



1 Mission

Catalyst is a forward thinking and contemporary strategic infrastructure organisation, facilitating leadership for the voluntary, community & social enterprise sector (VCSE) in Stockton-on-Tees.

2 Strategic Objectives

Catalyst's strategic objectives are:

Objective	What success looks like
<ul style="list-style-type: none"> To enable organisations in the VCSE sector in Stockton to work in close partnership, so that services are designed, implemented and governed on a multi-agency basis where possible, maximising income, the use of resources, and the benefits to local communities 	Number of jointly-designed and delivered projects increases Catalyst continues to receive and distribute funds for disbursement to the sector
<ul style="list-style-type: none"> To represent and champion the VCSE effectively in discussions with partners from other sectors, from within and outside Stockton 	Catalyst attends strategic boards and makes an effective contribution Impact of the contribution can be seen in planning and delivery of services
<ul style="list-style-type: none"> To take a strategic approach to volunteering in Stockton, so that the number of volunteers increases. Coordinate a large number of volunteering opportunities across a wide partnership of VCSE organisations and promote the Stockton Volunteers website and the new volunteering strategy. 	Number of posts on Stockton Volunteers website increases Number of opportunities / volunteers in the Good Neighbours scheme increases Coordinated approach to employer-supported volunteering
<ul style="list-style-type: none"> To work with commissioners and VCSE partners to identify opportunities for developing the market of VCSE services in the Borough, and to work with 	Number of organisations supported to develop new services increases

partners to develop services to fill gaps in the market.	
<ul style="list-style-type: none"> To support VCSE organisations in the Borough to thrive, in accordance with good practice and in compliance with legal and financial requirements 	Number of organisations supported through training, funding or governance advice increases
<ul style="list-style-type: none"> To manage our performance and financial position effectively 	Catalyst moves nearer to reserve policy level Performance Management process operating comprehensively
<ul style="list-style-type: none"> To be seen as a beacon of good practice 	Trusted Charity and Investing in Volunteering Status attained

Catalyst is committed to enabling other charities to do their job effectively and efficiently. As such, we do not expect to be in competition with them, and we should therefore focus on the strategic role. This is only sustainable if Catalyst performs with excellence, and is recognized for doing so.

Our Customer Satisfaction Survey, undertaken in November 2021, gave favorable comments and responses to most of Catalyst’s work. A small number of people indicated that Catalyst needs to be careful when deciding which contracts to bid for, or accept. As a consequence, we have decided to use the following criteria when deciding whether to bid for, or accept, contracted projects:

- The project needs to fall within the remit of the Catalyst Business Plan
- There should not be another provider in Stockton-on-Tees which is immediately capable of leading the project
- Catalyst should seek to work with potential providers to help them develop into a position where the project can be transferred to them

Catalyst will also seek advice from the Council of Interest before accepting a project that does not meet the above criteria.

3 Customers/stakeholders

Our customers are:

- Individuals employed in VCSE organisations in Stockton-on-Tees and across Tees Valley
- Members of the community – as a whole, and communities of interest and communities of place
- Volunteers

Our other stakeholders are:

- Stockton-on-Tees Borough Council and other public sector partners, who fund us to deliver our services

4 SWOT analysis

<p>Strengths</p> <ul style="list-style-type: none"> - Catalyst is very well-regarded and established in Stockton - Multi-skilled staff team - Catalyst House – location, capacity and value - Strong support of Stockton-on-Tees Borough Council and vcse sector - Communications strategy and process 	<p>Weaknesses</p> <ul style="list-style-type: none"> - Reserves below Policy level - Limited back-office and management capacity means certain functions and controls are limited - Ageing office - Perceptions by some VCSE partners of too-close relationship with Local Authority
<p>Opportunities</p> <ul style="list-style-type: none"> - Work with partners across Tees Valley - Lead sector-wide applications for funding, and ensuing projects - Relationship with TVCF and TVCA - Projects with NHS, Police and other Tees-wide bodies - Increase building rental and use of conference room - Role of Associates 	<p>Threats</p> <ul style="list-style-type: none"> - Many funding streams are for one year only, and some key staff are on one-year contracts - Potential building maintenance costs - Complacency: we are the only organization delivering for our purpose - Perception of competition with vcse partners - Staff recruitment and retention - Local elections?

