

Catalyst Stockton on Tees Limited
(Company Limited by Guarantee)

Trustees Report and Unaudited Financial Statements
for the Year Ended 31 March 2017

“Registrar of Companies Copy”
Company Number: 04016295

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COMPANIES HOUSE

ANDERSON BARROWCLIFF LLP
Chartered Accountants

Catalyst Stockton on Tees Limited

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for the Year Ended 31 March 2017

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Catalyst Stockton on Tees Limited

Report of the Trustees **for the Year Ended 31 March 2017**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2017. The trustees have adopted the provisions of 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) (effective 1 January 2015).

STRATEGIC REPORT

The Trustees present their report and the audited financial statements of the charity for the year ended 31 March 2017. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities/Financial Reporting Standard applicable in the UK and Republic of Ireland published on 16 July 2014 (as amended by Update Bulletin 1 published on 2 February 2016).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Catalyst has a traditional structure for a small charity:

Board – has governance and strategic responsibility

Chief Executive – has executive responsibility to run operations

3 x Senior Management Team – responsible for Stockton Voice, Catalyst Health and Company Secretary duties

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Trustees of the charity

The directors of the charitable company are its trustees for the purposes of charity law. The trustees who have served during the year and since the year end were as follows:

Dave Pickard (Vice Chair)

Cllr Steven Nelson

Dr Paul Williams

Tina Williams

Guru Naidoo (Chair)

Lesley Cooke

John Clow - Resigned 3 August 2016

Lesley King - Resigned 23 August 2016

Ollie Mack - appointed 3 August 2016

Prof. Paul Crawshaw

Rupi Timmons (Treasurer) - appointed 13 December 2016

Chief executive

Steve Rose

Trustee Recruitment

Trustees are recruited in order to ensure that the skills needed on the Board are present. These are identified using a skills and experience matrix which is refreshed on an annual basis.

There is an open application process which anyone can use to apply to be a Trustee. The Board reserve the right to accept or reject an application based on:

- Whether there is an obvious vacancy;
- Skills and experience of the person applying being needed on the Board;
- Availability and commitment of the person applying.

Catalyst Stockton on Tees Limited

Report of the Trustees **for the Year Ended 31 March 2017**

OBJECTIVES AND ACTIVITIES

The main objective set by the Trustees is for Catalyst Stockton-on-Tees to be seen as a forward thinking and modern infrastructure organisation for the voluntary, community & social enterprise sector (VCSE). This objective is to be met under five clear strategic priorities:

- 1) Delivery of the VCSE Strategy 2015-20: the agreed high level strategy for the VCSE which describes the services expected of Catalyst by all stakeholders. This includes support, training and guidance for the VCSE; management of development projects; efficient running of networks and consultations; advocacy for the VCSE and public sector;
- 2) Engagement & Consultation: Catalyst to ensure that engagement with communities, stakeholders and discrete groups informs policy-making and delivery of services across the VCSE. Also to maintain and promote distinct reference groups such as Over 50s Forum, Multi-Cultural Group, LGBT Group and develop a forum for Disability Awareness;
- 3) Organisational Excellence: The Board is clear in wanting Catalyst to be an exemplar of good practice as a VCSE Organisation in all policies and practice. This has meant that all aspects of governance and internal policy-making have been reviewed over a two year period with further scrutiny now formally built into the Board's practice. Trustee appraisals and formality over remuneration have also been introduced;
- 4) Health & Wellbeing Programme: maintenance and growth of the Health & Wellbeing Programme including continuing to be seen as an organisation of excellent practice in NHS England programmes in the context of partnership working with public sector bodies;
- 5) Business Growth: The Board have determined the need to extend income generating activity to ensure long-term sustainability as a priority. This will include the development of new services and development projects as well as extending the geographical footprint of Catalyst, especially in the context of the Tees Valley Combined Authority and new NHS configuration.

Social Investments

The Board of Catalyst decided to invest the maximum allowable in shares of Tees Credit Union (TCU) aka "Your Community Bank". This was done to increase the loan fund at TCU using the reserve that would not be expected to be drawn down except in extremis. The figure invested does not exceed the amount protected by the Financial Services Authority Protection Scheme and so would not be affected by a TCU closure.

Volunteers

Catalyst does not make use of an extensive number of volunteers except as Trustees. In 2016-17 three people undertook regular volunteering in admin and building management duties totalling around 500 hours between them.

Performance Management

Expected performance outputs and outcomes are set as a part of the annual business planning process which was approved by the Board in March 2016 including the budget for the year. Each officer has clear personal goals as well as those set for the organisation as a whole. The business plan's introduction states that it is an internal document but not confidential and is discussed with VCSE partners through the Council of Interest and individually as required.

A full copy of the business is available on request.

CCG Funded Grant Allocation

The funds for VCSE Health Initiatives are given to Catalyst as a grant from the Board of Hartlepool & Stockton Clinical Commissioning Group (CCG). Catalyst run a Social Prescribing Programme around agreed priorities of the CCG and report to both their Board and the Stockton-on-Tees Health & Wellbeing Board on impact and value on an annual basis.

Projects are chosen to be funded by a panel made up of Catalyst and representatives of the CCG, Stockton Public Health, Hartlepool Public Health and NHS North East Commissioning Support.

Successful projects are contracted and project managed by Catalyst.

