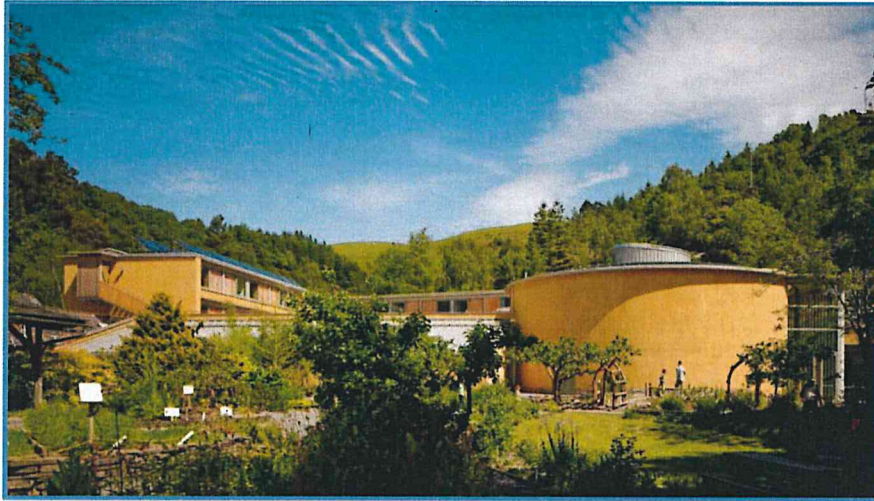


Centre for Alternative Technology
Canolfan y Dechnoleg Amgen



Centre for Alternative Technology Charity Limited
(a charitable company limited by guarantee)

**Annual Report and Financial Statements for the Year Ended
31 March 2019**

Registered Charity Number: 265239

Company Number: 1090006



INSPIRE, INFORM, ENABLE



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Chair's Statement

It's a great honour to be Chair of an organisation as exciting and vital as CAT. Never in our history as a species have we faced greater environmental challenges. Never in CAT's history has it been more relevant to those challenges, whether they are local, national or global.

I am always astounded at the dedication, commitment and hard work of our staff, volunteers, members, students and our broad base of supporters and partners. I would like to pay tribute to all of them and thank them for their support, past, present and future. CAT would not have got to where it is today without all of them, and they remain essential to our future success.

The small band of dedicated people who set up the original experimental community in a disused slate quarry in 1973 couldn't have envisaged the vibrant, modern charity that CAT would grow to be. I am sure they would be proud of what CAT is today, just as we are proud of our history and the vision of those early pioneers.

Over the years, we have moved from needing to develop solutions to climate problems, to having those solutions but needing to get the public and government to recognise them and take action. CAT has a central role to play in this and is increasingly recognised as a central hub for those involved in tackling climate change. Our activities, many and varied as they are, are all aimed at equipping people to take on that climate challenge and to inspire others to do so.

A central theme of our activities in 'Inspiring Changemakers', whether showcasing technology and new ideas at our visitor centre near Machynlleth, running courses for the general public, training the engineers, environmentalists and architects of the future through our Graduate School, or working with government to inform the climate debate and encourage action to be taken.

Climate breakdown is a frightening prospect, and around the world we are already seeing lives devastated by the impact of extreme weather events. With just a few years in which to turn things around, CAT's expertise in sustainable solutions has never been more vital.

Mick Taylor

Chair

26th September 2019



Trustees' Report, incorporating the Strategic Report for the Year Ended 31 March 2019

Trustees, Officers and Advisers

Directors and Trustees:

The Directors of the charitable company are its Trustees for the purpose of Charity law and throughout this report are collectively referred to as the Trustees. The Trustees serving during the year and since the year end were as follows:

- Michael (Mick) Taylor (Chair of Board of Trustees)
- Clare Cherry (resigned 29 June 2018)
- Dr Rosetta Plummer
- Dr Stephanie Sanderson (resigned 21st March 2019)
- Andrew Menzies (Chair of Audit Finance and Performance Committee)
- Karl Wills (resigned 19 November 2018)
- Roger Thomas (Chair of Organisational Development Committee)
- Dr Kim Polgreen (resigned 10th December 2018)
- Dr Sara (Sally) Carr (appointed 21st March 2019)
- Anthony (Tony) Gross (appointed 21st March 2019)
- Kalyani Gandhi-Rhodes (appointed 21st March 2019)
- Andrew Pearman (Chair of IT Sub-Committee) (appointed 21st March 2019)

