



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 	<p>Number of jointly-designed and delivered projects increases, including through Fairer Stockton Framework</p> <p>Catalyst continues to receive and distribute funds for disbursement to the sector</p>
<ul style="list-style-type: none"> To co-ordinate, represent and champion the VCSE effectively in discussions with partners from other sectors, from within and outside Stockton 	<p>Catalyst attends strategic boards and makes an effective contribution</p> <p>Impact of the contribution can be seen in planning and delivery of services</p>
<ul style="list-style-type: none"> To take a strategic approach to volunteering in Stockton. Coordinate a large number of volunteering opportunities across a wide partnership of VCSE organisations and promote the StocktonVolunteers website and the volunteering strategy. 	<p>Number of posts on Stockton Volunteers website increases</p> <p>Number of opportunities / volunteers in the Good Neighbours scheme increases</p> <p>Coordinated approach to employer-supported volunteering</p>
<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 	<p>Number of organisations supported to develop new services increases, including through Fairer Stockton Framework</p>

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 coordinate and deliver successful projects for commissioners 	Projects deliver to the satisfaction of commissioners, sometimes in partnership with others and sometimes as purely Catalyst projects
<ul style="list-style-type: none"> To manage our performance and financial position effectively 	Catalyst has reserves that meet the 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 Status attained before April 2024

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.

Catalyst will sometimes directly deliver projects. The organisation uses 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
- Local residents – as a whole community, and communities of interest and communities of place
- Volunteers
- Public sector partners, who fund us to deliver our services

4 SWOT analysis

<p>Strengths</p> <ul style="list-style-type: none"> - Reputation for support for the sector - Increased diversity of income - Skilled, motivated, experienced and supportive staff team - Knowing when we are best-placed to deliver, or when other organisations are better placed - Knowledge of key issues in Stockton-on-Tees 	<p>Weaknesses</p> <ul style="list-style-type: none"> - Need to do more data analysis to understand trends and issues - Communicate success more comprehensively - Limited capacity due to resources and tools available - Sometimes our approach isn't consistent – communication, project management, data analysis
<p>Opportunities</p> <ul style="list-style-type: none"> - Support for VCSE colleagues not currently interacted with - Leading/coordinating cross-Tees Valley activities, with TVIP partners - Identification of gaps in services in different communities - Better defined targets - Enhanced communication of the Catalyst brand 	<p>Threats</p> <ul style="list-style-type: none"> - Being seen by VCSE colleagues as competing with them - Not being on good terms with decision-makers

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 Assistant, Communications and Marketing Officer, and Project Officer; core funding also supports part of the Community Projects 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 90 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 £1,530,296, and expenditure of £1,517,529, and a net surplus of £11,520.

- 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 have agreed that Catalyst should include a 15% management fee in project costings.

More details of the budget are in the Appendix.

6 Services and projects

Catalyst delivers the following services - grouped according to the operational management arrangements in March 2023.

Volunteering and Equalities

- *Fairer Stockton-on-Tees*
Funded by the National Lottery, the project works in close association with SBC and focuses on the delivery of the Fairer Stockton-on-Tees Framework. The work includes understanding the role of organisations in the sector in some detail; identifying opportunities to enhance the sector's services; supporting organisations to extend or enhance the services they deliver; managing funds to support projects delivered by partners to reduce inequalities; and delivery of a peer-support service for vulnerable individuals
- *School Impact project*
The project deploys volunteers to mentor young people in schools, helping them to achieve their full potential
- *Community Hub*
Deploys volunteers to collect shopping and prescriptions for vulnerable individuals; also manages volunteer van drivers who collect and deliver surplus food from supermarkets to organisations on the Food Power Network; and arranges weekly check-in calls between volunteers and vulnerable members of the community
- *Social Lights*
Enables volunteers to spend time in social settings with individuals experiencing vulnerabilities and/or isolation

Community Projects

Roseworth Big Local

Supporting a group of local residents to transform the Roseworth area, drawing on £1m of Lottery money over a 10 year period. Catalyst acts as the employer and accountable body for the Roseworth Big Local Board.

Food Power Network

Coordinating and supporting over 30 local groups to supply healthy food to vulnerable members of the community.

