

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

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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 2022**

Trustees	Warren Rockett, Chair Kath Mills, Deputy Chair Kim Tinneney Libby Grant Roger Drennan Jill Clucas Chisha McDonald Ewan Henniker-Smith (appointed 1 May 2021) Rebekka Francis (appointed 26 July 2021) Sarbani Bose (appointed 26 July 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 2022**

Our Patron

As I write, the impact of COVID-19 and lockdowns on the health and wellbeing of children, families and communities is becoming increasingly clear throughout Surrey and widely throughout the U.K. COVID-19 has affected every individual and strata of society, with the combined stresses of dealing with physiological illness, bereavement, loss of work, change in work patterns and the devastating effects of long COVID (estimated nationally at 1.7 million adults, Office of National Statistics). It is no surprise that we are seeing patterns of increased dependency on alcohol, legal and illegal drugs and gambling addictions both nationally and in our local area of Surrey. Domestic violence has also increased and, as Catalyst has experienced, the need for mental health support has never been greater in Surrey, with demands on services for adults and young people rising exponentially. As our Chief Executive, Sue Murphy, mentions in her statement, it is absolutely essential that collaboration between all services should be as effective as possible and it is heartening to see how much Catalyst reaches out to health providers and others in the voluntary sector, as well as the private sector (Vodafone for example) to ensure that those seeking help with myriad issues such as homelessness and food poverty are bridged and supported to access the range of services available.

It is wonderful to see that the Safe Haven for young adults has been launched in Guildford, a much needed addition to the other Safe Havens situated throughout Surrey. It is great that Catalyst has launched a quarterly newsletter so people can be kept up to date with all the latest news. The website also shows the wide range of services available to Catalyst clients, including sports activities, arts and crafts groups, wellbeing walks, Reach Out Counselling, volunteering opportunities and much more. All services available aim to increase health and wellbeing for people in Surrey.

As we move further into the opening up of life in Surrey, together with better weather, I hope the opportunities for many who have been isolated and fearful will improve. I know that Catalyst will continue to support people and address mental health challenges, both exacerbated and/or caused by COVID-19. I am very proud to be Patron of such fantastic and dedicated charity.

Louise
Lady O'Connor, DL

**CHAIR OF TRUSTEES AND CHIEF EXECUTIVE STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022**

Chair of Trustees' Statement

Last year I stated that Catalyst's energy, creativity, and ingenuity would be put to the test, and it was. We not only developed new and alternative ways to help people in need, but continued to provide much needed everyday services, whilst at the same time helping others operating within the charity sector. This has not been without its challenges. A considerable internal challenge has been getting the balance right between office, home and outreach style working. Catalyst is not immune to workplace challenges faced by many other organisations.

Our CEO and senior colleagues have worked tirelessly to maintain and raise awareness in Surrey and elsewhere of the current and future value of the charity sector and its service delivery expertise, whether through delivering cost effective mental health and wellbeing support and/or helping individuals and families address drug and alcohol related issues.

The sheer determination of staff, counsellors, and volunteers, working with the support of senior management and the Trustee Board, ensured Catalyst emerged from the worst of COVID-19 in a good and healthy state. All the Trustees are immensely proud of that. It has been a huge challenge delivering services, made only possible through the endeavours of our committed staff and volunteers, and our engaging and innovative service partners.

As we ended the year Catalyst and the Surrey charity Outline have been in discussion over the latter closing as a charity and becoming a part of Catalyst. Outline provides support to people with their sexuality and gender identity, including but not limited to the lesbian, gay, bi-sexual and transsexual community of Surrey, for over 20 years, primarily through a helpline, website, and support groups. Following a trustee driven due diligence process I am really pleased that both charities have agreed to the merger which will be complete by the summer of 2022. The joining of both charities ensures the continuation of Outline's work/services and provides greater client access to services through Catalyst's own operational networks, particularly mental health support. Some of Outline's services will be project based under the banner 'Outline in Catalyst'.

The focused efforts of the Catalyst Trustees and the various Committees upon which each sit, has helped ensure strategic direction, good governance, and fiscal responsibility and accountability throughout the year, thus enabling the charity to grow and develop. We have been very fortunate to have been able to add to the wide skills and experience of the Board with the recruitment of two new Trustees, Sarbani Bose and Rebekka Francis. Sarbani has over 20 years' experience in the digital and data world, as well as being the diversity and inclusion ambassador for the Institute of Directors in Hampshire and Isle of Wight. Rebekka brings to the Board and the wider charity a considerable understanding of the health and social care sector, plus a wealth of workplace wellbeing, inclusion, and compassionate everyday leadership. The Board now consists of ten Trustees and is the most widely diverse board in the charity's history.

We all now look forward to continuing to deliver upon improving people's lives across Surrey.

Warren Rockett
Chair of Trustees

**CHAIR OF TRUSTEES AND CHIEF EXECUTIVE STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022**

Chief Executive's Statement

The pandemic and its economic and social consequences has led to a spike in demand for services; in particular mental health being on the sharp end of significant social upheaval, as people have been furloughed, made redundant, or isolated from their regular social networks and support.

Video calls, Zoom quizzes and the introduction of Teams were all synonymous with the pandemic and many people faced the challenges of isolation without access to technology. The introduction of Tech to Connect in Surrey, a digital inclusion service delivered by Surrey Coalition of Disabled People, changed the way our clients were able to connect with family, friends and peers and to access groups and activities. Tech to Connect provided our clients with devices, digital literacy training and confidence-boosting support. Vodafone pledged to eradicate digital exclusion by ensuring nobody was left behind by providing free Vodafone SIMs, each loaded with 20GB data a month for six months, plus unlimited calls and texts. Catalyst was successful in applying for the free SIMS to help achieve this goal by giving SIMS to people who are digitally excluded, together with other local charities.

It has never been more important to come together with a structure for collaborative working and partnerships. The evolving Surrey Voluntary, Community and Social Enterprise (VCSE) Alliance and Adults Mental Health Alliance, of which Catalyst are core members, will shape and change understanding of population needs and make joint decisions on key resources and capabilities. Both Alliances will shape the future for the Charity as a key strategic partner, with an important contribution to make in shaping, improving and delivering services and developing and implementing plans to tackle the wider determinants of health.

Keeping in touch with our employees was a top focus during the pandemic; weekly bulletins gave information on internal and external developments, notable changes, and public awareness campaigns. Our quarterly communications meetings enabled our employees to meet one another and learn about service delivery. Throughout the pandemic, staff received regular updates about government guidelines, safeguarding their own, colleagues' and clients' safety. Our Bookshop, A Novel Idea, continued to operate during the pandemic alongside Government guidelines receiving donations, rotating books and preparing for openings following the various lockdowns. During this period, we collaborated with Make a Difference with Records to sell second hand vinyl in our charity bookshop which has proved successful and raised the awareness of A Novel Idea in different ways.

Our crisis and outreach services continued to provide face-to-face support, and we devised new and innovative ways to provide virtual or telephone-based groups, activities, and counselling that have proven to be useful to those who access them. It became apparent through the easing of lockdown that people were able to access services in ways that were previously unavailable due to their personal circumstances; the feedback we received encouraged us to keep offering our services in new ways.

The uncertainty of lockdowns during this period has made it an incredibly difficult time in planning a return to offices. Offering blended working for staff has been supportive not only for our workforce but also ensuring offices support safe measures for all.

However, working from home has isolated us from our colleagues, peers and networks. The toll of the past year has meant our staff have not had the opportunity to see as many fellow colleagues in the office to chat and offload – our staff have missed meeting new colleagues face to face and getting valuable advice when needed. It has become apparent that these conversations matter.

As we move forward, it is critical that staff connect in person in order for our workforce to benefit and to develop a culture of trust with colleagues. It's important for all of our staff to know each other and know where to go when looking for specialist advice and knowledge. The challenge now is how we integrate connectedness to reform working relationships and create the unplanned interactions that once filled our workdays.

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**CHAIR OF TRUSTEES AND CHIEF EXECUTIVE STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022**

My thanks and appreciation goes to the staff, volunteers and Trustees of Catalyst for their commitment, integrity, kindness and resilience in providing outstanding support to the residents of Surrey in a person-centred way that enables them to improve their mental and physical wellbeing.