Key Management Personnel:

The Senior Management Team as of 26th September 2019 is as follows:

- Peter Tyldesley (Chief Executive Officer)
- Paul Booth (Director of Finance and Operations)
- John Challen (Head of Eco Centre)
- Ed Parsons (Head of Visitor Services)
- Eileen Kinsman (Head of Development)
- Dr Adrian Watson (Head of School)

Principal Bankers: Triodos Bank, 11 The Promenade, Bristol BS8 3NN

Auditors: Hazlewoods LLP, Windsor House, Bayshill Road, Cheltenham, GL50 3AT

Registered Office and Operational Address: Llwyngwern Quarry, Pantperthog, Machynlleth, Powys SY20 9AZ



Our Purposes and Activities

Constitution

The Charity is a charitable company limited by guarantee. It was incorporated on 5 January 1973 and changed its name to Centre for Alternative Technology Charity Limited on 28 June 1990. It is governed by its Memorandum and Articles of Association dated 5 January 1973, as amended by resolutions on 21 May 1990, 8 September 2003, 4 December 2008 and 13 September 2010.

Objects and Public Benefit

In accordance with s.17(5) of the Charities Act 2011, the Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning future activities. The Charity's objects have been agreed with the Charity Commission and reflect the Commission's public benefit requirements for charities. The objects under the Memorandum and Articles of Association are for public benefit, as set out below:

To promote for the benefit of the public the conservation, protection and improvement of the environment by various exclusively charitable means including, but not limited to, the promotion of sustainable development, the conservation of natural resources, the reduction of carbon emissions, the promotion of re-cycling, energy efficiency and the reduction of harmful pollution and any other exclusively charitable means of protecting and conserving the environment.

To advance the education of the public in subjects related to sustainable development and the protection, enhancement and rehabilitation of the environment, the use of natural resources and sustainable energy and to promote study and research in such subjects, provided that the useful results of such study are disseminated to the public at large.

Sustainable development means 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs'.

Mission

The Centre for Alternative Technology (CAT) exists to inspire, inform and enable people to take practical action for sustainability in their homes, workplaces and communities.

CAT's work is designed to encourage and educate people to take positive steps to reduce their impact on the environment. This ranges from support for individuals and communities to professionally accredited training and showcasing societal solutions.

Activities

The Charity achieves its objectives through a wide range of activities, including:

- Operating a visitor centre open to the general public to showcase zero carbon technologies and solutions.
- Providing educational opportunities at its visitor centre.
- Developing and promoting its "Zero Carbon Britain" research.
- Providing education for groups from schools, colleges and universities.
- Providing postgraduate courses.
- Providing short courses for adults.
- Hosting lectures, conferences and events.
- Publishing information and advice.
- Publishing a magazine for members.
- Providing a free information service for the public to respond to enquiries on environmental matters.

Achievements and Performance

Introduction

The overall theme that we have adopted for our mission is “Inspiring Changemakers”. We are confident that we can achieve maximum impact in addressing climate change if we inspire people and organisations to influence the thoughts and actions of their friends and colleagues, local communities, business partners and local and national government. CAT has over 40 years’ experience of informing the world that we have the tools to combat climate change and is now ideally placed to enable the growing, popular climate change movement to turn its passion in to action.

Zero Carbon Britain

CAT’s flagship Zero Carbon Britain project is central to the Charity’s mission. It demonstrates how we can rise to the challenge of climate change using technology available today and provides a framework for CAT’s education and engagement work as well as support tools for the rapidly increasing number of climate emergency groups around the UK.

Raising Ambition

During 2018/19 CAT’s Zero Carbon Britain (ZCB) team launched a new report entitled ‘Raising Ambition’. This adds vital international perspectives to the zero carbon transition, bringing together 130 zero carbon scenarios and 18 case studies from around the globe to show that we have all the technologies we need to tackle the climate emergency.

Policy engagement

In May 2018, Zero Carbon Britain Coordinator Paul Allen was invited to present our research work at the United Nations Climate Change Convention (UNFCCC) ‘intersessional’ summit in Bonn, which laid the groundwork for December’s UN Climate Conference (COP24) in Poland. In October 2018, CAT officially submitted the Raising Ambition report to the official UNFCCC climate negotiations process, submitting it to the ‘Talanoa Portal’ where nations, inter-governmental organisations, official bodies, stakeholders and expert institutions are encouraged to share relevant material.

