic.

Financial Policies

Financial policies approved by the Trustees are strictly enforced both at management level and with regard to employees. The Charity prepares an operating budget at the beginning of each financial year which is updated during the year, typically at the half year point. Expenditure is closely monitored against budget and detailed financial reports for each project are reviewed quarterly by Trustees and members of the Finance Committee who additionally review the Company's balance sheet, cash flow and reserves position. During the year the Charity developed and adopted a Financial Procedures Manual codifying its various financial policies into a single document.

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

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

There were no apparent breaches of Catalyst Support Limited's financial policies in the year under review.

Reserves

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

The Trustees have developed and adopted a reserves policy to reflect these requirements. The policy recognises that while the objectives of the Charity requiring the delivery of services must be the prime focus for use of funds, the obligations of the Trustees to staff, volunteers and commissioners require a prudent position to be taken in the case of financial stress on the Charity.

**TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021**

Following the income reclassification previously referred to, most of the Charity's reserves are unrestricted. We presently aim to maintain a target range for unrestricted funds at a level of between two and three months of core operational expenditure being approximately £340k to £510k. At this level the Trustees consider that, in the event of a significant deterioration in funding, its free reserves, alongside recurring income streams, will enable it to continue its current activities while exploring ways in which additional funds can be raised and/or expenditure reduced. The target range is currently under review in the light of the growth in the Charity's income, expenditure and staff count.

At 31st March 2021, unrestricted reserves stood at £526k (unrestricted funds of £549k less £23k expended on fixed assets).

Going Concern

In meeting their obligation to consider the going concern status of the organisation, the Trustees have reviewed budgets and forecasts for the coming year to 31st March 2022 and where possible to September 2022. They have considered the organisation's ability to fund its activities and to find new sources of income and funding. The Trustees consider that the forecasts prepared are appropriate and that the organisation can reasonably expect to fund its projects and activities until at least September 2022. The Charity's progress in meeting its forecasts will continue to be monitored and mitigating actions taken where necessary.

The Trustees have concluded that it is appropriate to consider the organisation a going concern.

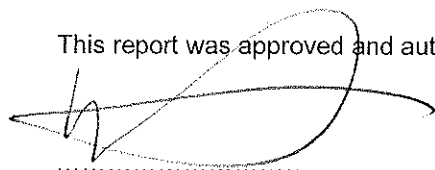
Statement of Disclosure to Auditors

Insofar as the Trustees are aware:

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

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

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



Warren Rockett
Chair

Date: 14/9/2021

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2021

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

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

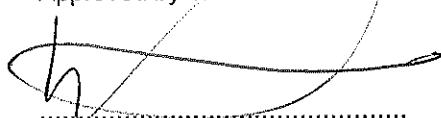
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject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

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

In so far as the Trustees are aware:

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

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



.....
Warren Rockett

Chair

Date: 14/9/2021

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CATALYST SUPPORT LIMITED

Opinion

We have audited the financial statements of Catalyst Support Limited (the 'parent charitable company') and its subsidiary (the 'Group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2021 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

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

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

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

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 MacIntyre Hudson
Statutory Auditor
London, United Kingdom

Date:

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021**

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from:					
Donations	4	15,433	1,674	17,107	13,036
Charitable activities	5	3,003,625	272,217	3,275,842	2,566,037
Other trading activities	6	421,719	-	421,719	442,523
Bank interest receivable		7	-	7	17
Total income		3,440,784	273,891	3,714,675	3,021,613
Expenditure on:					
Raising funds - trading activities	7	409,314	-	409,314	408,635
Charitable activities	8	2,688,622	417,844	3,106,466	2,640,807
Pension deficit provision		-	-	-	117,097
Total expenditure		3,097,936	417,844	3,515,780	3,166,539
Net income/(expenditure)		342,848	(143,953)	198,895	(144,926)
Transfers between funds	19	(6,968)	6,968	-	-
Net movement in funds		335,880	(136,985)	198,895	(144,926)
Reconciliation of funds:					
Total funds brought forward		212,997	137,137	350,134	495,060
Net movement in funds		335,880	(136,985)	198,895	(144,926)
Total funds carried forward		548,877	152	549,029	350,134

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

The notes on pages 28 to 55 form part of these financial statements.