Sue Murphy
Chief Executive Officer

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Objectives and Activities

Public Benefit

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

Catalyst Support is a non-profit organisation working to promote the wellbeing of people in Surrey. Our work is across three main areas: **Mental Health and Wellbeing**, **Drug & Alcohol** and **Other Projects** and is delivered under our values of kindness, integrity and commitment.

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

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

Mental Health and Wellbeing - As one of three lead providers of the Surrey-wide Community Connections mental health and wellbeing service, Catalyst offers one to one and group support often in partnership with other organisations. This includes being part of three of the five Safe Havens offering out of hours mental health crisis support.

A Young Adult Safe Haven launched in November 2021 as a one year pilot. This offers a safe space for 18-25 year olds to talk openly and confidentially about their mental health and emotional wellbeing; a service delivered in partnership with Oakleaf, a Guildford based mental health charity.

Through GPimhs (GP integrated mental health services) and MHICS (Mental Health Integrated Care System) we offer extended appointments for mental health support within GP surgeries in 13 locations across the county in partnership with the NHS. There were a total of 637 referrals between April 2021 and March 2022.

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

Catalyst launched two new services in April 2021. In-Reach supports patients being discharged from mental health hospital wards, helping to smooth the transition from the ward to home. Recovery and Connect supports people for up to three months who are registered with Community Mental Health Recovery Services (CMHRS) but not engaging with community services. Both services are funded by SABP and delivered with our Community Connections partners.

In 2021, Surrey County Council / Public Health awarded a contract to Catalyst, Mary Frances Trust and Acting Out Productions (affiliated to Let's Link charity) called Time To Change Surrey. We use our combined knowledge and work together at reducing the stigma and discrimination associated with mental health for people in Surrey.

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

In partnership with SABP, we provided the i-access adult drug and alcohol support in Surrey including provision of a Needle Exchange in Woking. We also provided drug and alcohol support for the Family Safeguarding team (a partnership with SABP and Surrey County Council). This partnership ended on 31st March 2022.

Other Projects We work to reduce inequalities around health and social care and aim to engage people into services. Our Specialist Outreach services are delivered across the county through our high impact, complex drinker assertive outreach (CHI), the Cuckooing team who work with adults who have been or are at risk of being cuckooed. We also provide harm reduction support to rough sleepers in Woking and Guildford. In 2021 we became part of the Bridge the Gap service that outreaches to support individuals coping with multiple disadvantages (refers to those people who face multiple inequalities including gender based violence and abuse, substance use, mental ill health, homelessness, being involved in the criminal justice system and the removal of children). Our aim is to help build resilience and bridge people into appropriate support and services.

Our Criminal Justice Liaison and Diversion service provides early intervention for vulnerable people as they come to the attention of the criminal justice system.

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

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

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

Statement of Fundraising Information

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

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FOR THE YEAR ENDED 31 MARCH 2022

Achievements and Performance 2021 – 2022

As we ease out of lockdowns, it is evident that the impact of COVID is still having an effect on the charity and its services and also across the whole country and population. As we started the financial year 2021-2022, we had successfully secured three new pilot projects and were awarded the Time to Change Surrey initiative to help tackle and reduce mental health stigma and discrimination in Surrey. We have continued to support staff, volunteers and clients as we navigate how we operate going forward. It has been a busy year for the charity and we have been involved in lots of new and exciting initiatives.

What we achieved:

- Completed a 24/7 pilot at the Woking Safe Haven
- Launched In-Reach and Recovery and Connect services – currently contracted until March 2023
- Secured funding for our mental health and wellbeing football team
- Our book/vinyl shop re-opened in June 2021 with reduced opening hours which are under review
- Started an exciting partnership with Make a Difference with Records introducing and now selling second hand vinyl in our charity bookshop
- Linked up with social media influencers, Jay and Poppy who raised almost £4000 for the charity
- Listened to the voices of young people to develop the Young Adults Safe Haven in collaboration with the Young Adults Reference Group and representation from the Independent Mental Health Network IMHN).
- Started to offer more face-to-face sessions across all our services – groups, counselling and 1-1 support
- Expanded our social media platforms and now have a Facebook page
- Recruited a social media specialist
- 130 members of staff (including leavers) had the Covid-19 vaccination
- Launched a quarterly external newsletter that anyone can subscribe to – this includes staff, other professionals, clients, stakeholders and members of the public
- On boarded 42 new members of staff and 26 new volunteers
- Secured new premises at Moorcroft Community Centre in Woking having multiple uses including office space and engagement with the local community to develop much needed services
- Member of the Adults Mental Health Alliance and VCSE Alliance in shaping the future of Surrey relationships and service delivery
- Raised awareness of the disparity for the VCSE in digital and information governance structures and the need for equity and equality of contracts
- Development of Workforce Champions
- Collaboration with the Forest Bathing Institute to provide and develop our opportunities in green spaces
- Evolvment of Peer Support Workers in Safe Havens
- Development of roles for people with Lived Experience
- Launched RECONNECT, care after custody in partnership with SABP
- Successfully completed a pilot, Bridge the Gap, funded by Public Health Surrey to deliver flexible, trauma informed, person centred outreach support to individuals coping with multiple disadvantages. This service received funding and is due to extend and expand in 2022.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

What we learned:

- The welfare of clients, volunteers, and staff became even more crucial
- It's critical that when preparing for the future we are able to provide mixed support, including online, over the phone, and in person
- The scale of demand for our services grew and is continuing to grow
- How much more responsive and agile Catalyst can be to imbed new ways of working
- The need for emotional and wellbeing support during the day on a weekend at Safe Havens (pilot in Woking)
- The need to recognise the importance of providing emotional support for our own workforce impacted by their own mental health during the pandemic.

Catalyst Mental Health and Wellbeing

Community Connections

Community Connections continued to provide outstanding support to clients with a wide range of mental health challenges.

In a world of constantly changing demands, the Community Connections team covering North West and South West Surrey continued to provide virtual one-to-one and group support, whilst enabling clients to build the necessary resilience to return to face to face activities. This was achieved by the sharing of feedback and best practice amongst our partners. The team worked with a person centred approach which responded to the needs of clients to end isolation. We were driven by clients' feedback and were quick to start offering face to face support, including social drop-ins, walking groups and forest bathing, whilst retaining the virtual offering for people who did not feel comfortable attending face to face support.

With our partners we supported 9,543 people throughout the year, marking a 10% increase from the previous year. The service continues to offer welfare checks to clients in isolation, completing over 3000 welfare checks to clients throughout the year. As restrictions eased, the upward trend continued, referrals increased and people reached out to us to support them with their recovery.

This growth in demand was mirrored by a substantial expansion in the team, which now comprises of two senior workers, eight link workers, five group facilitators and a growing number of buddies and volunteers.

A Novel Idea – Charity Book / Vinyl shop

Our charity bookshop re-opened again in June 2021 at reduced hours and has been regularly reviewed throughout the year. Excitingly in November 2021, our bookshop started selling second hand vinyl and is now a book/vinyl shop. Our book/vinyl shop is in partnership with Make a Difference with Records and has been a huge success, making £7000 from October 2021 –March 2022. All profits from the books and vinyl go back into supporting our clients across Surrey. The new venture provides more volunteering opportunities and remains a key part of Catalyst.

SUN – Service User Network

SUN (Service User Network) is an easy to access community-based service for adults experiencing difficulties with complex emotions often associated with personality disorder. These emotions can affect how a person feels, copes with life, and manages relationships.

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Some Key Statistics (from Jan 21 – March 22):

- Registered members = 290
- Active members (members who completed a Resource and Support Plan) = 104
- Number of SUN groups offered = 312
- Average group attendance = 5
- Average DNAs (Did not attend) = 0.5

During the year, the service has:

- Been widely promoted – they have held 20 virtual events with presentations to various primary and secondary care services
- Developed their own SUN app (SUN database) and communications – leaflet, webpage, newsletter
- Been offering a blended model of face to face and online groups – 6 groups in total. 4 online and 2 face to face with a plan to replace an online group to face to face group from April 2022
- Established SUN member involvement through virtual events, focus groups, venue viewings
- Has shared their learning with other NHS trusts – East London, Lewisham, North Suffolk, Essex, Kent and Medway, Midlands
- Been successful in submitting a poster abstract and will be presenting the poster at the BIGSPD conference in June 2022
- Has received additional funding to recruit two more facilitator roles.