5 Resources

People:

Catalyst is led by a Chief Executive, and the team includes colleagues funded from 'core', and from project funding:

- Core staff members – funded from non-project sources. These include a Finance Manager, Communications and Marketing Officer, Community Programme Officer and core funding also supports part of the Strategic Programmes Manager post
- Project staff – individuals responsible for delivery of specific projects. Staff recruited into these posts are on fixed-term contracts (with a start and finish date), for the expected duration of the project they deliver
- Associates: trusted individuals who have been through a recruitment process, and are available to undertake paid work for Catalyst on request
- Volunteers: there are currently around 60 volunteers undertaking a range of tasks for Catalyst

Building:

- Catalyst House is an asset owned by the organization, and also accommodates a number of other charities in individual offices. These generate an income, but there are also liabilities associated with the maintenance of the building.

Income and Expenditure:

For the financial year 2022/23 Catalyst projects income of £1,349,984, and expenditure of £1,320,696, which would result in a net surplus of £29,288.

- Catalyst continuously makes applications for funding (core, project and in partnership with others) to external sources, which aim to increase flexibility to deliver services, and also to increase the level of reserves.
- The Board has identified that reliance on short-term funding is a risk for Catalyst
- The Board have agreed that Catalyst should include a management fee of at least 15% in project costings.

More details of the budget are in the Appendix.

6 Services offered

Services are grouped into four categories, below.

Strategic Programmes services (lead: Strategic Programmes Manager - SPM)

These have always been the focus of Catalyst's activity, and are likely to remain so for some years. Catalyst receives core funding from Stockton-on-Tees Borough Council for this work, and the current funding agreement extends to March 2024.

- Representation: a core function of Catalyst is to represent the sector in dialogue with colleagues in other sectors. Catalyst is the VCSE representative on the Health and Well Being Board, Community Safety Partnership, and a number of other multi-agency partnerships (lead: CEO and SPM)
- Forums: a range of thematic groups, where VCSEs meet to discuss matters of mutual interest. Typically, these groups can identify needs, develop projects to meet those needs, and provide briefing to the Catalyst colleague who represents the sector at relevant committees, Boards etc. (lead: SPM and Project Officer)
- Grantfinder and funding support: Catalyst's subscription to Grantfinder enables us to work with VCSE partners to help identify funding that can help and support them (lead: SPM and Project Officer)
- Governance support: Catalyst advises colleagues in the sector on all issues relating to their Governance, from constitutional issues, to Trustee recruitment (lead: SPM)
- Support to individuals and groups looking to set a new organization (lead: SPM)
- Conference: Catalyst's annual conference is attended by several hundred people from across the sector, and is a chance to hear about recent developments, plan for the future, and is a great networking opportunity (lead: SPM and Project Officer)

- Bulletin: Every week Catalyst sends an e-bulletin to the sector, which contains news and information that's relevant to them, including the availability of new sources of funding (lead: Marketing and Communications Officer)
- Bidding for funding: Catalyst can act as the lead body on applications for funding from partnerships of VCSE organisations in Stockton; once the funding has been secured, Catalyst acts as the managing agent, and is an interface between delivery partners and the funder (lead: CEO)

Training and Market Development (led by SPM and Project Officer)

Subject to annual agreement from the commissioner, Stockton on Tees Borough Council, this programme will operate for the next three years and into the future

- Training programme: Catalyst is funded by the Local Authority to provide training opportunities to the sector. The programme runs to an academic year timetable, and each course is delivered by skilled and experienced trainers. Wherever possible the courses are delivered at no cost to the organisations taking part and organisations working or based in Stockton-on-Tees have access to a Professional Development Bursary of £500 per member of staff.
- Market development programme: linked to the Training Programme, above, Catalyst works with Commissioners and VCSE partners to identify gaps in the provision of VCSE services in Stockton. The aim is to enable Commissioners to contract with local organisations to deliver services wherever possible, and Catalyst uses the training programme, grantfinder and governance support to enable organisations to reach a position where they can deliver additional services to fill gaps.