CAT has also provided evidence in consultations requested by the UK, Scottish and Welsh Governments, and has presented evidence to the Irish Parliament, Dáil Éireann, on how net zero greenhouse gas emissions can be achieved using technology available today. We have also worked closely with numerous local authorities, helping to inform their climate change action plans.

Zero Carbon Towns

Cutting emissions in our towns and cities is vital to help minimise the risks of climate change, to reduce the impact of air pollution and to create energy resilience. To help communities answer some of these vital questions the team shared CAT’s Zero Carbon Britain work with a wide range of emerging local Zero Carbon groups, including: Lancaster and Morecambe, Frome, Alston, Machynlleth, Yorkshire, Leeds and Greater Manchester.

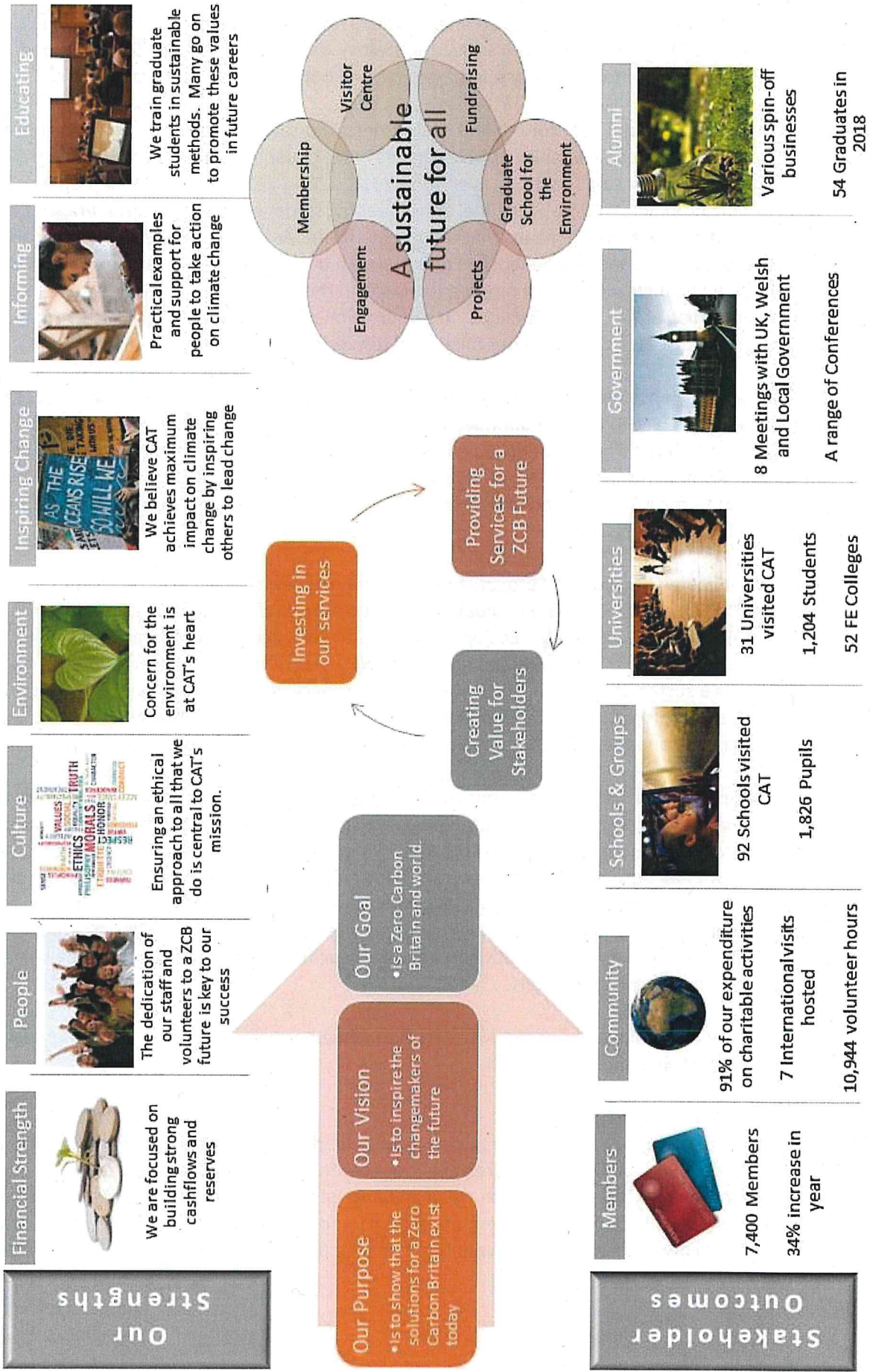
The Zero Carbon Britain team also shared this work with many of the groups and individuals visiting CAT, including university, business, community and school groups.