SUN Member feedback:

“Being a member of SUN since it began in March has been a life changing experience. I have received support, care, the tools to deal with difficult emotions and the ability to right size problems. I have made friendships which will last a lifetime and feel a new sense of freedom and confidence which has provided me with the stability to live the life I want. Thank you to SUN and all your incredible facilitators.”

One of the main challenges the service has faced is the recruitment and retention of staff as we ask that facilitators have lived experience. There have also been delays in the enhancement of the SUN app. SUN plans to review and develop the recruitment process going forward and have a full SUN team available to be able to offer up to nine groups for members.

Safe Havens – out of hours mental health crisis support

Catalyst has continued to work in partnership with Surrey and Borders Partnership to deliver out of hours mental health crisis support to individuals and their carers, 365 days a year. Our Safe Havens are available at three sites, Aldershot in partnership with Andover Mind, Guildford with Oakleaf and at Woking.

There have been some changes and additions to the Safe Havens. Aldershot Safe Haven moved to a new temporary site in February 2022 and there are plans for the new permanent site to be ready in the summer of 2022.

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Evidence suggested that people might benefit from additional support on weekends after the Woking Safe Haven 24-hour pilot project was completed in May 2021. So, on Saturdays and Sundays from April 2022 to April 2023, Woking Safe Haven is open from 12.30pm to 11.00pm. Catalyst Safe Haven workers are available on site to provide emotional and wellbeing support from 12.30pm until 11.00pm and mental health practitioners from Surrey and Borders Partnership NHS Foundation Trust are available from 6:00pm – 11:00pm to support people who are in a self-defined crisis. The Woking Safe Haven is open as usual from 6.00pm–11.00pm on Monday–Friday, including Bank Holidays and virtual support is available from 6.00pm – 11.00pm, 7 days a week.

In November 2021, we launched our new Young Adult Safe Haven in Guildford in partnership with Oakleaf. The Young Adult Safe Haven is a new pilot service and will initially run until November 2022. This service offers a safe space for young adults aged 18-25 to talk about their feelings and emotions openly and confidentially with support workers and peers. The Young Adult Safe Haven does not offer crisis support but if people do present in crisis, they can be signposted to the existing Guildford Safe Haven which is located next door. Similar to the other Safe Havens it is open 365 days a year but has slightly shorter opening hours of 5.00pm – 9.00pm. Since our launch in November - March 2022 we have had 112 visits.

Visits to our Safe Havens from April 2021-March 2022:

Guildford = 1575

Woking = 1279 (this includes data from the 24/7 pilot from 1st April – May 31st 2021)

Aldershot = 994

Between April 2021 and March 2022, there were 3,848 visitors to the three Safe Havens where Catalyst staff provide cover, compared to 3,777 visits the year before. 1,309 people visited the three Safe Havens virtually this year, seeing a significant increase compared to 488 the year before (Attend Anywhere (virtual) on-line support became available in June 2020).

Working with GP Practices – GPimhs and MHICS

The effect of COVID-19 on mental health and wellbeing has exponentially increased in 2021. The immediate challenge is the resurgence of COVID-19 resulting in more patients being referred to our services. There was a total of 637 referrals between April 2021 and March 2022.

Staff absence caused by both infections and the need to self-isolate had an impact on our ability to offer support within the expected duration of time. The resilience of our staff to meet the increasing demand on services has evidently shown their commitment in reorganising annual leave and duties. Teams are currently working remotely and offering support over the telephone (via the NHS online platform Attend Anywhere) and face to face.

In-Reach Service

In-Reach began on 21 June 2021 and exceeded expectations, receiving a total of 152 referrals by March 2022, leading to 16% of cases being discharged earlier from hospital than planned. The largest number of these were from Guildford. Despite several lockdowns on the wards due to COVID-19, In-Reach has worked proactively via virtual meetings, telephone, and email signposting. The largest number of referrals was in November 2021 and January 2022.

Significantly, 92% of In-Reach clients expressed that the service had reduced the likelihood of them returning to hospital (one of the service's Key Performance Indicators being no return within two weeks of discharge). Whilst all the clients had been acutely unwell, over the short-term five-week service, clients reported the important gains in Managing Mental Health, Social Network and Work.

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Client feedback: *"My worker's been amazing in helping me get back on my feet and gave me a lot of support for social interaction and courses in the community."* Staff on the wards were equally complimentary, praising In-Reach's quick response at referral and saying that *"it has been invaluable having someone work with service users on the ward through discharge into the community for a smoother transition."*

Recovery & Connect Service

Recovery and Connect started taking referrals on 21 June 2021 and by 09 February 2022, 74 had been received. Cases were worked on average for over fourteen weeks and 61% were discharged with successful outcomes e.g., onward referral. During this time there has been collaboration across the system to ensure pathways meet demand and expectations to further enhance the work of the team.

Based on the Recovery Star tool, clients saw the greatest improvement in the areas of Addictive Behaviour, Social Networks, Physical Health and Self-Care, but crucially they felt more able to manage crises. Clients felt supported emotionally and rated workers as either 'excellent' or 'good'. One client fed back that their worker *"Searched for any available way to address the issues I raised and understood the mental healthcare I needed."* All staff that gave feedback on Recovery and Connect gave the service an average score of 8 out of 10.

Time to Change / End Stigma Surrey

In 2021, Surrey County Council / Public Health awarded a contract to Catalyst, Mary Frances Trust and Acting Out Productions (affiliated to Let's Link charity) called Time to Change Surrey. We use our combined knowledge and work together at reducing the stigma and discrimination associated with mental health for people in Surrey.

Time to Change Surrey is a trusted campaign that raises awareness and reduces stigma and discrimination around mental health. With the national Time to Change campaign ending in March 2021, local initiatives are vital to continue the aim to change perceptions, improve attitudes and behaviours, challenge and reduce stigma and discrimination.

This year Time to Change Surrey has launched a new website and social media channels to help raise awareness and share tips and advice. The campaign has recruited mental health champions and has provided workshops for people in Surrey to attend. With the national campaign ending Time to Change is not permitted to use the existing logo so we have been working on launching a new logo and name change to be launched in 2022.

Suicide Prevention

In the UK, suicide continues to be the leading cause of death for men under 50, outnumbering deaths from heart disease, cancer, heart attacks, and auto accidents combined.

Get Men Talking launched in February 2022 and is part of the Surrey Suicide Prevention Partnership, a multi-agency collaboration between health, local government, people with lived experience and the voluntary sector. The new Surrey initiative aims to raise awareness of suicidal behaviours and teach people to start supportive conversations and bridge people into services appropriately. This service is delivered through Time to Change / End Stigma Surrey, a campaign to reduce mental health stigma and discrimination, and commissioned by Surrey County Council Public Health.

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In 2021, Get Men Talking delivered 6 workshops for people across Surrey. We delivered them in partnership with The Lions Barber Club that specialise in training barbers to raise awareness in mental health and suicide prevention and expert mental health consultants. The Campaign was really well received within the community, with overall reaction to media and newsletters being really positive. Those who attended training stated that they had improved confidence and understanding of mental health issues.

Catalyst Drug and Alcohol

Catalyst has worked with people around their drug and alcohol use since 1989 and continues to provide many needed services and skills that others do not.

i-access Drug and Alcohol Service

Catalyst ventured into the fourth year of working in partnership with Surrey and Borders Partnership NHS Foundation Trust (SABP) commissioned by Public Health Surrey to deliver the i-access drug and alcohol service. The service continued to adapt to the changes made necessary by the pandemic and lockdowns to continue offering face to face and telephone support. Catalyst delivered the non-opiate pathway in East, North West and South West Surrey.

The service supported 3841 people during the year and over 452 received advice and help on the drugs treatment pathway. The team continued to deliver needle exchange and harm reduction support in person from the Xchange based in Woking and collaborated with town centre car parks in Woking to combat drug use litter, supplying, and disposing of sharps bins.