Public benefit statement

As the VCSE infrastructure organisation for Stockton-on-Tees our existence is predicated on the belief that a strong and sustainable voluntary, community and social enterprise sector has significant, positive impact on the lives of people who live, visit and work in the borough. The business of Catalyst is to ensure that other agencies have the necessary support and resources to support and improve the lives of people across the borough, especially those living in significant need and under the pressures caused by economic deprivation. Catalyst is monitored by the VCSE through a Council of Interest to ensure it continues to serve in this capacity in addition to requirements of funders and other external partners.

Catalyst Stockton on Tees Limited

Report of the Trustees **for the Year Ended 31 March 2017**

Achievements and performance

- a) Delivery of the Third Sector Strategy for Stockton: the Action Plan for delivery of the Third Sector Strategy was approved by the Catalyst Board and Council of Interest and scrutinised throughout the year. The annual satisfaction survey showed well over 90% satisfaction in all areas over activity from a response of around 30% of our membership;
- b) Engagement & Consultation: Catalyst took over responsibility for the monthly Stockton Over 50s Forum from the local authority as well as introducing a quarterly VCSE Safeguarding Forum. This is in addition to continuing with the programme of meetings which include Council of Interest (6pa); Voice Forum (6pa); Senior Leaders Meetings (6pa); Multicultural Forum (4pa) and support for the four locality Forums across the borough;
- c) VCSE Support: Centre of Excellence delivered 73 training events attended by 101 different organisations. 31 organisations received formal funding advice resulting in over £700k being brought into the borough with a number of other agencies receiving informal support;
- d) Volunteering: the Stockton Volunteering Partnership has been established with an emerging website. A full programme will be established for Volunteering Week in June 2017 and reported next year;
- e) Health & Wellbeing Programme: VCSE Health Initiatives, the delivery of a programme to meet CCG and Public Health outcomes, strong role in the new Better Care Fund, project managing national pilot in Integrated Personal Commissioning as well as being a full strategic partner in the development of new European Funding opportunities for employment across Tees Valley. These projects augment the ongoing developments shown in work started the previous year including the re-establishment of a VCSE health & Wellbeing Forum;
- f) Clear communication: Catalyst weekly eBulletin reaches over 800 addresses weekly and is cascaded more widely – achieves highest satisfaction rating of any Catalyst activity. Website continues to increase footfall. An Annual Report is published each year in hard copy form and online which describes business activity and a summary of the accounts;
- g) Awards & Events: Catalyst Achievement Awards were held in June 2016 during Volunteering Week and was attended by 170 people with full coverage in local press. The annual conference was also held in October 2016 and attracted over 150 people and 36 stall holders.

FINANCIAL REVIEW

Catalyst continues to perform in an expected manner. The previous high reserve level has been addressed by investing in new programmes of work. The Board of Trustees approved a Reserve Policy of having a free reserve of around 50% of annual running costs and the trustees have set a reserve level target of £200,000. Currently unrestricted reserves are £331,789 of which free reserves are £86,548. Fixed assets are £230,241 and programme related investments are £15,000. The trustees are currently endeavouring to source additional funding to meet this deficit.

Risks

A risk register is discussed and updated each year by the Board of Catalyst. The main risks to the future of the organisation both in terms of running smoothly and developing into the future are:

- Political change locally: although the core support for the organisation is through the local authority the risk to Catalyst of political change would be mitigated by the good relationships generated across all parties;
- Change to health commissioning structures: if the CCG were to be replaced by another health commissioning structure there may be a major impact on the current business structure of Catalyst. There is a medium risk of this taking place and certainly there would be a long lead time to implementation;
- Continued austerity policy from central government: the continued reduction of public funds to the local authority could prove challenging for Catalyst to continue the current manner in fulfilling its role as the VCSE infrastructure body for the borough. Whilst there is a three year agreement in place with two years to run there is a medium to high risk to Catalyst should current central government policies continue;
- Loss of key personnel: the current senior management team and officers of the Board are performing well and would be difficult to replace. In the past, however, Catalyst has proved able to recruit high calibre officers due to its reputation and relationships as well as continuously refreshing the Board with skilled and experienced Trustees.

Catalyst Stockton on Tees Limited

Report of the Trustees **for the Year Ended 31 March 2017**

Principal Funding Sources

The main themes for all sources of funding as represented in the accounts are:-

- Core Funding: grants paid from public bodies (local authority and CCG) to ensure that Catalyst is sustainable and able to act efficiently as the VCSE infrastructure body for Stockton-on-Tees which is its core charitable purpose;
- Project income: fees derived from delivering projects which enhance the VCSE sector and strengthen relationships with public sector partners both key parts of the charitable objectives of Catalyst;
- Rent, room hire & services to tenants: derives income that can be used to offer enhanced services and support for the VCSE such as purchasing fundraising resources and hiring specific expertise to support the VCSE;
- Sponsorship: used to ensure that large events can continue such as the achievement awards, conference and volunteering market.

Investment Policy

Catalyst asks that all funds are used within ethical investments of medium or low risk – these are reviewed annually with a wealth management company and Board.