Volunteering (led by Volunteer Manager)

This programme is a key area of work for Catalyst, and is part-funded to March 2023.

- Volunteering Strategy: Catalyst is managing the implementation of the 2021-2026 volunteering strategy for Stockton. The Strategy includes the following aims:
 - establish and facilitate a Volunteer Coordinators Forum
 - assess current volunteering levels in the Borough and use this as a baseline for setting a volunteering target
 - offer recruitment, training, research and materials for use in the sector
 - work with employers to encourage them to support their employees to volunteer
 - Review and continue to develop the StocktonVolunteers website
 - launch a volunteering kitemark
- The Strategy is delivered through a multi-agency Volunteer Co-ordinators Group, which liaises closely with Stockton Council's Community Engagement Team.
- Catalyst also delivers a number of volunteering programmes including:
 - o Community Hub – currently delivering food and prescription services to members of community affected by the COVID pandemic, and possibly to expand to be a contact point for other services to the community – e.g., digital volunteers, befriending services, adult care support, Good Neighbours, on-going COVID support. Catalyst will

aim to have a pool of volunteers available, to take on a range of tasks and roles for the community, and for those volunteers to be available to partner organisations in Stockton. Currently funded to December 2021, with the prospect of extension as the role of the Hub expands.

- Socialights: Catalyst has been commissioned by Stockton Council to deliver a service to increase the number of volunteers available for adult care, and to work with VCSE organisations delivering care services. The aim is to enable as many people as possible to live independently, without the need to receive paid-for care services, for as long as possible. Currently funded to March 2023
- Food Power Network van: volunteers drive the Food Power Network's electric van, collecting and delivering surplus food from supermarkets to community groups
- School Impact Officer – working with volunteers in two schools in Stockton and one in Redcar and Cleveland, to support young people at risk of not achieving their potential

Other Projects

Catalyst delivers a series of other commissioned projects including:

Project Description	Funder and duration	Catalyst Lead Officer, and Manager
Migration project – supporting groups representing the interests of Refugees and Asylum Seekers in Stockton, and the Migration Partnership and Migration Forum	SBC – to October 2022	Lauren Blommel
Holiday Programmes – delivering activities and food supplies to school-age young people during school holiday periods	SBC – to April 2023. Discussions on-going about extension and possible revised delivery model	Clare Gamble Mark Ferguson SPM
Community Health Ambassadors – using community networks to convey messages to the public about healthy lifestyles, healthy eating etc	TV CCG – to March 2023	Heather Sykes SPM
Roseworth Big Local – Catalyst is the Locally Trusted Organisation and accountable body for the Roseworth Big Local Board, and employs their Community Development Worker	Big Local (National Lottery) – to June 2024	Claire Andrews Dawn Harper Jon Carling

0-19 Workforce Development – managing a fund to train and coach health and social care professionals	SBC – to March 2023	Annette Davies
Food Power Network	SBC and National Lottery	SPM Clare Branson

7 Marketing strategy

The aims of our marketing strategy are:

- To promote the projects and services we operate
- To generate a positive feeling about Catalyst
- To generate a sense of teamwork between all partners in Stockton, and a sense that we are working for a common good
- To raise awareness of a wide range of matters of interest to our VCSE colleagues

The tools that we use to achieve this are:

- Catalyst, brand, logo and the strapline ‘The charity that supports other charities’
- Weekly bulletin to over 1000 people
- Social media via Facebook, Twitter, Instagram and LinkedIn
- Catalyst and Stockton Volunteering websites
- Videos on social media
- Promotional and marketing materials such as leaflets, fliers, banners
- Occasional press releases and media appearances

A new Communications Plan for Catalyst was produced in December 2021, and communications plans for each project are being produced early in 2022.

We engage with our customers through the forums and informally through our networks, and every week we send a bulletin to over 1000 people in the Borough. The bulletin includes details of initiatives and opportunities for the sector (training, funding, guidance etc.), and anyone in the sector in the Borough is able to provide material to include. This year we started to include an introduction which promotes the work of Catalyst.