Now in its second year of service, The Family Safeguarding Team (FST) Drug and Alcohol service, which is a joint venture with Surrey County Council and SABP, has continued to be delivered throughout the year to support the community's most vulnerable children and families. The team continued with socially distanced home visits with PPE, telephone and online support. Specialist Catalyst Drug and Alcohol workers are integrated within Children's Services to work with families on Child In Need, Child Protection or Public Law Outline arrangements offering targeted interventions for family members using drugs and/or alcohol.

The i-access service and the substance misuse element of the new Family Safeguarding Service provided by i-access, was put out to tender over the summer of 2021 to ensure that a new service would be available from April 2022. Catalyst submitted a bid during the tender process but the new contract was awarded to Westminster Drug Project.

From 1 April 2022, Westminster Drug Project (WDP) will partner with Surrey and Borders NHS Foundation Trust to deliver the i-access service and specialist drug and alcohol pathway within Family Safeguarding. Catalyst however will continue to provide drug and alcohol services for those in need of our services and help bridge people into the i-access and Family Safeguarding pathways.

Peer Mentor Programme - Using lived experience to give back

Catalyst embarked on its second year of offering an Accredited L2 Peer Mentor Programme with Laser Awards.

Eight learners joined the course in June 2021 with a different offer this year due to the pandemic. All learning sessions were offered by Microsoft teams with support being offered by the telephone, teams and or face to face. The course ended March 2022, with one achieving the accredited course and seven achieving the certificate course.

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Our lived experience practitioners offer a vital, through the lens approach and make up an important component of our service offer.

Reach Out Counselling

Our Reach Out Counselling service offers individuals, families, friends, and carers up to 12 weeks of free counselling if they have been affected by their own or someone else's drug and/ alcohol use. From April 2021 to March 2022, Reach Out Counselling received 451 new referrals of which 261 were triaged and assessed. The remaining 190 people were either signposted to more appropriate services or discharged for a range of reasons, including not being ready to access counselling, finding an alternative service and not engaging after referral.

From the people that received counselling from April 2021 to March 2022:

- 81% were individuals
- 19% loved one/carer
- 60% female
- 40% male

This year the focus has been on networking with other agencies and within the communities of Surrey to ensure more people know about the service and how to refer. This has seen a refresh in the flyer and a short website video explaining our service, our values and service offer.

Reach Out Counselling demonstrated resilience by adapting to the needs of the community and offering face to face, virtual and telephone counselling. The transition in service delivery meant that supervision groups had to be re-organised, boundaries and contracts had to be written and training was provided to counsellors for online and telephone counselling. The service increased capacity for counselling by focusing on one to ones which is available for individuals and loved ones affected by drug and/or alcohol use. At triage we ensure all clients are given a wide variety of information on additional services that may support them, including support groups. We have received positive feedback throughout this year from the people that use our counselling service, one person stated, *"My counsellor was great. Good listener and she was really supportive. Really empathetic lady. I would never be more grateful. Thank you and please keep doing what you do."*

Catalyst is now re-evaluating the counselling offer in response to feedback and client need, and want to start offering lengthier counselling sessions from June 2022 with the ultimate goal of addressing trauma.

Other Projects

Specialist Assertive Outreach – Cuckooing

The Cuckooing service continued to provide assertive outreach throughout the pandemic and lockdowns to ensure our clients were supported across Surrey. The Cuckoo team, which comprises of two part-time members of staff, were visiting homes and taking the precautions as directed by the Government. We would then feedback to services whose guidelines prevented them from doing home visits - this vital connection with the client was needed to establish risk, vulnerabilities, and act to reduce harm and provide services with an accurate picture of the client need.

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To help support client's resilience throughout we would put credit on their mobile phones so they could have contact with friends and family and have access to online support. We were limited as to what other services were able to support our clients during lockdown and so we had to be creative in thinking of alternative things for them such as online support groups/activities for those with smart phones and internet access or mindful colouring books, packs of cards or garden tools for others.

Feedback from one client was: *"I wouldn't be here now if it wasn't for you. You have waded in where others haven't even dared dip their toes."*

In the last year the team have had 87 referrals with a total of 288 since the service began in March 2019. The service has now successfully recruited a new member of staff, providing an opportunity to undertake additional prevention work with people who have been identified as potentially likely to be cuckoo-ed and to help build their resilience at being exploited.

SMO - Substance Misuse Outreach Navigators

Guildford and Woking SMO

The two part-time substance misuse navigators provided assertive outreach during the pandemic supporting rough sleepers into accommodation, providing harm reduction, nutrition, and overdose prevention advice. With the 'everybody in' agenda during lockdowns a large proportion of the role was supporting clients in accommodation to sustain tenancies, engage in treatment if appropriate and access health care services such as GP and hospital appointments for many of whom this was a first.

Both SMO'S remained agile in their working approach and provided interventions to 55 clients.

CHI – Catalyst High Impact Team

The Catalyst High Impact (CHI) team are now in their 5th year working with change resistant, dependent drinkers that are placing significant strain on the emergency services. This challenging work is performed by a team of 4 individuals using assertive outreach and working in line with the blue light initiative from Alcohol Change UK with the aim of improving outcomes for the clients, their families, and the community.

The team work holistically using a trauma informed approach to address the multiple and complex needs of the individual, providing a variety of interventions to help initiate change in some of the most complex circumstances. They have worked with 36 clients across the year, some requiring as much as 130 hours of face-to-face work. The highest number of referrals came from the Alcohol Liaison nurses across the hospitals in Surrey with ages ranging from 32 to 79 with 72% identifying as male and 28% female. The work began in 2017 and over 100 clients have been intensively worked with to date. The work of the CHI team is commissioned by Public Health England and funded by the Office of Police and Crime Commissioners and Surrey County Council.

Bridge the Gap

Catalyst became part of the Bridge the Gap Pilot that began in 2020 under the CHI (Catalyst High Impact) contract. Its aim is to deliver flexible, trauma informed, person centered outreach support to individuals coping with multiple disadvantages.

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Catalyst has one dedicated assertive outreach worker delivering the Bridge the Gap service. A key part of the service is using the team around the person, a process led by Public Health, which enables a coordinated response from services to meet the needs of the client. Catalyst work across the four quadrants of Surrey engaging with clients through a trauma informed and holistic approach.

We were notified in 2021 that the service would still be funded by the Department of Levelling Up, Housing and Communities' Changing Futures initiative and continued to be commissioned by Public Health as an Alliance in collaboration with eight other charities in Surrey. Up until 2024, this will see the addition of another assertive outreach worker.

CJLDS – Criminal Justice Liaison and Diversion Service

The aim of the Surrey Liaison and Diversion Service is to reduce criminal activity and improve health inequalities for adults who are involved in the criminal justice system.

People are assessed whilst in police custody by practitioners from SABP (Surrey and Borders Partnership NHS Foundation Trust) and individuals with mental health concerns, learning disabilities, substance use and other vulnerabilities are identified as soon as possible.

At this time, an outreach worker will be assigned to each client who has been referred to the service, and it is their responsibility to work closely with the client to ensure they are receiving the appropriate help. The main objective is that the intervention will be relatively short however with the goal to reduce reoffending. One client stated, *"Thank you for supporting me in court, I felt so alone, you gave me the right advice and helped lessen my anxiety."*

The team consists of five Liaison and Diversion outreach workers that cover the County of Surrey. From April 2021 to Mar 2022, the team have received near to 1000 referrals.

RECONNECT Service

RECONNECT is a priority for improving quality of care in the NHS Long Term Plan to improve the wellbeing of people in prison, reduce inequalities and address health-related drivers of offending behaviours on their release from custody. It was identified that both Men and Women in custody often have multiple vulnerabilities and disadvantages which puts them in a position of reoffending when released. RECONNECT was commissioned to offer a service which begins 12 weeks prior to release to identify an individual's needs and complete a support plan with them. RECONNECT work in a person centred and trauma informed approach to support every individual prior and after release. The aim is to improve continuity of care from custody to community to improve health outcomes and reduce reoffending.