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

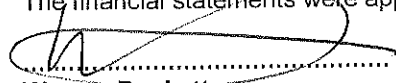
CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2021

	Note	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Intangible assets	13		-		-
Tangible assets	14		23,439		25,741
			<u>23,439</u>		<u>25,741</u>
Current assets					
Debtors	16	619,948		415,880	
Cash at bank and in hand	22	654,661		306,575	
		<u>1,274,609</u>		<u>722,455</u>	
Creditors: amounts falling due within one year	17	(709,019)		(320,965)	
Net current assets			565,590		401,490
Creditors: amounts falling due after more than one year	18		(40,000)		(77,097)
Total net assets			<u>549,029</u>		<u>350,134</u>
Charity funds					
Restricted funds	19		152		137,137
Unrestricted funds	19		548,877		212,997
Total funds			<u>549,029</u>		<u>350,134</u>

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

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

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


Warren Rockett
Chair
Date: 14/9/2021

The notes on pages 28 to 55 form part of these financial statements.

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

CHARITY BALANCE SHEET
AS AT 31 MARCH 2021

	Note	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Intangible assets	13		-		-
Tangible assets	14		18,614		19,573
Investments	15		100		100
			<u>18,714</u>		<u>19,673</u>
Current assets					
Debtors	16	651,314		389,180	
Cash at bank and in hand		557,646		283,549	
		<u>1,208,960</u>		<u>672,729</u>	
Creditors: amounts falling due within one year	17	(650,860)		(281,877)	
Net current assets			<u>558,100</u>		<u>390,852</u>
Creditors: amounts falling due after more than one year	18		(40,000)		(77,097)
Total net assets			<u><u>536,814</u></u>		<u><u>333,428</u></u>
Charity funds					
Restricted funds			152		130,321
Unrestricted funds			536,662		203,107
Total funds			<u><u>536,814</u></u>		<u><u>333,428</u></u>

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

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

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


Warren Rockett

Chair

Date: 14/9/2021

The notes on pages 28 to 55 form part of these financial statements.

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash used in operating activities	21	355,807	32,329
Cash flows from investing activities			
Bank interest receivable		7	17
Purchase of tangible fixed assets	14	(7,728)	(13,793)
Net cash used in investing activities		(7,721)	(13,776)
Change in cash and cash equivalents in the year		348,086	18,553
Cash and cash equivalents at the beginning of the year		306,575	288,022
Cash and cash equivalents at the end of the year	22	654,661	306,575

The notes on pages 28 to 55 form part of these financial statements.

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

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

1. General information

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

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

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

2. Accounting policies

2.1 Basis of preparation of financial statements

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

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

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

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

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements. The Income and Expenditure Account for the year in respect of the Charity showed a surplus of £203,386 (2020 - deficit £147,129).

2.2 Going concern

The Trustees have assessed the use of going concern and have considered possible events or conditions that might cast significant doubt on the ability of the Group to continue as a going concern including the impact of COVID-19. The Trustees have made this assessment for a period of at least one year from the date of the approval of these financial statements. The Trustees have concluded that there is a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. The Group therefore continues to adopt the going concern basis in preparing these financial statements.

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

2. Accounting policies (continued)

2.3 Income

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

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

2.4 Expenditure

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

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

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

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

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

All expenditure is inclusive of irrecoverable VAT.

2.5 Employee benefits

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

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

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 2021

2. Accounting policies (continued)

2.12 Cash at bank and in hand

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

2.13 Liabilities and provisions

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

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

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

2.14 Financial instruments

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

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

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

Liabilities – trade creditors, accruals and other creditors will be classified as financial instruments, and are measured at amortised cost as detailed in Notes 17 and 18. Taxation and social security balances are not included in the financial instruments disclosure.