PLANS FOR FUTURE PERIODS

Current & Future Developments

Stockton Voice

- a) Community Voices: currently running around 60 meetings each year that are made up of networks, forums and specialist groups that ensure that the voices of Stockton are being heard in the development of public policy as well as providing a vehicle for groups and individuals to discuss, share information and develop joint working initiatives. New developments will include a greater focus on those supporting people with disabilities and impairments;
- b) Centre of Excellence: Around 50 training opportunities organised by Catalyst each year – it is intended that this will continue as resources allow;
- c) Capacity Building: support in governance, finance, policy development and problem solving helps individual organisations to grow their capacity. This is at the heart of what a VCSE infrastructure organisation should be delivering and new developments will be selling these to other areas;
- d) Catalyst Grantfinder: as part of the Centre of Excellence, Catalyst aids VCSE organisations in locating grant funders, and supports their applications for grants through the use of a professional bid writer as a critical friend. Grantfinder is contracted until 2020, and additional bid writing support will continue as resources allow;

Health & Wellbeing Programme

- a) Social Prescribing: The Health Initiatives Programme has delivered over £2m of work since its inception under the management of Catalyst. This will continue dependent on CCG policy;
- b) Integrated Personal Commissioning (IPC): this NHS England demonstrator programme will enter its fourth year and Catalyst will continue to be the lead project manager. There is no indication when the end date for this will be;
- c) Community Health Ambassadors: a developed programme of volunteers used by the CCG and managed by Catalyst to get feedback and ideas on health related issues. The CCG has indicated this will continue for at least another three years;
- d) A Fairer Start/Children's Services: the Early Years programme managed by Catalyst will finish its pilot stage in March 2018 and Catalyst will, it is hoped, continue to have a management and monitoring role as the service is expanded to the whole borough;
- e) Other Programme Support: Catalyst has proved the ability to manage complex NHS funded programmes in a VCSE context and it is envisaged that the scope of these will expand as new opportunities arise.

Catalyst Stockton on Tees Limited

Report of the Trustees **for the Year Ended 31 March 2017**

Community Safety

- a) Police & Crime Commissioner: although not receiving any funding, Catalyst continues to work with the PCC in addressing issues of policing. It is hoped that financial opportunities will arise to use Catalyst's skills and experience in project management in the future;
- b) Strategic Boards: Catalyst sits on a range of strategic boards in Community safety and is used as the access to greater community knowledge – it is hoped this may translate to more tangible work in the future.

Employment & Economic Development

- a) ERDF/ESIF: Catalyst sits on the relevant strategic groups for developing the ERDF/ESIF programme for Tees Valley Combined Authority and will be a part of developing new arrangements as the UK leaves the EU. No tangible opportunities for work have come from this but it is expected that they will in the future, especially around the development of VCSE organisations as SMEs;
- b) Building Better Opportunities: Catalyst is delivering a small part of this employment programme by ensuring that there is increasing capacity and availability of places for people to volunteer back to work. The contract will end in 2020.

Volunteering

- a) Volunteering Partnership: Catalyst runs the newly established Volunteering Partnership and has good buy-in across the borough. For this to continue will require grant support for revenue costs and there are applications pending;
- b) Stockton Volunteers Website: new website for brokerage of volunteering opportunities managed by Catalyst and also in need of revenue support to continue;
- c) Volunteering Kitemark: Catalyst will be working with the VCSE to develop a kitemark for volunteering in the borough to demonstrate higher quality and better experience for those volunteering. This too is dependent on future funding bids.

Geographical Reach

- a) Hartlepool: the shared CCG boundary between Hartlepool and Stockton on Tees means that there is already work going on across the two boroughs. How and when this may develop is a key priority for the coming period 2017-19;
- b) Darlington: whilst VCSE support in Darlington, especially for small organisations, there is not the same impetus as with Hartlepool;
- c) Elsewhere: Catalyst will be promoting services to VCSE organisations outside of Stockton on Tees with a cost attached that may mean that work develops elsewhere.

Consultancy & Research

- a) Project Development: Catalyst has an expertise in developing and initiating new projects. This will be promoted as a service available for others to buy into on a consultancy basis.
- b) Catalyst has a large reach within the VCSE sector of Stockton on Tees and has experience in consultation and information gathering. Catalyst offers this as a service, whilst maintaining our own, ongoing consultation work in the form of Scoping the Sector.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
04016295 (England and Wales)

Registered Charity number
1083231

Catalyst Stockton on Tees Limited

Report of the Trustees
for the Year Ended 31 March 2017

Registered Office

Catalyst House
27 Yarm Road
Stockton-On-Tees
Cleveland
TS18 3NJ

Company Secretary

Ms A L Atherley

Auditors

Anderson Barrowcliff LLP
Statutory Auditors
Chartered Accountants
3 Kingfisher Court
Bowesfield Park
Stockton on Tees
TS18 3EX

Catalyst Stockton on Tees Limited

Report of the Trustees
for the Year Ended 31 March 2017

STATEMENT OF TRUSTEES RESPONSIBILITIES

The trustees (who are also the directors of Catalyst Stockton on Tees Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company 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 charitable company's auditors are 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 auditors are aware of that information.

AUDITORS

The auditors, Anderson Barrowcliff LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on14/9/17..... and signed on the board's behalf by:



.....
Guru Naidoo
Chair

Report of the Independent Auditors to the Members of
Catalyst Stockton on Tees Limited

We have audited the financial statements of Catalyst Stockton on Tees Limited for the year ended 31 March 2017 on pages five to twenty one. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

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. 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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

As explained more fully in the Statement of Trustees Responsibilities set out on page two, 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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Report of the Trustees to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2017 and of its 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, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.