RECONNECT launched in May 2021 and have received 18 referrals during that time and currently have two full time staff that cover the whole of Surrey. Feedback has been positive with one client stating, *"I just want to thank Christine for being attentive to my needs she was caring and non-judgmental, Christine went above and beyond her duty to help me in my time of need, I'll be so ever grateful and much appreciation for everything she and the agency did for me. Now I can go home to my family and have a fresh new start in life only positive and happy days ahead for me. I hope I can help and give back to someone in time of need down that needs help, I'll definitely pay it forward. Thank you again much gratitude."*

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FOR THE YEAR ENDED 31 MARCH 2022

Trading Activities - Specialist Outreach

Catalyst is proud to have our social enterprise, Alpha Extreme Ltd. Alpha provide specialist outreach services for people in Surrey and surrounding areas, with profits returning to Catalyst.

Alpha Extreme Ltd – A Catalyst Social Enterprise

Alpha, Catalyst's wholly-owned subsidiary, continued to offer outreach services across Surrey and Hampshire both short and longer term throughout the year. Clients may be seen for just a few weeks or for many years. Alpha's emphasis and work with shorter term clients can differ from longer-term support, however the end goal remains the same which is living as part of the community in the best way possible.

"Our client group are those that don't fit mainstream services though we prefer to suggest the "mainstream" services don't fit the client." Alpha Director, Gary Ochoa

Our practice involves a regard for the client and their needs, ongoing information and motivation to achieve their goals and recognition of progress. The aim is to help build resilience which ripples out to other elements of clients' lives. The same practice applies to staff and Catalyst have worked extremely hard and fast to bring about structural, systemic, and cultural changes so workers see and feel supported in their roles.

As a team of 12 Alpha delivered support every day of the year to 150+ individuals providing around 160 hours of face-to-face contact per week to perhaps some of the most marginalised and complex clients.

An example of an Alpha client, aged in their 50s who has spent more than half their life in institutions. We were asked to consider our involvement and we felt we could offer a good package of non-statutory, dual diagnosis assertive outreach which would complement the client's needs. We prioritised harm reduction and positive engagement with the client and communication/complementation of statutory services. A recent review showed the client had spent their longest period in the community since childhood. While this is great from a service or financial prospective, we can only imagine the benefit of this from the client's perspective.

To move from regular and traumatic emergency admissions and discharges to such a long period of considered support, adding layers of self-worth and resilience must be a positive for this client and signal to society that community services work when adequately resourced.

Future Planning

Recruitment and growing our workforce

One of the biggest challenges that Catalyst has faced during the pandemic is the recruitment and management of staff. The pandemic has made it difficult to manage our services due to sickness, isolation guidelines and staff shortages in health and social care. Catalyst is not alone in facing workforce challenges over the past two years and on-going. During the pandemic we saw massive slumps in available vacancies as organisations adopted recruitment freezes and redeployment to survive. Many employees were too afraid to move, meaning the pool of skilled resource was sparse. We are only seeing growth now as organisations start to recover. *Vacancies rose to a record 1,288,000 in January to March 2022 with a growth rate of over 55% in Human health and social work.* Source: Office for National Statistics

In the current labour market, we find ourselves attempting to recruit skilled people in a County that is saturated with vacancies, giving the job seeker greater choice, and forcing employers to be more attractive than ever.

TRUSTEES' REPORT
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As a voluntary sector organisation, it has been important to analyse data around exit interviews to enable us to understand how we can improve retention. The barriers to recruitment within our industry include salary, level of skill and specialist knowledge, with career progression being the most common reason for leaving.

As an employer we recognise there is a need for a united workforce with a common language, training standards, pay parity for similar roles and experience and equality of access to training and professional development. We have listened and improved internal processes such as training and development and an inclusive and sustainable appraisal process with pay scales attached, supporting clear and measurable progression for all staff.

To grow and evolve it is crucial that Catalyst internalises its focus to support diversity of skills and people within our workforce, focussing on equitable opportunities to ensure staff feel included and valued.

Inclusion and Diversity in the workplace

Not surprisingly, our workplaces tend to mirror the sociocultural dynamics at play in our lives outside work. Diversity in the workplace is an asset for both businesses and employees, in its capacity to foster innovation, creativity and empathy in ways that homogeneous environments seldom do. Yet it takes careful nurturing and conscious orchestration to unleash the true potential of an invaluable asset.

In this era of globalisation, diversity in the business environment is about more than gender, race, and ethnicity. It now includes employees with diverse religious and political beliefs, education, socioeconomic backgrounds, sexual orientation, cultures, and disabilities. By supporting and promoting a diverse and inclusive workplace, Catalyst can only benefit in recruiting and retaining staff.

Catalyst has the transformative power to change and contribute to a more open, diverse, and inclusive culture. Inclusive behaviour and mutual respect are core to our organisational expectations. We are working towards mitigating bias in the workplace to ensure fairness for all staff, volunteers and people who use our services. The case for establishing a truly diverse workforce, at all organisational levels, grows more compelling each year. The moral argument is weighty enough, but the financial impact makes this an easy decision.

Voluntary, Community and Social Enterprise (VCSE) Alliance

As we move forward the future looks encouraging for Catalyst; as part of the wider VCSE Alliance we are raising the profile of the sector. The Integrated Care Systems (ICS) is becoming formalised, with the statutory incorporation of the Integrated Boards and Integrated Care Partnerships. This reform aims to create a better system of health and care where Surrey residents will receive more timely and efficient care, delivered seamlessly across organisations and sectors. This builds on the aspirations of the NHS Long-Term Plan, which has a focus on reducing health inequality, putting citizens, patients, and carers at the centre, and moving services 'upstream' to focus more on prevention. This policy shift speaks very strongly to the voluntary, community and social enterprise (VCSE) sector.

Furthermore, the ICS Design Framework, published by NHS England in June 2021, includes an enhanced role for the VCSE sector, not just as service providers but in system leadership and governance. It not only gives local systems flexibility in how they interpret guidance on the role of the sector, but also makes some key recommendations to the benefits of working with third sector organisations, placing a higher value on the knowledge and expertise they are able to bring.

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A key challenge for the sector is to be seen as an equal partner. Unlike the NHS provider sector, which is usually a handful of large NHS foundation trusts, the VCSE is thousands, or tens of thousands, of organisations, ranging from tiny community groups with no staff to multi-million pound 'household name' charities. This is what enables the sector to be agile, responsive to the needs of its residents, and able to reach the most vulnerable in society. Yet from the outside it can appear unwieldy, difficult to navigate and uncoordinated.

The main challenge is that, in many of the ICS areas, the VCSE sector has not needed to organise at this geographic level before, and so new relationships and working arrangements are needing to be formed. And we know from much of our previous work in this sphere that the 'pick a model' approach to collaboration simply does not work. It is vital that time is spent doing the hard work of building the foundations of collaboration.

Developing our Safe Haven offer

This year has seen the inception of the 24/7 Woking Safe Haven pilot and the launch of a Young Adults Safe Haven specifically for 18–25-year-olds. As a result of the 24/7 pilot, we are offering extended opening hours on Saturdays and Sundays at the Woking Safe Haven for people needing emotional and wellbeing support. As we come out of the pandemic, we are continuing the virtual element of the service for support to be available for everyone, regardless of their ability to travel; along with continuing the important role of supporting individuals with their mental health to promote resilience and recovery.

A recent Focus Group of the Peer Support Network made a case for the inclusion of Peer Support Workers. As a result of the feedback, we are actively recruiting for these roles to join our Safe Haven teams, bringing lived experience to support our clients and a sharing of knowledge for staff.

Connecting with the LGBTQ+ community

Catalyst and the Surrey charity Outline have been in discussion over Outline closing as a charity and becoming a part of Catalyst, with a plan to merge in the early summer of 2022. Outline has provided support to people with their sexuality and gender identity, including but not limited to the lesbian, gay, bi-sexual and transsexual community of Surrey, for over 20 years, primarily through a helpline, website, and support groups. Outline will become a part of Catalyst to ensure the continuation and planned expansion of Outline's work and services and provide greater access to services for clients through Catalyst's own operational networks, particularly in the area around mental health support, and ensure the future of Outline.