2.15 Operating leases

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

2. Accounting policies (continued)

2.16 Pensions

The Group operates two pension schemes for its employees:-

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

The latest actuarial valuation was carried out as at 31 March 2019. The operating costs of providing these benefits are recognised in the Consolidated Statement of Financial Activities in the accounting year in which the benefits are earned by the employees and related financing and other costs recognised in the year in which they arise. No other retirement benefits are provided.

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

2.17 Fund accounting

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

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

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

3. Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions:

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

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

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

4. Income from donations

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Donations	15,433	1,674	17,107

	<i>Unrestricted funds 2020 £</i>	<i>Restricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Donations	8,550	4,486	13,036

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

5. Income from charitable activities

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Drugs and alcohol support	1,128,836	210,841	1,339,677
Mental health and wellbeing	1,816,606	50,000	1,866,606
Central projects	58,183	-	58,183
Special projects	-	11,376	11,376
Total 2021	3,003,625	272,217	3,275,842

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Drugs and alcohol support	32,850	890,490	923,340
Mental health and wellbeing	-	1,561,436	1,561,436
Central projects	16,261	-	16,261
Special projects	-	65,000	65,000
Total 2020	49,111	2,516,926	2,566,037

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

5. Income from charitable activities (continued)

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

	2021 £	2020 £
Surrey County Council	1,295,063	1,267,676
National Lottery Community Fund	153,911	130,640
Surrey & Borders Partnership NHS Trust	1,157,195	782,804
Surrey Police	-	5,000
Office of the Police & Crime Commissioner - Surrey	53,993	40,000
Runnymede Borough Council	-	506
NHS Guildford & Waverley CCG	263,341	224,000
Guildford Borough Council	32,850	32,850
Surrey County Council - Councillors	-	1,300
Health Education England	-	65,000
York Road	3,080	-
NHS England	192,683	-
	<u>3,152,116</u>	<u>2,549,776</u>

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

6. Income from other trading activities

	Unrestricted funds 2021 £	Total funds 2021 £
Income from trading subsidiary	421,574	421,574
Book sales	145	145
	<u>421,719</u>	<u>421,719</u>

	Unrestricted funds 2020 £	Total funds 2020 £
Income from trading subsidiary	426,538	426,538
Book sales	15,985	15,985
	<u>442,523</u>	<u>442,523</u>

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

7. Expenditure on raising funds - trading activities

	Unrestricted funds 2021 £	Total funds 2021 £
Direct costs	329,233	329,233
Support costs - Staff costs	33,030	33,030
Support costs - Other costs	45,772	45,772
Support costs - Depreciation	2,030	2,030
Total 2021	410,065	410,065
	Unrestricted funds 2020 £	Total funds 2020 £
Direct costs	343,177	343,177
Support costs - Staff costs	31,734	31,734
Support costs - Other costs	30,402	30,402
Support costs - Depreciation	3,322	3,322
Total 2020	408,635	408,635

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

8. Analysis of expenditure on charitable activities - by fund

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Drugs and alcohol support	971,878	276,660	1,248,538
Mental health and wellbeing	1,692,804	127,611	1,820,415
Central projects	23,940	-	23,940
Special projects	-	13,573	13,573
Total 2021	2,688,622	417,844	3,106,466
	<i>Unrestricted funds 2020 £</i>	<i>Restricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Drugs and alcohol support	18,559	887,427	905,986
Mental health and wellbeing	-	1,529,687	1,529,687
Central projects	142,288	194	142,482
Special projects	-	62,652	62,652
<i>Total 2020</i>	<i>160,847</i>	<i>2,479,960</i>	<i>2,640,807</i>

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

9. Analysis of expenditure on charitable activities - by type

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £
Drugs and alcohol support	1,094,435	154,103	1,248,538
Mental health and wellbeing	1,541,231	279,184	1,820,415
Central projects	-	23,940	23,940
Special projects	11,837	1,736	13,573
Total 2021	2,647,503	458,963	3,106,466

	Activities undertaken directly 2020 £	Support costs 2020 £	Total funds 2020 £
Drugs and alcohol support	775,452	130,534	905,986
Mental health and wellbeing	1,306,352	223,335	1,529,687
Central projects	194	142,288	142,482
Special projects	52,902	9,750	62,652
Total 2020	2,134,900	505,907	2,640,807