Report of the Independent Auditors to the Members of
Catalyst Stockton on Tees Limited

Matters on which we are required to report by exception

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the 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.

Other matter

The financial statements of Catalyst Stockton on Tees Limited for the year ended 31 March 2016 were not audited because the income in the year as originally reported was below the audit threshold.



Pauline Robinson FCCA, ACA (Senior Statutory Auditor)
for and on behalf of Anderson Barrowcliff LLP
Statutory Auditors
Chartered Accountants
3 Kingfisher Court
Bowesfield Park
Stockton on Tees
TS18 3EX

Date:

15th September 2017

Catalyst Stockton on Tees Limited

Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the Year Ended 31 March 2017

		Unrestricted funds £	Restricted funds £	2017 Total funds £	2016 Total funds as restated £
	Notes				
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	89,250	4,573	93,823	89,250
Charitable activities	6				
Management of Funds		139,300	724,181	863,481	2,095,916
Bursary and Step Change		-	49,057	49,057	10,679
Other trading activities	4	45,007	1,436	46,443	58,774
Investment income	5	6,465	-	6,465	2,133
Total		280,022	779,247	1,059,269	2,256,752
 EXPENDITURE ON					
Raising funds	7	44,970	-	44,970	42,104
Charitable activities	8				
Management of Funds		125,744	761,272	887,016	1,583,137
Bursary and Step Change		15,478	39,502	54,980	45,110
The Voice Forum		185,262	738	186,000	143,322
Total		371,454	801,512	1,172,966	1,813,673
 NET (EXPENDITURE)/INCOME		(91,432)	(22,265)	(113,697)	443,079
 Transfers between funds	21	1,444	(1,444)	-	-
 Net movement in funds		(89,988)	(23,709)	(113,697)	443,079
 RECONCILIATION OF FUNDS					
Total funds brought forward					
As previously reported		320,686	269,369	590,055	673,508
Prior year adjustments		101,091	425,441	526,532	-
Balances brought forward - restated		421,777	694,810	1,116,587	673,508
 TOTAL FUNDS CARRIED FORWARD		331,789	671,101	1,002,890	1,116,587

CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements

Catalyst Stockton on Tees Limited
(Registered Number: 04016295)
Balance Sheet
At 31 March 2017

		Unrestricted funds £	Restricted funds £	2017 Total funds £	2016 Total funds as restated £
	Notes				
FIXED ASSETS					
Tangible assets	16	230,241	663	230,904	235,999
Social investments	17	<u>15,000</u>	<u>-</u>	<u>15,000</u>	<u>15,000</u>
		245,241	663	245,904	250,999
CURRENT ASSETS					
Debtors	18	29,849	205,100	234,949	58,738
Cash at bank and in hand		<u>166,429</u>	<u>1,261,338</u>	<u>1,427,767</u>	<u>2,210,416</u>
		196,278	1,466,438	1,662,716	2,269,154
CREDITORS					
Amounts falling due within one year	19	(109,730)	(796,000)	(905,730)	(1,403,566)
NET CURRENT ASSETS		<u>86,548</u>	<u>670,438</u>	<u>756,986</u>	<u>865,588</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>331,789</u>	<u>671,101</u>	<u>1,002,890</u>	<u>1,116,587</u>
NET ASSETS		<u>331,789</u>	<u>671,101</u>	<u>1,002,890</u>	<u>1,116,587</u>
FUNDS	21				
Unrestricted funds				331,789	468,383
Restricted funds				<u>671,101</u>	<u>648,204</u>
TOTAL FUNDS				<u>1,002,890</u>	<u>1,116,587</u>

The financial statements were approved by the Board of Trustees on14/9/17..... and were signed on its behalf by:



.....
Guru Naidoo
Chair

The notes form part of these financial statements

Catalyst Stockton on Tees Limited

Cash Flow Statement
for the Year Ended 31 March 2017

		2017	2016
			as restated
	Notes	£	£
Cash flows from operating activities:			
Cash generated from operations	23	<u>(770,887)</u>	<u>510,631</u>
Net cash provided (used in) / by operating activities		<u>(770,887)</u>	<u>510,631</u>
Cash flows from investing activities:			
Purchase of tangible fixed assets		(18,227)	(2,834)
Interest received		<u>6,465</u>	<u>2,133</u>
Net cash provided used in investing activities		<u>(11,762)</u>	<u>(701)</u>
Change in cash and cash equivalents in the reporting period		(782,649)	509,930
Cash and cash equivalents at the beginning of the reporting period		<u>2,210,416</u>	<u>1,700,486</u>
Cash and cash equivalents at the end of the reporting period		<u><u>1,427,767</u></u>	<u><u>2,210,416</u></u>

The notes form part of these financial statements

Catalyst Stockton On Tees Limited

Notes to the Financial Statements for the Year Ended 31 March 2017

1. STATUTORY INFORMATION

Catalyst Stockton on Tees Limited is a private charitable company, limited by guarantee, registered in England and Wales. The company's registered number and registered office address can be found in the Trustees' Report.