Increasing Awareness

As the pandemic eases, one of our main aims is to raise the Catalyst profile and awareness of our services, understand the most important issues and opportunities in the communities and focus our efforts collaboratively, to make the biggest impact. We plan to connect with local organisations and potential referrers to ensure people across Surrey are aware of the benefits of the services provided by Catalyst. We have invested in outdoor marketing equipment and plan to attend outdoor community events to engage members of the public. Going forward, we will be developing a strategic social media plan. We have recently recruited a social media contractor and plan to recruit a Community Engagement Coordinator to achieve this ambition.

TRUSTEES' REPORT
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Strategy

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

Strategy creates a vision and direction for the whole organisation, and it is important that all staff within Catalyst have clear goals and are following the direction and mission of the Charity. The current strategy provides this vision to prevent individuals from losing sight of our aims. The current Catalyst Strategy is under active review, with the updated strategy being co-produced alongside staff, volunteers and clients of Catalyst for roll out in October 2022.

Investments

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

Policies

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

Outcome Measures

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

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

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

Locations

Catalyst has operated during the year from four principal locations: Guildford, Woking, Camberley, and Godalming, with Guildford remaining fully operational to support staff throughout the lockdown.

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In addition, there was co-location with partners in Redhill, Chertsey and Guildford (SABP), with co-locations for GPimhs in Guildford East and North, Woking, Chertsey, Ottershaw and Crouch Oak, within Camberley and Farnham for MHICS and Family Safeguarding in Woking, Guildford, Walton and Chertsey. Criminal Liaison and Diversion operated in police custody suites in Woking, Staines, Redhill and at the Redwood Centre in Farnham Road Hospital, Guildford. Safe Havens operated from Aldershot, Guildford and Woking. In-Reach workers were co-located at Chertsey and Farnham Road Hospital, Guildford.

As the Charity eased out of lockdown and with the planning for staff returning to offices to provide safe locations for its workforce and clients, there needs to be a review of the premises operated by Catalyst. Many of the venues provide limited access for teams to return to offices and provide a cohesive working relationship and it is for this reason an Estates Committee will be formed of the Strategic Leadership, Management, staff and volunteers to understand the effective delivery needs of our services within the local community.

Employees

The number of employees continued to grow throughout the year with the addition of new projects and pilots, including staff who were subject to TUPE with the change of provider within i-access at the end of March. Employee numbers remained similar when comparing numbers at the beginning and end of the year, from full and part-time staff of **111** in April 2021, to **117** by the end of March 2022.

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

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

Governance, Structure and Management

Constitution

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

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

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Trustees

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

In 2021, the Charity recruited additional Trustees through a transparent recruitment process that used a mix of advertising in a variety of channels and through professional and personal contacts. There is no time or upper age limit for holding an appointment as a Trustee.

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

Trustees meet quarterly in a structured meeting, either in person or virtually and they include all the Strategic Leadership Team at appropriate times. All Trustees are also involved in Catalyst Committees and working groups, covered in the previous section.

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

Strategic Leadership Team

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

Susan Murphy	Chief Executive Officer
Jane De la Rosa	Head of Communications and Business Support (resigned Oct 2021)
Clem Parker	Chief Operating Officer
Lindsay Rolls	Head of Finance and Resources
Danni Bowles	Head of People and Culture
Gary Ochoa	Director, Alpha Extreme Services Limited
Anthony Aralepo	Head of Project and Development

Risk Management

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

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

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

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

FINANCIAL REVIEW

Financial Position

The Charity ended the year in a sound financial position consolidating last year's increase in both income and reserves. Total income for the Charity amounted to £3.68m (up 11.9% from last year's figure of £3.29m) of which £1.27m (£1.26m last year) was for drug and alcohol support services and £2.39m (£1.83m last year) for projects relating to mental health and wellbeing. Group income rose to £4.14m (up 11.6% from last year's £3.71m) which included income of £442k from its social enterprise subsidiary, Alpha Extreme Services Ltd.

After group expenditures of £3.91m (last year £3.51m) the Charity recorded a group surplus of £228k for the year under review (last year's surplus £199k).

Principal Funding Sources

The Charity continues to face a backdrop of largely short term (1-4 year) funding but is seeking to reach agreements at the upper end of that range to help protect against short term disruption to services. It utilises a range of funding streams including contracts and grants to provide specific services as detailed in the Report. Principal funding sources arise from service level agreements with statutory funders as well as limited grant income. The principal funding sources include:

- Surrey County Council – Community Connections wellbeing services, drug and alcohol support, Suicide Prevention and Time to Change.
- NHS Guildford & Waverley Clinical Commissioning Group – Woking and Guildford Safe Havens.
- Surrey and Borders Partnership NHS Foundation Trust – i-access drug and alcohol and Family Safeguarding support services; Primary care networks and mental health and wellbeing services and Criminal Justice Liaison and Diversion.
- The National Lottery Community fund – Reach Out counselling.

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Financial Policies

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

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

All surpluses are held in cash and there are no medium or long term investments. Cash balances are reviewed by the Finance Committee each quarter. In the coming year Trustees will be looking to place surplus funds on secure interest bearing deposits to help capture an expected upward trend in interest rates.

Reserves

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

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

Most of the Charity's reserves are unrestricted. The Trustees presently aim to maintain a target range for unrestricted funds at a level of between two and three months of operational expenditure based on planned expenditure of £3.66m for 2022-23. This results in a target range for free reserves of £610k to £915k. Free reserves at balance sheet date stood comfortably within this range at £739k (unrestricted funds of £762k less £23k expended on fixed assets). At this level the Trustees consider that, in the event of a significant deterioration in funding, its free reserves, alongside recurring income streams, will enable it to continue its current activities while exploring ways in which additional funds can be raised and/or expenditure reduced. This target range is reviewed at least annually by the Trustees.

Going Concern

In meeting their obligation to consider the going concern status of the organisation, the Trustees have reviewed budgets and forecasts for the coming year to 31st March 2023 and where possible to September 2023. They have considered the organisation's ability to fund its activities and to find new sources of income and funding. The Trustees consider that the forecasts prepared are appropriate and that the organisation can reasonably expect to fund its projects and activities until at least September 2023. The Charity's progress in meeting its forecasts will continue to be monitored and mitigating actions taken where necessary. The Trustees have concluded that it is appropriate to consider the organisation a going concern.

CATALYST SUPPORT LIMITED
(A company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Statement of Disclosure to Auditors

Insofar as the Trustees are aware:

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

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

ON BEHALF OF THE BOARD

Signed



Warren Rockett – Chair

Date:

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2022

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

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

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

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

In so far as the Trustees are aware:

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

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



.....
Warren Rockett

Chair

Date:

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CATALYST SUPPORT LIMITED

Opinion

We have audited the financial statements of Catalyst Support Limited (the 'parent charitable company') and its subsidiary (the 'Group') for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2022 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

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

Other information

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

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

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

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

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

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

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

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

Use of our report

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

Stuart McKay BSc FCA DChA (Senior Statutory Auditor)

for and on behalf of

MHA 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 2022

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:					
Donations	4	13,443	1,222	14,665	17,107
Charitable activities	5	3,429,114	245,809	3,674,923	3,275,842
Other trading activities	6	451,801	-	451,801	421,719
Bank interest receivable		1	-	1	7
Total income		3,894,359	247,031	4,141,390	3,714,675
Expenditure on:					
Raising funds - trading activities	7	429,995	-	429,995	409,314
Charitable activities	8	3,233,898	249,554	3,483,452	3,106,466
Total expenditure		3,663,893	249,554	3,913,447	3,515,780
Net income/(expenditure)		230,466	(2,523)	227,943	198,895
Transfers between funds	19	(5,306)	5,306	-	-
Net movement in funds		225,160	2,783	227,943	198,895
Reconciliation of funds:					
Total funds brought forward		548,877	152	549,029	350,134
Net movement in funds		225,160	2,783	227,943	198,895
Total funds carried forward		774,037	2,935	776,972	549,029

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

The notes on pages 35 to 62 form part of these financial statements.

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

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2022

	Note	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Intangible assets	13		-	-	
Tangible assets	14		27,038	23,439	
			27,038	23,439	
Current assets					
Debtors: Amounts falling due within one year	16	615,525		619,948	
Cash at bank and in hand	22	1,156,821		654,661	
		1,772,346		1,274,609	
Creditors: Amounts falling due within one year	17	(1,022,412)		(709,019)	
Net current assets			749,934	565,590	
Creditors: Amounts falling due after more than one year	18		-	(40,000)	
Total net assets			776,972	549,029	
Charity funds					
Restricted funds	19		2,935	152	
Unrestricted funds	19		774,037	548,877	
Total funds			776,972	549,029	

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

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

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

.....
Warren Rockett

Chair

Date:

The notes on pages 35 to 62 form part of these financial statements.