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

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

Analysis of support costs

	Total funds 2021 £	Total funds 2020 £
Staff costs	324,007	325,871
Depreciation	8,000	9,346
Other staff costs	13,832	25,418
Premises costs	22,033	26,556
Venue and event costs	1,857	7,801
Bank charges	2,154	1,942
Office costs	28,035	45,208
Technology costs	27,858	26,442
Governance costs	25,599	24,914
Volunteers expenses	601	4,199
Travel and subsistence	181	8,210
Service level agreement costs	4,806	-
	<u>458,963</u>	<u>505,907</u>

10. Governance costs

	2021 £	2020 £
Auditors' remuneration - Audit of the financial statements	13,600	13,450
Auditors' remuneration - Taxation services	700	650
Auditors' remuneration - Other non-audit services	3,850	3,750
Legal and professional fees	7,449	7,064
Total	<u>25,599</u>	<u>24,914</u>

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

11. Staff costs

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Wages and salaries	2,246,806	1,749,565	1,942,636	1,441,929
Social security costs	194,049	146,483	166,142	119,051
Pension costs	126,160	98,924	108,479	82,560
	<u>2,567,015</u>	<u>1,994,972</u>	<u>2,217,257</u>	<u>1,643,540</u>

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

	Group 2021 No.	Group 2020 No.
Employees	<u>103</u>	<u>92</u>

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

The total amount of employee benefits received (including employer's national insurance and pension contributions) by Key Management Personnel is £135,457 (2020 - £125,145). The Group considers its Key Management Personnel to comprise of the Trustees, the Chief Executive Officer of Catalyst Support Limited and the Director of Alpha Extreme Services Limited.

There was one minimum statutory redundancy payment during the year (2020: None), for the amount of £13,719 (2020: £NIL).

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 March 2021, no Trustee expenses have been incurred (2020 - £NIL).

13. Intangible assets

Group and Charity

	Goodwill £
Cost	
At 1 April 2020 and At 31 March 2021	12,000
Amortisation	
At 1 April 2020 and At 31 March 2021	12,000
Net book value	
At 31 March 2021	-
At 31 March 2020	-

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

14. Tangible fixed assets

Group

	Motor vehicles £	Furniture and equipment £	Computer equipment £	Total £
Cost or valuation				
At 1 April 2020	10,495	32,801	127,612	170,908
Additions	-	120	7,608	7,728
At 31 March 2021	10,495	32,921	135,220	178,636
Depreciation				
At 1 April 2020	6,305	28,725	110,137	145,167
Charge for the year	1,500	3,124	5,406	10,030
At 31 March 2021	7,805	31,849	115,543	155,197
Net book value				
At 31 March 2021	2,690	1,072	19,677	23,439
At 31 March 2020	4,190	4,076	17,475	25,741

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

14. Tangible fixed assets (continued)

Charity

	Furniture and equipment £	Computer equipment £	Total £
Cost or valuation			
At 1 April 2020	30,921	125,595	156,516
Additions	120	6,921	7,041
At 31 March 2021	31,041	132,516	163,557
Depreciation			
At 1 April 2020	28,277	108,666	136,943
Charge for the year	2,764	5,236	8,000
At 31 March 2021	31,041	113,902	144,943
Net book value			
At 31 March 2021	-	18,614	18,614
At 31 March 2020	2,644	16,929	19,573

CATALYST SUPPORT LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

15. Fixed asset investments

	Investment in subsidiary company £
Charity	
Cost or valuation	
At 1 April 2020	100
At 31 March 2021	<u>100</u>

Catalyst Support Limited holds 100 £1 ordinary shares in Alpha Extreme Services Limited (Company Registered Number: 07563107), representing a 100% holding. The financial results of the subsidiary are included in these consolidated financial statements.

The registered office of Alpha Extreme Services Limited is 14 Jenner Road, Guildford, Surrey, GU7 1LQ.