8 Governance

Catalyst is currently governed by a Board of eight Trustees who agree strategic objectives, are accountable for decision-making and generally ensuring the well-being of the organisation. In summary, Trustees may serve for a term of 3 years, renewed at an AGM, up to a total of 2 terms, except in exceptional cases where a further year’s term may occur. The constitution indicates that the Board should comprise of 6-9 Trustees.

Catalyst also operates a Council of Interest, made up of colleagues from a wide range of organizations in the sector. The role of the Council of Interest is to enable our customers to hold Catalyst to account, and the Chair of the Council of Interest is able to attend Board meetings.

The Board meets every eight weeks, supported by two committees:

- Audit and Risk (meets up to six times a year)
- Governance and Remuneration (meets two-three times a year)

Both sub-committees can also meet when a Board member or the Chief Executive requests a meeting.

Each member of staff will have a set of objectives and a personal development plan. These will be reviewed at quarterly meetings with their line-manager, and at annual appraisal meetings.

9 Business Development

Catalyst is looking to develop the following areas of business:

Tees Valley

Catalyst's focus will always be on supporting the communities of the Borough of Stockton-on-Tees. To achieve this to maximum effect, there are benefits in exploring opportunities for working with Tees Valley commissioners and VCSE partners to deliver beneficial work that would not otherwise be possible

What we need to do	How we will do it	Timescale	Funding Strategy
Build on opportunities identified in 2021/22 to work with Tees Valley infrastructure bodies to deliver services for TV-wide authorities. JC has lead role for TV LIOs with TVCA and OPCC	Develop the existing warm working relationship with TV bodies and VCSE colleagues; work together to identify project opportunities; and to market our services	On-going from April 2022	Depends on projects identified

Income generation

What we need to do	How we will do it	Timescale	Funding Strategy
Develop our offer to help VCSEOs to be more sustainable / business development	Consultancy	April 2022 onwards	Charging for services; possibly matched with Training and Market Development budget
Install an electric charging point and charge for use	Bid to buy and install charging point; assess options for charging for its use	February 2022 onwards	Bid to 2 funding sources for the equipment and installation
Charge for secure bike storage	Convert area at the side of the building into a bike store; discuss with Sustrans	April 2022	Charge for storage
Use of the community space at Cat House	Building refurb includes creation of a	By summer 2022	Charge local groups for usage

	room for community use		
Should Catalyst be a registered DBS provider?	Identify costs and process	April 2022	DBS checks would be chargeable

Catalyst Stockton on Tees Ltd

Budget

Summary

Financial year 2022/23

	Un-Restricted	Restricted Projects																Management Fee Contra	Total
	Core	30 - CHA	37 - 0-19 WD	40 - Training & Mkt Dev't	43 - Refugees & Asylum Seekers	47 - Adult Care	51 - Community Hub	54 - Volunteer Manager	57 - Food Power Network	58 - Digital Inclusion Officer	59 - School Impact Officer	60 - NHS Resilience Fund	62 - HAF 2021-22	63 - HEP 2021-22	64 - Roseworth Big Local 2021	NEW Roseworth Big Local	RAS Mapping		
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Funding	200,191	16,752	45,396	25,000	11,915	29,430	33,581	46,350	31,170	10,000	76,017	90,000	654,948	88,000	5,885	29,426	16,125	(60,203)	1,349,984
Staff Costs	129,316	10,931	4,148	0	11,775	27,097	27,097	40,769	27,578	6,758	38,316	0	48,239	6,800	4,400	22,000	2,250		407,474
Non-Staff Costs	45,667	4,433	41,248	25,000	140	2,333	6,484	5,173	2,850	1,700	37,700	90,000	606,710	81,200	1,485	7,426	13,875	(60,203)	913,221
Total Costs	174,983	15,364	45,396	25,000	11,915	29,430	33,581	45,942	30,428	8,458	76,016	90,000	654,949	88,000	5,885	29,426	16,125	(60,203)	1,320,696
Surplus/(Deficit)	25,208	1,388	(0)	0	(0)	(0)	0	408	742	1,542	1	0	(1)	0	(0)	(0)	0	0	29,288