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

CHARITY BALANCE SHEET
AS AT 31 MARCH 2022

	Note	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Intangible assets	13		-		-
Tangible assets	14		22,850		18,614
Investments	15		100		100
			<u>22,950</u>		<u>18,714</u>
Current assets					
Debtors	16	601,347		651,314	
Cash at bank and in hand		1,073,348		557,646	
		<u>1,674,695</u>		<u>1,208,960</u>	
Creditors: amounts falling due within one year	17	(931,922)		(650,860)	
Net current assets			<u>742,773</u>		<u>558,100</u>
Creditors: amounts falling due after more than one year	18		-		(40,000)
Total net assets			<u><u>765,723</u></u>		<u><u>536,814</u></u>
Charity funds					
Restricted funds			2,935		152
Unrestricted funds			762,788		536,662
Total funds			<u><u>765,723</u></u>		<u><u>536,814</u></u>

The Charity's net movement in funds for the year was £228,909 (2021 - £203,386).

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

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

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

.....


Warren Rockett

Chair

Date:

The notes on pages 35 to 62 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 2022

	Note	2022 £	2021 £
Cash flows from operating activities			
Net cash used in operating activities	21	517,895	355,807
		<hr/>	<hr/>
Cash flows from investing activities			
Bank interest receivable		1	7
Purchase of tangible fixed assets	14	(15,736)	(7,728)
		<hr/>	<hr/>
Net cash used in investing activities		(15,735)	(7,721)
		<hr/>	<hr/>
Change in cash and cash equivalents in the year		502,160	348,086
Cash and cash equivalents at the beginning of the year		654,661	306,575
		<hr/>	<hr/>
Cash and cash equivalents at the end of the year	22	1,156,821	654,661
		<hr/> <hr/>	<hr/> <hr/>

The notes on pages 35 to 62 form part of these financial statements.

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1. General information

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

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

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

2. Accounting policies

2.1 Basis of preparation of financial statements

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

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

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

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

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

2.2 Going concern

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

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

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 2022

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 2022

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 2022

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 2022

3. Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions:

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

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

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

4. Income from donations

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Donations	13,443	1,222	14,665

	<i>Unrestricted funds 2021 £</i>	<i>Restricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Donations	15,433	1,674	17,107

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

5. Income from charitable activities

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Drugs and alcohol support	1,087,756	187,093	1,274,849
Mental health and wellbeing	2,339,641	49,650	2,389,291
Central projects	-	-	-
Special projects	-	-	-
Other projects	1,717	9,066	10,783
Total 2022	3,429,114	245,809	3,674,923

	<i>Unrestricted funds 2021 £</i>	<i>Restricted funds 2021 £</i>	<i>Total funds 2021 £</i>
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
<i>Total 2021</i>	<i>3,003,625</i>	<i>272,217</i>	<i>3,275,842</i>

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

5. Income from charitable activities (continued)

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

	2022	<i>As restated</i>
	£	2021
		£
Surrey County Council	1,464,251	1,295,063
National Lottery Community Fund	105,593	153,911
Surrey & Borders Partnership NHS Trust	1,418,703	1,157,195
Time to Change	15,008	-
Office of the Police & Crime Commissioner - Surrey	53,993	-
Surrey Heath	1,500	-
NHS Guildford & Waverley CCG	-	263,341
NHS Surrey Heartlands CCG	361,444	-
Guildford Borough Council	25,270	32,850
York Road	19,028	3,080
NHS England	191,786	192,683
	3,656,576	3,098,123

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

6. Income from other trading activities

	Unrestricted funds 2022 £	Total funds 2022 £
Income from trading subsidiary	442,474	442,474
Book sales	9,327	9,327
	<hr/> 451,801 <hr/>	<hr/> 451,801 <hr/>
	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Income from trading subsidiary	421,574	421,574
Book sales	145	145
	<hr/> 421,719 <hr/>	<hr/> 421,719 <hr/>

CATALYST SUPPORT LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

7. Expenditure on raising funds - trading activities

	Unrestricted funds 2022 £	Total funds 2022 £
Direct costs	348,003	348,003
Support costs - Staff costs	33,901	33,901
Support costs - Other costs	41,954	41,954
Support costs - Depreciation	6,137	6,137
Total 2022	429,995	429,995

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Direct costs	329,233	329,233
Support costs - Staff costs	33,030	33,030
Support costs - Other costs	45,021	45,021
Support costs - Depreciation	2,030	2,030
<i>Total 2021</i>	<i>409,314</i>	<i>409,314</i>

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

8. Analysis of expenditure on charitable activities - by fund

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Drugs and alcohol support	1,072,473	192,884	1,265,357
Mental health and wellbeing	2,147,675	50,000	2,197,675
Other projects	13,750	6,670	20,420
Total 2022	3,233,898	249,554	3,483,452
	<i>Unrestricted funds 2021 £</i>	<i>Restricted funds 2021 £</i>	<i>Total funds 2021 £</i>
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
<i>Total 2021</i>	<i>2,688,622</i>	<i>417,844</i>	<i>3,106,466</i>

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9. Analysis of expenditure on charitable activities - by type

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £
Drugs and alcohol support	1,103,937	161,420	1,265,357
Mental health and wellbeing	1,850,620	347,055	2,197,675
Other projects	9,459	10,961	20,420
Total 2022	2,964,016	519,436	3,483,452

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

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

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

Analysis of support costs

	Total funds 2022 £	<i>Total funds 2021 £</i>
Staff costs	370,235	324,007
Depreciation	6,000	8,000
Other staff costs	30,218	13,832
Premises costs	20,432	22,033
Venue and event costs	1,833	1,857
Bank charges	4,074	2,154
Office costs	30,979	28,035
Technology costs	22,102	27,858
Governance costs	31,869	25,599
Volunteers expenses	526	601
Travel and subsistence	1,162	181
Service level agreement costs	6	4,806
	519,436	458,963

10. Governance costs

	2022 £	<i>2021 £</i>
Auditors' remuneration - Audit of the financial statements	15,000	13,600
Auditors' remuneration - Taxation services	800	700
Auditors' remuneration - Other non-audit services	4,500	3,850
Legal and professional fees	11,176	7,449
Trustee meeting and training expenditure	393	-
Total	31,869	25,599

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NOTES TO THE FINANCIAL STATEMENTS
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11. Staff costs

	Group 2022 £	<i>Group 2021 £</i>	Charity 2022 £	<i>Charity 2021 £</i>
Wages and salaries	2,624,830	2,246,806	2,299,833	1,942,636
Social security costs	228,370	194,049	198,387	166,142
Pension costs	128,931	126,160	110,743	108,479
	<u>2,982,131</u>	<u>2,567,015</u>	<u>2,608,963</u>	<u>2,217,257</u>

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

	Group 2022 No.	<i>Group 2021 No.</i>
Employees	<u>116</u>	<u>103</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 £137,135 (2021 - £135,457). The Group considers its Key Management Personnel to comprise of the Trustees, the Chief Executive Officer of Catalyst Support Limited and the Managing Director of Alpha Extreme Services Limited.

There was one minimum statutory redundancy payment during the year (2021 - one), for the amount of £2,448 (2021 - £13,719).

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 March 2022, no Trustee expenses have been incurred (2021 - £NIL).