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

The financial results of the subsidiary were as follows:

Income:	£421,574
Expenditure:	£426,065
Total comprehensive income:	(£4,491)
Net assets:	£12,315

16. Debtors

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Due within one year				
Trade debtors	70,851	89,962	-	-
Amounts owed by group undertakings	-	-	102,217	64,552
Other debtors	-	1,290	-	-
Prepayments and accrued income	549,097	324,628	549,097	324,628
	<u>619,948</u>	<u>415,880</u>	<u>651,314</u>	<u>389,180</u>

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

17. Creditors: Amounts falling due within one year

		Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Pension deficit liability	18	80,000	40,000	80,000	40,000
Trade creditors		53,018	51,240	51,330	47,733
Other taxation and social security		102,381	80,258	80,539	65,024
Other creditors		12,076	5,000	12,076	5,000
Accruals and deferred income		461,544	144,467	426,915	124,120
		<u>709,019</u>	<u>320,965</u>	<u>650,860</u>	<u>281,877</u>
		Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Deferred income					
Deferred income at 1 April		44,197	16,361	-	8,412
Resources deferred during the year		437,316	44,197	407,587	-
Amounts released from previous periods		(44,197)	(16,361)	-	(8,412)
Deferred income at 31 March		<u>437,316</u>	<u>44,197</u>	<u>407,587</u>	<u>-</u>

Deferred income relates to various projects and grants which are ongoing into 2021-22 and for which funds have been received in advance. These are below:

- In Reach
- Recovery and Connect
- Older Adult Support grant
- Surrey Police - Cuckooing
- PCC - Cuckooing
- National Lottery
- Bridge the Gap
- COVID-19 grant
- Service User Network (SUN)

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

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

	Group 2021 £	<i>Group 2020 £</i>	Charity 2021 £	<i>Charity 2020 £</i>
Pension deficit liability	40,000	<i>77,097</i>	40,000	<i>77,097</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 £108,337 (2020 - £82,560).

The Charity was previously informed that additional contributions were payable to the defined benefits scheme over a 3 year period with 3 payments of £40,000 being made annually from 1 April 2020. These payments have not been discounted to present value in 2021 (2020 - these payments were discounted to present value based on a rate of 2.5%). The amount due falling after one year amounts to £40,000 (2020 - £77,097).

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

19. Statement of funds

Current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
Unrestricted funds					
General funds	330,094	3,440,784	(3,095,033)	(6,968)	668,877
Pension reserve	(117,097)	-	(2,903)	-	(120,000)
	<u>212,997</u>	<u>3,440,784</u>	<u>(3,097,936)</u>	<u>(6,968)</u>	<u>548,877</u>
Restricted funds					
Reach Out - The National Lottery Community Fund	(6,816)	155,085	(151,615)	3,346	-
I-Access	49,105	-	(49,105)	-	-
North West Surrey	4,605	-	(4,605)	-	-
Support Provision for Self Isolating Patients	-	11,376	(11,224)	-	152
York Road	-	3,080	(3,080)	-	-
Guildford & Waverley	20,838	-	(20,838)	-	-
Surrey Health & Farnham	14,769	-	(14,769)	-	-
Homeless Outreach Support Team (HOST)	14,291	-	(14,291)	-	-
Family Safeguarding	79	-	(79)	-	-
Aldershot, Guildford and Woking Safe Havens	(1,050)	-	1,050	-	-
Liason and Diversion	(194)	-	194	-	-
Catalyst High Impact (CHI)	522	-	(522)	-	-
Cuckooing	191	54,350	(58,163)	3,622	-
Primary Care Network	38,449	-	(38,449)	-	-
Darzi Fellow	2,348	-	(2,348)	-	-
Creative Response	-	50,000	(50,000)	-	-
	<u>137,137</u>	<u>273,891</u>	<u>(417,844)</u>	<u>6,968</u>	<u>152</u>
Total of funds	<u>350,134</u>	<u>3,714,675</u>	<u>(3,515,780)</u>	<u>-</u>	<u>549,029</u>