Centre for Alternative Technology
Canolfan y Technoleg Amgen

Annual Report and Financial Statements
for the year ended 31 March 2019

Our Purpose: "Inspire, Inform, Enable"



Graduate School of the Environment (GSE)

In October 2018 we were required to submit the annual review of our education to the Quality Assurance Agency (QAA). As in 2017, once again we received a positive evaluation. This avoided the need for a further QAA inspection and represented an endorsement of CAT, the GSE and its educational provision.

2018/19 was a successful year for student recruitment and saw us achieve our key objective to maintain and grow in student numbers. Our suite of MSc courses in Sustainability and Adaptation has grown from an intake of 21 students in 2014, to 45 in 2015, over 70 in 2016, 120 in 2017, and 131 in September 2018. The student intake is roughly 50:50 part time / full time. Consequently, students have taken an average of around three years to complete the course, which means that this growth in student intake will be reflected financially over several years. In 2018/19 the Graduate School has undertaken a number of initiatives to improve student engagement and retention and increase student progression through the course. This academic year saw an increase in 28% of modules studied above 2017/18 values. In combination with a buoyant intake this strengthens CAT's financial position and contributes directly to our mission of delivering skills for sustainability.

2018/19 saw the consolidation of courses that were introduced in 2017. In particular the Sustainable Food and Natural Resources (SFNR) course continued to grow and accounted for the majority of overall student growth in the Graduate School. The Sustainability in Energy Provision and Demand Management, and the MArch Sustainable Architecture course recruitment was similar to 2017/8 and didn't show the same growth as SFNR. A part-time route for MArch has been approved for launch in September 2019 and it is expected that student numbers will improve as a result.

We have completed the approval process for three new courses to be launched in September 2019. The courses are an MSc in Green Building (to be validated by the University of East London*) and MSc's in Sustainability and Behaviour Change and Sustainable Ecology (validated by Liverpool John Moores University). These courses will support the further growth in intake and impact of CAT's Graduate School, and they focus on some crucial topics for delivering a sustainable future. These new courses reflect the range of sustainability topics covered in CAT's flagship research project, Zero Carbon Britain, which highlights the importance of considering biodiversity, behaviour change and the built environment in planning for a sustainable future.

The activities of the GSE deliver CAT's mission by supporting each student to not only acquire or further develop the knowledge and skills necessary to practise as an environmental professional, but to adopt the attitudes of reflective practice, lifelong learning and critical thinking. Many of CAT's graduates have gone on to develop their own environmental businesses, whilst others influence the direction of society on a variety of levels including in roles such as environmental policy advisors to UK government, facilitating the co-production of community-owned renewable energy projects, local authority energy efficiency experts, architects specialising in sustainability, researchers for international NGOs, and engineers with the skills and knowledge to manage large-scale renewable energy installations.

(*At time of writing validation of the MSc Green Building has been granted outline approval but requires final approval by the UEL academic council.)

The Eco-Centre and Engagement

Over the course of 45 years, CAT has transformed a redundant welsh slate quarry into what is widely recognised as one of the world's leading eco centres. It allows the Charity to demonstrate key sustainability principles and technologies in action and use them to inspire and engage a wide spectrum of audiences. These range from day visitors to education groups ranging from pre-school up to universities. In addition, the site also supports a wide range of short courses in subjects relevant to a sustainable future and is home to the CAT graduate school.



The quarry site brings all the elements of the CAT operation together. During 2018 work began to draw these threads together and give them wider visibility across the sites audiences. This has meant a move to bring more graduate and short course teaching on to the visitor circuit and to make greater use of the sites sustainable infrastructure through activities and tours. This has been assisted by the creation of a unified Engagement team supported by the work of the site Estates team to deliver improvements in site presentation and compliance.