13. Intangible assets

Group and Charity

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

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

14. Tangible fixed assets

Group

	Motor vehicles £	Furniture and equipment £	Computer equipment £	Total £
Cost or valuation				
At 1 April 2021	10,495	32,921	135,220	178,636
Additions	5,500	1,027	9,209	15,736
Disposals	(7,495)	-	-	(7,495)
At 31 March 2022	8,500	33,948	144,429	186,877
Depreciation				
At 1 April 2021	7,805	31,849	115,543	155,197
Charge for the year	5,440	470	6,227	12,137
On disposals	(7,495)	-	-	(7,495)
At 31 March 2022	5,750	32,319	121,770	159,839
Net book value				
At 31 March 2022	2,750	1,629	22,659	27,038
At 31 March 2021	2,690	1,072	19,677	23,439

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

14. Tangible fixed assets (continued)

Charity

	Furniture and equipment £	Computer equipment £	Total £
Cost or valuation			
At 1 April 2021	31,041	132,516	163,557
Additions	1,027	9,209	10,236
At 31 March 2022	32,068	141,725	173,793
Depreciation			
At 1 April 2021	31,041	113,902	144,943
Charge for the year	-	6,000	6,000
At 31 March 2022	31,041	119,902	150,943
Net book value			
At 31 March 2022	1,027	21,823	22,850
At 31 March 2021	-	18,614	18,614

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

15. Fixed asset investments

	Investment in subsidiary company £
Charity	
Cost or valuation	
At 1 April 2021	100
At 31 March 2022	<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:

	2022 £	2021 £
Income	442,468	421,574
Expenditure	430,613	410,065
Gift aid distribution to Charity	12,200	16,000
Total comprehensive income	(339)	(4,491)
Net assets	11,976	12,315

16. Debtors

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Due within one year				
Trade debtors	121,526	70,851	-	-
Amounts owed by group undertakings	-	-	107,348	102,217
Prepayments and accrued income	493,999	549,097	493,999	549,097
	<u>615,525</u>	<u>619,948</u>	<u>601,347</u>	<u>651,314</u>

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17. Creditors: Amounts falling due within one year

		Group 2022 £	<i>Group 2021 £</i>	Charity 2022 £	<i>Charity 2021 £</i>
Pension deficit liability	18	80,000	<i>80,000</i>	80,000	<i>80,000</i>
Trade creditors		62,106	<i>53,018</i>	60,362	<i>51,330</i>
Other taxation and social security		147,812	<i>102,381</i>	123,008	<i>80,539</i>
Other creditors		5,000	<i>12,076</i>	4,373	<i>12,076</i>
Accruals and deferred income		727,494	<i>461,544</i>	664,179	<i>426,915</i>
		1,022,412	<i>709,019</i>	931,922	<i>650,860</i>
		Group 2022 £	<i>Group 2021 £</i>	Charity 2022 £	<i>Charity 2021 £</i>
Deferred income					
Deferred income at 1 April		437,316	<i>44,197</i>	407,587	<i>-</i>
Resources deferred during the year		685,786	<i>437,316</i>	629,542	<i>407,587</i>
Amounts released from previous periods		(437,316)	<i>(44,197)</i>	(407,587)	<i>-</i>
Deferred income at 31 March		685,786	<i>437,316</i>	629,542	<i>407,587</i>

Deferred income relates to various projects and grants which are ongoing into 2022-23 and for which funds have been received in advance. These are below:

- In Reach
- Recovery and Connect
- Older Adult Support grant
- National Lottery
- Bridge the Gap
- COVID-19 grant
- Service User Network (SUN)
- Safe Haven Peer Support
- Woking Safe Haven
- Young Adult Safe Haven

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FOR THE YEAR ENDED 31 MARCH 2022

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

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Pension deficit liability	-	40,000	-	40,000

The Charity operates a defined contribution scheme with the Surrey County Council Local Government Pension Scheme which has a guaranteed element of pension benefits. The pension cost charge represents the contributions payable by the Charity to the Funds in respect of the year, and for both schemes amounted to £110,743 (2021 - £108,337).

The Charity was previously informed that additional contributions were payable to the defined benefits scheme over a 3 year period with 3 payments of £40,000 being made annually from 1 April 2020. The amount due falling after one year amounts to £NIL (2021 - £40,000).

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NOTES TO THE FINANCIAL STATEMENTS
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19. Statement of funds

Current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
Unrestricted funds					
General funds	668,877	3,894,359	(3,663,893)	(45,306)	854,037
Pension reserve	(120,000)	-	-	40,000	(80,000)
	<u>548,877</u>	<u>3,894,359</u>	<u>(3,663,893)</u>	<u>(5,306)</u>	<u>774,037</u>
Restricted funds					
Reach Out - The National Lottery Community Fund	-	106,510	(111,816)	5,306	-
Support Provision for Self Isolating Patients	152	-	-	-	152
York Road	-	19,028	(18,497)	-	531
Creative Response	-	50,000	(50,000)	-	-
Cuckooing	-	71,493	(69,241)	-	2,252
	<u>152</u>	<u>247,031</u>	<u>(249,554)</u>	<u>5,306</u>	<u>2,935</u>
Total of funds	<u><u>549,029</u></u>	<u><u>4,141,390</u></u>	<u><u>(3,913,447)</u></u>	<u><u>-</u></u>	<u><u>776,972</u></u>

CATALYST SUPPORT LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

19. Statement of funds (continued)

Prior year

	<i>Balance at 1 April 2020 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2021 £</i>
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>273,891</u>	<u>(3,515,780)</u>	<u>-</u>	<u>549,029</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

19. Statement of funds (continued)

The purpose of each major restricted fund is as follows:

Reach Out includes funds received from The National Lottery Community Fund for the provision of counselling for individuals around substance misuse by volunteer counsellors. A transfer of £5,306 has been made to the fund from general funds to provide the additional funds required to bring that year end balance to £NIL.

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

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

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

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

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

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

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

Cuckooing Providing support for vulnerable adults affected by cuckooing. In 2020/21, a transfer of £3,622 was made to the fund from general funds to provide the additional funds required to bring that year end balance to £NIL.

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

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

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

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19. Statement of funds (continued)

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

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

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

20. Analysis of net assets between funds

Analysis of net assets between funds - current year

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

Analysis of net assets between funds - prior year

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

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

		Group 2022 £	Group 2021 £
Net income for the year (as per Statement of Financial Activities)		227,943	198,895
Adjustments for:			
Depreciation charges	14	12,137	10,030
Decrease/(increase) in debtors	16	4,423	(204,068)
Increase in creditors	18,17	273,393	350,957
Bank interest receivable		(1)	(7)
Net cash provided by operating activities		517,895	355,807

22. Analysis of cash and cash equivalents

	Group 2022 £	Group 2021 £
Cash at bank and in hand	1,156,821	654,661
Total cash and cash equivalents	1,156,821	654,661

23. Analysis of changes in net debt

	At 1 April 2021 £	Cash flows £	At 31 March 2022 £
Cash at bank and in hand	654,661	502,160	1,156,821
	654,661	502,160	1,156,821

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

24. Pension commitments

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

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

It is possible that future valuations or interim reviews of the Fund may require additional contributions to be made. The Charity was 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 triennial review of the valuation of the Fund was carried out as at 31 March 2022, for which the report would be made available in 2023.

The operating costs of the defined benefit pension scheme were £71,608 (2021 - £76,110).

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25. Operating lease commitments

At 31 March 2022 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2022 £	<i>Group 2021 £</i>	Charity 2022 £	<i>Charity 2021 £</i>
Land and buildings				
Not later than 1 year	49,000	42,500	49,000	42,500
Later than 1 year and not later than 5 years	76,500	93,000	76,500	93,000
	125,500	135,500	125,500	135,500
	Group 2022 £	<i>Group 2021 £</i>	Charity 2022 £	<i>Charity 2021 £</i>
Equipment				
Not later than 1 year	1,080	1,080	1,080	1,080
Later than 1 year and not later than 5 years	1,080	2,160	1,080	2,160
	2,160	3,240	2,160	3,240

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

	Group 2022 £	<i>Group 2021 £</i>	Charity 2022 £	<i>Charity 2021 £</i>
Operating lease rentals	50,080	50,080	50,080	50,080
	50,080	50,080	50,080	50,080

26. Related party transactions

During the year, salaries of £373,168 (2021 - £349,758) relating to Alpha Extreme Services Limited, the subsidiary of Catalyst Support Limited, were paid by Catalyst Support Limited and recharged to Alpha Extreme Services Limited. At the year end, the amount owed to Catalyst Support Limited from Alpha Extreme Services Limited is £107,348 (2021 - £102,217). During the year, Alpha Extreme Services Limited donated distributable profits of £12,200 to Catalyst Support Limited (2021 - £16,000).