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

19. Statement of funds (continued)

Prior year

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2020 £
Unrestricted funds					
Designated funds					
Designated funds	22,657	-	-	(22,657)	-
General funds					
General funds	375,562	467,351	(550,923)	38,104	330,094
Pension reserve	-	-	(117,097)	-	(117,097)
	<u>375,562</u>	<u>467,351</u>	<u>(668,020)</u>	<u>38,104</u>	<u>212,997</u>
Total Unrestricted funds	<u>398,219</u>	<u>467,351</u>	<u>(668,020)</u>	<u>15,447</u>	<u>212,997</u>
Restricted funds					
Reach Out - The National Lottery Community Fund	14,903	134,903	(156,622)	-	(6,816)
ISIS/I-Access	30,417	579,587	(545,452)	(15,447)	49,105
North West Surrey	7,683	531,650	(534,728)	-	4,605
Guildford & Waverley	17,647	369,550	(366,359)	-	20,838
Surrey Health & Farnham	14,390	196,476	(196,097)	-	14,769
Homeless Outreach Support Team (HOST)	-	32,850	(18,559)	-	14,291
Family Safeguarding	-	13,680	(13,601)	-	79
Creative Response	-	50,000	(50,000)	-	-
Aldershot, Guildford and Woking Safe Havens	6,142	284,000	(291,192)	-	(1,050)
Liason and Diversion	-	-	(194)	-	(194)
Catalyst High Impact (CHI)	5,600	120,000	(125,078)	-	522
Cuckooing	59	46,806	(46,674)	-	191
Primary Care Network	-	129,760	(91,311)	-	38,449
Darzi Fellow	-	65,000	(62,652)	-	2,348
	<u>96,841</u>	<u>2,554,262</u>	<u>(2,498,519)</u>	<u>(15,447)</u>	<u>137,137</u>
Total of funds	<u>495,060</u>	<u>2,554,262</u>	<u>(3,166,539)</u>	<u>-</u>	<u>350,134</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

19. Statement of funds (continued)

The designated fund is in respect of a dilapidation provision.

The purpose of each major restricted fund is as follows:

Reach Out includes funds received from The National Lottery Community Fund for the provision of counselling for individuals around substance misuse by volunteer counsellors. A transfer of £3,346 has been made to the fund from general funds to provide the additional funds required to bring that year end balance to £NIL.

I-Access is the commissioned funding for Tier 2 Adult Drug and Alcohol Services. Following a review of the contract in 2020/21, this income has now been re-classified to unrestricted funds.

Surrey County Council and NHS Clinical Commissioning Groups fund Community Connections and Safe Havens working with mental health and emotional wellbeing in Guildford and Waverley, Surrey Health & Farnham and North West Surrey. Following a review of the contracts in 2020/21, this income has now been re-classified to unrestricted funds.

Homeless Outreach Support Team (HOST) Working alongside HOST in Guildford, providing Substance misuse outreach for rough sleepers. Following a review of the contracts in 2020/21, this income has now been re-classified to unrestricted funds.

Family Safeguarding Early engagement with families, tackling the causes of children being in need or at risk of substance misuse. Following a review of the contract in 2020/21, this income has now been re-classified to unrestricted funds.

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

The Aldershot, Guildford and Woking Safe Havens fund support ad hoc alcohol outreach and intervention projects. Following a review of the contracts in 2020/21, this income has now been re-classified to unrestricted funds.

Catalyst High Impact (CHI) supports people with severe alcohol and drug issues and is funded by the Surrey County Council. Following a review of the contract in 2020/21, this income has now been re-classified to unrestricted funds.

Cuckooing Providing support for vulnerable adults affected by cuckooing. A transfer of £3,622 has been made to the fund from general funds to provide the additional funds required to bring that year end balance to £NIL.

Primary Care Network Working with GP's and psychiatrists at a local level. Offering 30 minute appointments to assess mental health needs, signpost and connect with the local community. Following a review of the contract in 2020/21, this income has now been re-classified to unrestricted funds.

The Darzi Fellowship Clinical Leadership Programme is designed to build the training and development of senior clinical leaders.