CAT Engagement

The creation of the CAT Engagement team in early 2018 brought the development and delivery of CAT's site engagement activities together under one team. This covers the eco centre visitor event programme, short courses and the service provided to education group visitors.

The overall department strategy has been to exploit the synergies across the offer, to make best use of teaching materials and resources. This is also feeding into development of the overall site narrative and plans for further development of the site engagement facilities.

Day Visitors

Day visitors are a key audience for CAT's engagement work and during 2018/19 the programme of improvements and upgrades to the eco centre continued. This has included a new suite of graphics focused on key buildings and the site gardens. Following the strategy of showcasing CAT's wider work on site, a building skills demonstration area was created on the visitor circuit ready for May 2018. It provides day visitors with the opportunity to see many of the short course and student practicals in action through the year. The results of this work and the daily site tours has been a steady improvement in customer satisfaction with the day visitor offer.

Ahead of major reinvestment in the site which is currently in planning, the strategy of working to upgrade the existing visitor circuit will continue. In the spring of 2019 this included preparations to allow visitors with dogs onto site which has led to a significant increase in visitor numbers. Equally important has been the shift to delivering a more varied, theme-based, public events programme over the key holiday periods. This was successfully trialled over the October 2018 half term with good results and the format is being followed through into 2019.

Successful networking will be vital to the development of the eco centre. Recent examples include becoming a hub for the National Botanic Gardens of Wales 'Grow the Future' and partnering with the University of Aberystwyth 'Living Wales' project. The first will lead to investment in the gardens interpretation and new short courses. The latter involves cooperation on the creation of an exhibition and training space at CAT for the project, the aim of which is to use satellite data to deliver near real time monitoring of the Welsh landscape and has opened connections between CAT and the European Space Agency.

Short Courses

The CAT short courses programme is a natural extension of the graduate school. It provides participants with the opportunity to acquire knowledge and practical experience of the ideas and skills needed to deliver sustainable solutions. Most participants stay and eat on site during the courses, adding greatly to the immersive experience a CAT short course can provide.

A key strategy is to develop a suite of courses designed to appeal to home and landowners keen to work sustainably. Examples include the popular woodland management courses and the Tiny House courses in which participants are taken through a complete timber framed build in the course of week. Building on the success of this course, a new 'Natural House' course was successfully launched in the spring of 2019 covering additional elements such as the use of low impact insulation materials.

Schools and Groups

The overall strategy for 2018-19 has been to refocus the educational offer, build partnerships and drive quality. This is especially important at a time of stretched resources in the education sector. As part of the delivery of a new website, the range of workshops and activities was completely overhauled and clearly presented. This included new workshops such as 'Plastics Plastics Plastics' which examine the use and impact of plastics and go on to work up a campaign for reducing plastic use that can be taken back to school.

In November 2018 CAT achieved accreditation under the Learning Outside the Classroom (LOtC) scheme. This accreditation gives schools and other education providers a third party assessed confidence in the level of service we provide and the safety regime under which we operate. This also validates the quality of the education workshops, their curriculum relevant content and CAT's approach to safeguarding.

CAT continues to attract local, national and international groups, including a group of students from the Miskat science centre in Saudi Arabia and several Chinese family travel groups. The Engagement team are also partnering an Erasmus funded 'Citizen Science for education in sustainable development' project which brings together schools in the Dyfi Biosphere and in biospheres in Spain and Greece.

University Groups

University visits to CAT remain a very important part of the Engagement teams work, accounting for almost 60% of the income over the review period. Universities appreciate the value of the 'one stop' sustainability stay that CAT can offer, delivered through bespoke combinations of specialist site tours, practical activities and off site visits. The autumn is an especially busy time for these groups and among the new customers in 2018 was a UCL city planning course:

"We really appreciated the range of speakers and activities as well as the topics we managed to cover in the time. It offered some very useful material for the planning students to reflect on and no doubt (hopefully!) they will use in the coming months with their different modules and coursework."

Cafe

The café is a focal point for all of CAT's services, delivering high quality vegetarian and vegan food. The café's purchasing policy is to use local, organic and sustainable produce wherever possible. During the year, the team was restructured and introduced a series of new policies and procedures. This was validated with the award of a 5-star food hygiene review.