The financial statements are presented in sterling which is the functional currency of the charitable company and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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) (effective 1 January 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The financial statements are prepared on a going concern basis under the historical cost convention, with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to the accounts. The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income from grants, whether 'capital' grants or 'revenue grants', is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Room hire and printing income is recognised in the period the income relates to.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Allocation and apportionment of costs

Support costs have been allocated between governance cost and other support costs. Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to statutory audit and legal fees together with an apportionment of overhead and support costs.

Governance costs and support costs relating to charitable activities have been apportioned based on an estimate of staff time spent on that activity. The allocation of support and governance costs is analysed in note 10.

Catalyst Stockton on Tees Limited

Notes to the Financial Statements - continued
for the Year Ended 31 March 2017

2. ACCOUNTING POLICIES – continued

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	- 5% on cost
Plant and machinery	- 33% on reducing balance

Tangible fixed assets are stated at cost or deemed cost less accumulated depreciation and accumulated impairment losses.

Land and buildings were valued by Robertson Simpson Property Consultants on a fair value basis for transition to FRS102. This valuation was incorporated in the financial statements for the year ended 31 March 2015 and on transition has been treated as the deemed cost.

Where depreciation charges are increased following a revaluation, an amount equal to the increase is transferred annually from the revaluation reserve to the profit and loss account as a movement on reserves.

Social investments

Social investments are included in the balance sheet at cost less accumulated impairment losses.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

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 one year or less from the date of acquisition or opening of the deposit or similar account.

Financial instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Catalyst Stockton on Tees Limited

Notes to the Financial Statements - continued
for the Year Ended 31 March 2017

3. DONATIONS AND LEGACIES

	Unrestricted funds	Restricted funds	2017 Total funds	2016 Total funds as restated
	£	£	£	£
Donations	-	4,573	4,573	-
Grants	<u>89,250</u>	<u>-</u>	<u>89,250</u>	<u>89,250</u>
	<u>89,250</u>	<u>4,573</u>	<u>93,823</u>	<u>89,250</u>

Grants received, included in the above, are as follows:

	2017	2016 as restated
	£	£
Stockton Borough Council	<u>89,250</u>	<u>89,250</u>

4. OTHER TRADING ACTIVITIES

	Unrestricted funds	Restricted funds	2017 Total funds	2016 Total funds as restated
	£	£	£	£
Room hire, printing etc	45,007	-	45,007	56,774
Misc income	<u>-</u>	<u>1,436</u>	<u>1,436</u>	<u>2,000</u>
	<u>45,007</u>	<u>1,436</u>	<u>46,443</u>	<u>58,774</u>

5. INVESTMENT INCOME

	Unrestricted funds	Restricted funds	2017 Total funds	2016 Total funds as restated
	£	£	£	£
Bank account interest	<u>6,465</u>	<u>-</u>	<u>6,465</u>	<u>2,133</u>

6. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2017	2016 as restated
		£	£
Grants	Management of Funds	92,616	105,906
Project income	Management of Funds	<u>770,865</u>	<u>1,990,010</u>
		<u>863,481</u>	<u>2,095,916</u>
Grants	Bursary and Step Change	9,057	-
Project income	Bursary and Step Change	<u>40,000</u>	<u>10,679</u>
		<u>49,057</u>	<u>10,679</u>
		<u>912,538</u>	<u>2,106,595</u>

Catalyst Stockton on Tees Limited

Notes to the Financial Statements - continued
for the Year Ended 31 March 2017

6. INCOME FROM CHARITABLE ACTIVITIES – continued

Grants received, included in the above, are as follows:

	2017	2016 as restated
	£	£
BBO - Step Forward Tees Valley	9,057	-
Big Local	<u>92,616</u>	<u>105,906</u>
	<u><u>101,673</u></u>	<u><u>105,906</u></u>

7. RAISING FUNDS

Other trading activities

	Unrestricted funds	Restricted funds	2017 Total funds	2016 Total funds as restated
	£	£	£	£
Wages	27,506	-	27,506	25,765
Social security	2,056	-	2,056	2,155
Pensions	1,820	-	1,820	2,053
Insurance	558	-	558	474
Telephone	813	-	813	645
Premises costs	2,457	-	2,457	2,286
Staff Training	798	-	798	-
Office Costs	3,149	-	3,149	2,826
Staff travel	463	-	463	3,065
Subscriptions	600	-	600	849
Bad debts	258	-	258	-
Bank charges	985	-	985	52
Depreciation	<u>3,498</u>	-	<u>3,498</u>	<u>1,934</u>
	<u><u>44,970</u></u>	<u><u>-</u></u>	<u><u>44,970</u></u>	<u><u>42,104</u></u>

8. CHARITABLE ACTIVITIES COSTS

	Direct costs (See note 9)	Support costs (See note 10)	Totals
	£	£	£
Management of Funds	761,272	125,744	887,016
Bursary and Step Change	39,502	15,478	54,980
The Voice Forum	<u>29,131</u>	<u>156,869</u>	<u>186,000</u>
	<u><u>829,905</u></u>	<u><u>298,091</u></u>	<u><u>1,127,996</u></u>

Catalyst Stockton on Tees Limited

Notes to the Financial Statements - continued
for the Year Ended 31 March 2017

9. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2017	2016 as restated
	£	£
Wages	47,044	25,828
Social security	3,272	1,655
Pensions	321	-
Insurance	260	229
Staff training	4,745	5,156
Office costs	3,037	-
Publicity, advertising & event	578	9,421
Other project costs	103,518	120,283
Sub contracted work	651,139	1,326,511
Staff travel	10,806	-
Subscriptions	5,185	-
	<u>829,905</u>	<u>1,489,083</u>