The Liaison and Diversion project aims to provide early intervention for vulnerable people as they come to the attention of the criminal justice system and for which costs have already been incurred ahead of its start in 2020/21. Following a review of the contract in 2020/21, this income has now been re-classified to unrestricted funds.

CATALYST SUPPORT LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

19. Statement of funds (continued)

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

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

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

20. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	23,439	-	23,439
Current assets	1,274,457	152	1,274,609
Creditors due within one year	(709,019)	-	(709,019)
Creditors due in more than one year	(40,000)	-	(40,000)
Total	548,877	152	549,029

Analysis of net assets between funds - prior year

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	25,741	-	25,741
Current assets	541,121	181,334	722,455
Creditors due within one year	(276,768)	(44,197)	(320,965)
Creditors due in more than one year	(77,097)	-	(77,097)
Total	212,997	137,137	350,134

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

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

		Group 2021 £	Group 2020 £
Net income/expenditure for the year (as per Statement of Financial Activities)		198,895	(144,926)
Adjustments for:			
Depreciation charges	14	10,030	12,668
Increase in debtors	16	(204,068)	(84,622)
Increase in creditors	18,17	350,957	249,226
Bank interest receivable		(7)	(17)
Net cash provided by operating activities		355,807	32,329

22. Analysis of cash and cash equivalents

	Group 2021 £	Group 2020 £
Cash at bank and in hand	654,661	306,575
Total cash and cash equivalents	654,661	306,575

23. Analysis of changes in net debt

	At 1 April 2020 £	Cash flows £	At 31 March 2021 £
Cash at bank and in hand	306,575	348,086	654,661
	306,575	348,086	654,661

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

24. Pension commitments

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

The valuation of the Scheme was performed as at 31 March 2019 by a professionally qualified actuary. The market value of the Scheme's assets at the last valuation date was £3,708 million. The valuation revealed a shortfall of assets (£3,708 million) compared with the value of liabilities (£5,915 million) of some £2,207 million (equivalent to a past service funding level of 63%). The employers (including the Charity) are currently required to contribute at the standard rate of 27.3% of pensionable salaries.

It is possible that future valuations or interim reviews of the Fund may require additional contributions to be made. The Charity was 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 next valuation of the Fund will be carried out as at 31 March 2022.

The operating costs of the defined benefit pension scheme were £76,110 (2020 - £69,280).

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(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

25. Operating lease commitments

At 31 March 2021 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Land and buildings				
Not later than 1 year	42,500	53,125	42,500	53,125
Later than 1 year and not later than 5 years	93,000	196,000	93,000	196,000
	135,500	249,125	135,500	249,125
	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Equipment				
Not later than 1 year	1,080	940	1,080	940
Later than 1 year and not later than 5 years	2,160	2,820	2,160	2,820
	3,240	3,760	3,240	3,760

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

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Operating lease rentals	50,080	89,750	50,080	89,750
	50,080	89,750	50,080	89,750

26. Related party transactions

In 2020, there was a payment of £1,810 made to a contractor, Michael Elliott, for repairs and maintenance services provided. Michael Elliott is a related party of the CEO of the Charity. There were no payments made in 2021.

During the year, salaries of £349,758 (2020 - £351,432) relating to Alpha Extreme Services Limited, the subsidiary of Catalyst Support Limited, were paid by Catalyst Support Limited and recharged to Alpha Extreme Services Limited. At the year end, the amount owed to Catalyst Support Limited from Alpha Extreme Services Limited is £102,217 (2020 - £64,552). During the year, Alpha Extreme Services Limited donated distributable profits of £16,000 to Catalyst Support Limited (2020 - £15,700).

THANK YOU

Catalyst would not be able to continue its work without the support of many people and organisations.

Thank you to our individual donors especially to clients who donate in recognition of the benefits they experience

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



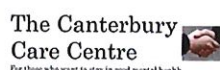
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GET IN TOUCH

Our opening times:

Monday – Friday: 9am – 5pm

Contact Us:

14 Jenner Road, Guildford, Surrey GU1 3PL

Phone: 01483 590150

Text: 07909 631623

Email: info@catalystsupport.org.uk

www.catalystsupport.org.uk

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