Accommodation

Accommodation is an essential part of our services. It is used heavily by our graduate students, people attending short courses and visiting groups. In the last 12 months, we have introduced a centralised reception function for all accommodation bookings. We have introduced a new, more efficient booking system which now handles all our online course bookings and visitor centre entry tickets. This has also helped us to deliver growth in private bookings (conferences and weddings). A further key development was the refurbishment and upgrading of the study bedrooms in WISE.

The Eco Store and Mail Order

The Eco Store is an important part of our strategy for sharing knowledge as well as being a popular element of the visitor centre. The income generated goes to supporting the organisation's charitable goals. We focus on and source sustainable and eco-friendly products and help to showcase sustainable solutions in accordance with CAT's mission. A new Christmas catalogue, combined with our new website, and new and improved online shop, resulted in significant growth in our retail activities. In line with CAT's ethical policy to reduce wastage and plastic, all our packaging is recycled from other deliveries received on site and we have made the switch to paper packing tape instead of plastic.

Fundraising and Membership

CAT is extremely grateful to the charitable trusts and foundations, statutory funders, corporate organisations and thousands of highly dedicated individuals who help support our vital educational work. Charitable donations and grants comprise the backbone of CAT's income, allowing us to research and share solutions to climate change and other urgent environmental challenges.

Our supporters

Our membership and supporter base continue to thrive and respond generously to our regular appeals, helping fund both core activities and special projects. In April 2018, our supporters helped to raise funds for new sustainable food and water trails at CAT, whilst subsequent appeals in September and December 2018 and March 2019 aimed to raise funds for our core climate action work.

CAT was also fortunate to receive grants from 12 charitable trusts during the year, including: £20,000 from the Marmot Charitable Trust, £12,000 from Jam Today and £10,000 from the Polden Puckham Charitable Foundation – all to support our Zero Carbon Britain research. We also received £10,000 from the Cobb Charitable Trust to support our schools education and engagement work.

Corporate support includes a collaboration with Lush, the ethical cosmetics firm, which generously donates to CAT the income from the sale of carrier bags in their retail stores in Wales and has also used our site for large-scale conferences.

Fundraising good practice

Our supporter base is key to all CAT's fundraising activities; therefore, public trust is essential for everything that we do. We are committed to upholding the highest standards in fundraising practice to ensure our supporters are always treated with fairness and respect.

Fundraising communications

CAT relies entirely on our in-house fundraising team of three full-time equivalent staff. We do not employ any third party professional fundraising services. CAT is registered with the Fundraising Regulator and adheres to the Code of Fundraising Practice. We aim to ensure all communications with donors and other supporters conform to these current best practice guidelines and consequently we use the Fundraising Regulator logo on all our fundraising materials to demonstrate our commitment to this best practice. Extreme care is taken to ensure that the tone of all our communications is appropriate, so that supporters do not feel under undue pressure to donate.

Supporters' data

Our supporter databases are kept up-to-date to ensure accuracy of information. We never swap or sell supporters' personal data and ensure that donors' communication preferences can be amended on request. We have an 'opt in' approach to fundraising, meaning we contact our supporters only in the way they ask, alongside a policy of contacting those where we have a "legitimate interest" as defined by GDPR.

General Data Protection Regulation

Responsible use of personal data is at the heart of our fundraising practice. We have taken on board the requirement to adhere to the General Data Protection Regulation (GDPR) 2018. We are using the Institute of Fundraising's Compliance Framework to ensure we have the necessary structure, systems, policies and procedures in place to meet compliance requirements.

Complaints

CAT undertakes to log, investigate and respond to any complaints relating to fundraising as they arise, ensuring that learning leading to improvement is inherent in how the fundraising team operates. In the financial year ending March 2019 we received one complaint regarding a postal address error, which was investigated and responded to within ten days. Our complaints policy and procedures are currently under review.

Protecting vulnerable people

We recognise that everyone has a right to support their favourite causes and that we have an obligation to protect the vulnerable. We ensure we are careful and sensitive in dealing with vulnerable people and our practices reflect this.

Volunteers

The work of our dedicated volunteers continues to be essential to the effective running of CAT. Long-term volunteers, who volunteer for periods of up to six months each, predominantly assist in woodland management and our gardens. We also have many local volunteers who come in regularly to assist in a range of our activities.