10. SUPPORT COSTS

	Management	Governance costs	Totals
	£	£	£
Management of Funds	109,850	15,894	125,744
Bursary and Step Change	13,521	1,957	15,478
The Voice Forum	131,792	25,077	156,869
	<u>255,163</u>	<u>42,928</u>	<u>298,091</u>

Support costs, included in the above, are as follows:

	Management of Funds	Bursary and Step Change	The Voice Forum	2017 Total activities	2016 Total activities as restated
	£	£	£	£	£
Wages	67,189	8,270	80,409	155,868	151,269
Social security	5,044	621	6,036	11,701	6,949
Pensions	4,446	547	5,320	10,313	11,633
Insurance	1,362	168	1,631	3,161	2,688
Telephone	1,987	244	3,115	5,346	3,657
Premises costs	6,001	739	7,183	13,923	12,951
Other costs	12,870	1,584	14,990	29,444	38,194
Depreciation of tangible assets	8,544	1,052	10,227	19,823	10,960
Interest payable and similar charges	2,407	296	2,881	5,584	295
Wages	10,113	1,245	16,243	27,601	26,050
Social security	1,029	127	1,652	2,808	2,593
Pensions	506	62	812	1,380	1,303
Auditors' remuneration	1,978	244	3,178	5,400	-
Accountancy and legal fees	2,268	279	3,192	5,739	13,944
	<u>125,744</u>	<u>15,478</u>	<u>156,869</u>	<u>298,091</u>	<u>282,486</u>

Catalyst Stockton on Tees Limited

Notes to the Financial Statements - continued
for the Year Ended 31 March 2017

11. NET (EXPENDITURE)/INCOME

Net /(expenditure) income is stated after charging/(crediting):

	2017	2016 as restated
	£	£
Auditors' remuneration	5,400	-
Depreciation - owned assets	<u>23,322</u>	<u>12,894</u>

12. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2017 nor for the year ended 31 March 2016.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2017 nor for the year ended 31 March 2016.

13. STAFF COSTS

	2017	2016 as restated
	£	£
Wages and salaries	258,019	228,912
Social security costs	19,846	13,352
Other pension costs	<u>13,834</u>	<u>14,989</u>
	<u>291,699</u>	<u>257,253</u>

The average monthly number of employees during the year was as follows:

	2017	2016
Office staff	11	11
Cleaner	<u>1</u>	<u>1</u>
	<u>12</u>	<u>12</u>

No employees received emoluments in excess of £60,000.

14. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds as restated £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	89,250	-	89,250
Charitable activities			
Management of Funds	88,362	2,007,554	2,095,916
Bursary and Step Change	-	10,679	10,679
Other trading activities	56,752	2,022	58,774
Investment income	<u>2,133</u>	<u>-</u>	<u>2,133</u>
Total	<u>236,497</u>	<u>2,020,255</u>	<u>2,256,752</u>

Catalyst Stockton on Tees Limited

Notes to the Financial Statements - continued
for the Year Ended 31 March 2017

14. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds	Restricted funds	Total funds as restated
	£	£	£
EXPENDITURE ON			
Raising funds	42,104	-	42,104
Charitable activities			
Management of Funds	116,923	1,466,214	1,583,137
Bursary and Step Change	14,633	30,477	45,110
The Voice Forum	142,821	501	143,322
Total	316,481	1,497,192	1,813,673
NET INCOME/(EXPENDITURE)	(79,984)	523,063	443,079
Transfers between funds	122,778	(122,778)	-
Net movement in funds	42,794	400,285	443,079
RECONCILIATION OF FUNDS			
Total funds brought forward	378,983	294,525	673,508
TOTAL FUNDS CARRIED FORWARD	421,777	694,810	1,116,587

15. PRIOR YEAR ADJUSTMENT

	Unrestricted Funds	Restricted Funds	Total Funds
	£	£	£
Fund balances as previously reported at 31 March 2016	320,686	269,369	590,055
Deferred income and costs released relating to 31 March 2015	-	1,172,220	1,172,220
Deferred income and costs released relating to 31 March 2016	8,000	(624,001)	(616,001)
Depreciation adjustment	14,938	-	14,938
SBC grant received in year ended 31 March 2016 relating to year ended 31 March 2017	(44,625)	-	(44,625)
	298,999	817,588	1,116,587
Transfer to correct restricted fund balances	122,778	(122,778)	-
Reversal of transfer from revaluation reserve	6,885	-	-
Reversal of transfer to unrestricted reserves	(6,885)	-	-
Fund balances as restated at 31 March 2016	421,777	694,810	1,116,587

Catalyst Stockton on Tees Limited

Notes to the Financial Statements - continued
for the Year Ended 31 March 2017

16. TANGIBLE FIXED ASSETS

	Freehold property £	Plant and machinery £	Totals £
COST			
At 1 April 2016	242,000	156,146	398,146
Additions	-	18,227	18,227
At 31 March 2017	<u>242,000</u>	<u>174,373</u>	<u>416,373</u>
DEPRECIATION			
At 1 April 2016	24,200	137,947	162,147
Charge for year	<u>12,100</u>	<u>11,222</u>	<u>23,322</u>
At 31 March 2017	<u>36,300</u>	<u>149,169</u>	<u>185,469</u>
NET BOOK VALUE			
At 31 March 2017	<u>205,700</u>	<u>25,204</u>	<u>230,904</u>
At 31 March 2016	<u>217,800</u>	<u>18,199</u>	<u>235,999</u>

The Charitable company had the freehold property revalued by Robertson Simpson Property Consultants on 22 August 2014.