Migration project

Coordinating and supporting groups which support Refugees and Asylum Seekers. Management of the Stockton Migration Partnership and the Refugees and Asylum Seekers Forum

Mental Health Transformation

Working with NHS, SBC and VCSE partners to develop new and more integrated services to address mental health issues. This includes managing a substantial fund, putting new pathways in place, and developing a community hub from which services can be delivered.

Holiday activities

Managing two programmes of activities for pupils during the school holidays. This includes managing and sub-contracting a substantial fund for delivery by VCSE partners.

VCSE Support

Training programme

Managing the delivery of a programme of training courses and bursaries for VCSE organisations.

Communications and marketing

Delivering a programme of communications to the VCSE in Stockton-on-Tees. This includes a weekly e-bulletin, website, social media, and a variety of bespoke communication activities

Youth services project

Coordinating the delivery of a strategy, and funding applications, with the five Youth United Stockton partners.

7 Communications and Marketing strategy

A new Communications and Marketing strategy is being developed in parallel with the Business Plan. Details will be included once the strategy has been approved by the Catalyst Board.

8 Governance

Catalyst is currently governed by a Board of nine 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 a full member of the Catalyst 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 up to six 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, Catalyst collaborates with commissioners and VCSE partners at Tees Valley level, to deliver beneficial work that would not otherwise be possible

What we need to do	How we will do it	Timescale	Funding Strategy
Look for opportunities to develop VCSE projects at TV level	Representing the sector on a number of TV-level Boards Working closely with colleagues on the Tees Valley Infrastructure Partnership	Throughout 2023/24	This is a core activity, although it should generate funded TV-level projects

Corporate Social Responsibility (CSR)

What we need to do	How we will do it	Timescale	Funding Strategy
Enable the sector to collaborate with businesses to the benefit of local communities	Develop CSR webpages	April 2023	Core activity
	Hold CSR event to enable connections to be made	June 2023	SBC to fund this
	Seek lottery funding for a post to support CSR opportunities	Spring 2023	Lottery bid

Increasing Catalyst’s reach to established diverse communities

What we need to do	How we will do it	Timescale	Funding Strategy
Enhance Catalyst’s reach to established BAME communities	Work closely with community leaders, and successful groups in Middlesbrough;	End 2023	Core activity

	possibly institute a diversity forum		
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Increased use of the Community Room

What we need to do	How we will do it	Timescale	Funding Strategy
Enable local groups to meet at Catalyst, thereby making Catalyst House a 'hive' of VCSE activity	Market the Community Room, and invite local groups to use it	Through 2023/24	Core activity

Develop Communities Climate Coalition

What we need to do	How we will do it	Timescale	Funding Strategy
Facilitate shared-working between VCSE partners in the environmental space, in collaboration with SBC's Sustainability Strategy	Operate a climate coalition; lead projects and funding bids to enable more community activity	Have a funded project in place by autumn 2023	Lottery bid, spring 2023

Catalyst Stockton on Tees Ltd

Budget Summary

Financial year 2022/23

	Un-Restricted		Restricted Projects												Management Fee Contra	Total
	Core	30 - CHA	40 - Training & Mkt Dev'ment	43 - Refugees & Asylum Seekers	47 - Adult Care	51 - Community Hub	57 - Food Power Network	59 - School Impact Officer	62 - HAF 2021-22	63 - HEP 2021-22	72 - Fairer Stockton	73 - Well Being Hub	80 NEW Roseworth Big Local	81 Youth servcies project		
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Funding	220,263	0	22,000	24,700	31,500	14,713	31,200	23,000	548,653	73,000	257,308	232,000	208,722	62000	(218,763)	1,530,296
	220,263	0	22,000	24,700	31,500	14,713	31,200	23,000	548,653	73,000	257,308	232,000	208,722	62,000	(218,763)	1,530,296
Staff Costs	135,283	0	0	22,538	28,343	14,171	28,330	14,574	41,055	6,800	95,842	35,833	36,036			458,805
Non-Staff Costs	73,460	0	22,000	2,175	3,157	542	2,870	8,423	507,598	66,200	160,208	196,167	172,686	62000	(218,763)	1,058,723
Total Costs	208,743	0	22,000	24,714	31,500	14,713	31,200	22,997	548,653	73,000	256,050	232,000	208,722	62,000	(218,763)	1,517,529
Surplus/(Deficit)	11,520	0	0	(14)	0	0	0	3	0	0	1,258	0	0	0	0	12,767