Cost or valuation at 31 March 2017 is represented by:

	Freehold Property £	Plant and machinery £	Total £
Valuation 2014	(11,668)	-	(11,668)
Cost	<u>253,668</u>	<u>174,373</u>	<u>428,041</u>
	<u>242,000</u>	<u>174,373</u>	<u>416,373</u>

If the Freehold property had not been revalued it would have been included at the following historical costs:

	2017 £	2016 £
Cost	<u>253,668</u>	<u>253,668</u>
Aggregate depreciation	<u>185,673</u>	<u>173,573</u>

Catalyst Stockton on Tees Limited

Notes to the Financial Statements - continued
for the Year Ended 31 March 2017

17. SOCIAL INVESTMENTS

	Programme related investments £	Totals £
COST		
Cost/valuation b/f	<u>15,000</u>	<u>15,000</u>
 NET BOOK VALUE		
At 31 March 2017	<u>15,000</u>	<u>15,000</u>
At 31 March 2016	<u>15,000</u>	<u>15,000</u>

18. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2017 £	2016 as restated £
Trade debtors	217,678	53,845
Other debtors	2,336	4,893
Prepayments and accrued income	<u>14,935</u>	<u>-</u>
	<u>234,949</u>	<u>58,738</u>

19. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2017 £	2016 as restated £
Trade creditors	91,978	46,459
Social security and other taxes	5,971	5,175
Other creditors	3,730	4,575
Deferred income	798,651	1,346,057
Accrued expenses	<u>5,400</u>	<u>1,300</u>
	<u>905,730</u>	<u>1,403,566</u>

Deferred income relates to Management of Funds income of £796,000 and awards income of £2,651 relating to future periods.

20. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2017 £	2016 as restated £
Within one year	5,054	955
Between one and five years	<u>4,727</u>	<u>3,104</u>
	<u>9,781</u>	<u>4,059</u>

Catalyst Stockton on Tees Limited

Notes to the Financial Statements - continued
for the Year Ended 31 March 2017

21. MOVEMENT IN FUNDS

	At 1.4.16 £	Net movement in funds £	Transfers between funds £	At 31.3.17 £
Unrestricted funds				
General fund	284,072	(91,432)	1,444	194,084
Revaluation Reserve	137,705	-		137,705
	421,777	(91,432)	1,444	331,789
Restricted funds				
SBC Projects	-	2,835	(1,444)	1,391
Health and Well-Being Fellowship	6,171	-	-	6,171
VCS Capacity Building Project (coe)	42,300	8,002	-	50,302
A Fairer Starter	197,698	(139,205)	-	58,493
Big Local Trust	26,548	7,586	-	34,134
Health Initiatives	143,630	189,581	-	333,211
Step Forward Tees Valley	-	1,552	-	1,552
Jill Franklin Trust	-	1,000	-	1,000
Patient Engagement	126,413	(15,630)	-	110,783
Independent Personal Commissioning	152,050	(77,986)	-	74,064
	694,810	(22,265)	(1,444)	671,101
TOTAL FUNDS	<u>1,116,587</u>	<u>(113,697)</u>	<u>-</u>	<u>1,002,890</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	280,022	(371,454)	(91,432)
Restricted funds			
SBC Projects	3,573	(738)	2,835
VCS Capacity Building Project (coe)	39,999	(31,997)	8,002
A Fairer Starter	-	(139,205)	(139,205)
Big Local Trust	92,616	(85,030)	7,586
Health Initiatives	559,436	(369,855)	189,581
Youth Service Transition Plan	17,135	(17,135)	-
Step Forward Tees Valley	9,057	(7,505)	1,552
Jill Franklin Trust	1,000	-	1,000
Patient Engagement	-	(15,630)	(15,630)
Independent Personal Commissioning	56,431	(134,417)	(77,986)
	779,247	(801,512)	(22,265)
TOTAL FUNDS	<u>1,059,269</u>	<u>(1,172,966)</u>	<u>(113,697)</u>

Catalyst Stockton on Tees Limited

Notes to the Financial Statements - continued
for the Year Ended 31 March 2017

22. RELATED PARTY DISCLOSURES

There were no related party transactions that require disclosure for the year ended 31 March 2017.

23. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2017	2016
	£	as restated £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(113,697)	443,079
Adjustments for:		
Depreciation charges	23,322	12,894
Interest received	(6,465)	(2,133)
(Increase)/decrease in debtors	(176,211)	80,224
Decrease in creditors	(497,836)	(23,433)
Net cash provided by (used in) operating activities	<u>(770,887)</u>	<u>510,631</u>

Catalyst Stockton on Tees Limited

Reconciliation of Income and Expenditure
for the Year Ended 31 March 2016

	Notes	UK GAAP £	Effect of transition to FRS 102 £	FRS 102 £
INCOME AND ENDOWMENTS FROM				
Donations and legacies		252,862	-	252,862
Charitable activities		-	-	-
Other trading activities		158,434	-	158,434
Investment income		<u>2,133</u>	<u>-</u>	<u>2,133</u>
Total		413,429	-	413,429
EXPENDITURE ON				
Raising funds		21,169	-	21,169
Charitable activities		-	-	-
Other		<u>475,713</u>	<u>-</u>	<u>475,713</u>
Total		496,882	-	496,882
NET INCOME/(EXPENDITURE)		<u>(83,453)</u>	<u>-</u>	<u>(83,453)</u>

Catalyst Stockton on Tees Limited

**Reconciliation of Funds
At 1 April 2015
(Date of Transition to FRS 102)**

	Notes	UK GAAP £	Effect of transition to FRS 102 £	FRS 102 £
FIXED ASSETS				
Tangible assets		246,057	-	246,057
Social investments		-	15,000	15,000
		246,057	15,000	261,057
CURRENT ASSETS				
Debtors		138,961	-	138,961
Cash at bank and in hand		1,715,486	(15,000)	1,700,486
		1,854,447	(15,000)	1,839,447
CREDITORS				
Amounts falling due within one year		(1,426,996)	-	(1,426,996)
NET CURRENT ASSETS		427,451	(15,000)	412,451
TOTAL ASSETS LESS CURRENT LIABILITIES		673,508	-	673,508
		673,508	-	673,508
FUNDS				
Unrestricted funds		365,714	-	365,714
Restricted funds		307,794	-	307,794
TOTAL FUNDS		673,508	-	673,508

Catalyst Stockton on Tees Limited

Reconciliation of Funds
At 31 March 2016

	Notes	UK GAAP £	Effect of transition to FRS 102 £	FRS 102 £
FIXED ASSETS				
Tangible assets		221,062	-	221,062
Social investments		-	15,000	15,000
Total		221,062	15,000	236,062
CURRENT ASSETS				
Debtors		58,738	-	58,738
Cash at bank and in hand		2,225,416	(15,000)	2,210,416
		2,284,154	(15,000)	2,269,154
CREDITORS				
Amounts falling due within one year		(1,915,161)	-	(1,915,161)
NET CURRENT ASSETS		368,993	(15,000)	353,993
TOTAL ASSETS LESS CURRENT LIABILITIES		590,055	-	590,055
NET ASSETS		590,055	-	590,055
FUNDS				
Unrestricted funds		320,686	-	320,686
Restricted funds		269,369	-	269,369
TOTAL FUNDS		590,055	-	590,055

Catalyst Stockton on Tees Limited

Detailed Statement of Financial Activities
for the Year Ended 31 March 2017

	2017	2016
	£	as restated £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	4,573	-
Grants	<u>89,250</u>	<u>89,250</u>
	93,823	89,250
Other trading activities		
Room hire, printing etc	45,007	56,778
Misc income	<u>1,436</u>	<u>2,000</u>
	46,443	58,778
Investment income		
Bank account interest	6,465	2,133
Charitable activities		
Grants	101,673	105,906
Project income	<u>810,865</u>	<u>2,000,685</u>
	<u>776,938</u>	<u>1,998,939</u>
Total incoming resources	1,059,269	2,256,752
EXPENDITURE		
Other trading activities		
Wages	27,506	25,765
Social security	2,065	2,155
Pensions	1,820	2,053
Insurance	558	474
Telephone	813	645
Premises costs	2,457	2,286
Staff Training	798	-
Office Costs	3,149	2,826
Staff travel	463	3,065
Subscriptions	600	849
Bad debts	258	-
Bank charges	985	52
Freehold property	1,815	695
Plant and machinery	<u>1,683</u>	<u>1,239</u>
	44,970	42,104
Charitable activities		
Wages	47,044	25,828
Social security	3,272	1,655
Carried forward	<u>50,316</u>	<u>27,483</u>

This page does not form part of the statutory financial statements

Catalyst Stockton on Tees Limited

Detailed Statement of Financial Activities
for the Year Ended 31 March 2017

	2017	2016
	£	as restated £
Charitable activities		
Brought forward	50,316	27,483
Pensions	321	-
Insurance	260	229
Staff training	4,745	5,156
Office costs	3,037	-
Publicity, advertising & event	578	9,421
Other project costs	103,518	120,283
Sub contracted work	651,139	1,326,511
Staff travel	10,806	-
Subscriptions	5,185	-
	<u>829,905</u>	<u>1,489,083</u>
Support costs		
Management		
Wages	155,868	151,269
Social security	11,701	6,949
Pensions	10,313	11,633
Insurance	3,161	2,688
Telephone	5,346	3,657
Premises costs	13,923	12,951
Staff training	4,523	-
Office costs	17,847	16,012
Staff travel	2,214	17,368
Subscriptions	3,398	4,814
Bad debts	1,462	-
Freehold property	10,284	3,936
Plant and machinery	9,539	7,024
Bank charges	5,584	295
	<u>255,163</u>	<u>238,596</u>
Governance costs		
Wages	27,601	26,050
Social security	2,808	2,593
Pensions	1,380	1,303
Auditors' remuneration	5,400	-
Accountancy and legal fees	5,739	13,944
	<u>42,928</u>	<u>43,890</u>
Total resources expended	<u>1,172,966</u>	<u>1,813,673</u>
Net (expenditure)/income	<u>(113,697)</u>	<u>443,079</u>