In 2018/19, our volunteers contributed 10,944 hours of time, which equates to a value of £85,692 if volunteer hours are counted at the national living wage rate (£7.83) per hour during 2018/19.

CAT continues to build relationships with local education establishments to offer work experience via volunteering and to support the Welsh Baccalaureate, which requires ten hours of community work or 30 hours for the advanced level.

CAT's volunteers frequently go on to use the skills they have learned at CAT to deliver practical solutions for sustainability through a variety of career choices and projects, therefore directly contributing to the Charity's mission.

Financial Review

Total income for the year was marginally down at £2.943m compared to £2.958m in 2018. In both years 96% of this was unrestricted. The policy of reducing reliance on the major donors and hence a much reduced call on contributions from them was reflected in the reduction in donations in 2019 compared to 2018, and masks the improving levels of income in several other areas. Overall, income remained generally consistent with or ahead of prior years, allowing for some reclassification of income in the current year (from visiting groups to the café and venue & accommodation). Graduate school income showed an 11% increase reflecting the general trend of increasing student numbers.

Fundraising income continues to be a major contributor to the improving financial position. Membership income remains strong, as do donations from the wider supporters of CAT. Over the last 2 years, over 2,000 people have donated to CAT, many of them on several occasions. 2018/19 also reflects the growing importance of legacies to our income mix.

Total expenditure for the year was broadly similar to the previous year (up from £2.907m to £3.028m). We have also reviewed and updated the way in which we allocate support costs within our statutory accounts (see note 8). This has been done to more accurately reflect the levels of expenditure incurred by each department and the extent of our expenditure on charitable activities.

As noted in last year's report, CAT is in an investment phase in respect of staff structure and infrastructure improvements, to support its ongoing and successful turnaround. In addition, the nature of running a complex

site-based organisation means that, compared to many organisations, CAT has higher fixed, central costs.

We are supported in our investment strategy and growth plans by several CAT supporters who continue to make substantial donations to CAT. We are also supported by the Charity's lenders, Ecology Building Society and Charity Bank, who kept CAT's existing mortgage facilities on an interest only arrangement during the year and have stated their intention to continue this arrangement.

Principal Funding Sources

The principal funding sources for ongoing activities are graduate school course fees, and grants, donations and membership subscriptions to support CAT's wider charitable work.

Investment Policy

The Trustees operate a policy of keeping available funds in interest-bearing bank accounts.

Reserves Policy

The Trustees aspire to hold reserves equivalent to three months' operating costs. Based on the current level of expenditure this equates to £757,174. At the year end, unrestricted reserves stood at £1,215,635 (2018: £1,227,408), of which £1,380,791 is invested in land and buildings (net of bank loans) and £401,943 (2018: £342,683) was represented by cash deposits and other short term assets.

Going Concern

The Charity has developed integrated models for projecting and monitoring both long term forecasts and short term cash flow. These are used to ensure that the organisation always has enough funds to meet its expenditure liabilities for the following three months, and more widely as they fall due.

In recent years, the support of major donors has enabled the organisation to plan the phasing of capital investment and has supported cash management. Whilst CAT acknowledges the importance of these donors over recent years and for the future, it is also pursuing policies aimed at reducing the reliance on these donors to ensure the long-term viability and sustainability of the charity.

Pay Policy for Key Management Personnel

The Trustees consider that the Board of Trustees and the Senior Management Team comprise the key management personnel of the Charity, the former in charge of overall strategic direction and financial health, and the latter running and operating the Charity on a day to day basis.

All Trustees give their time freely and no Trustee received remuneration in the year. Details of Trustees' expenses and related party transactions are disclosed in note 9 to the accounts.

The pay bands of the Chief Executive Officer and senior managers are set by the Board of Trustees and reviewed periodically, considering performance and available resources. Remuneration is set to ensure it is both fair and will attract and retain staff of the appropriate calibre and experience.

Future Plans

We are developing long term plans based on our mission of "Inspiring Changemakers". This includes expanding our Zero Carbon Britain activities to create a new national hub for ZCB and launching plans for an "Innovation Lab". Our role of promoting practical solutions for sustainability has never been more needed, and CAT has a national and global leadership role to play in helping more people play their part in creating a healthy future for people and our planet. The number of international organisations (both educational groups and emerging eco centres) looking to CAT for advice and inspiration in developing sustainable solutions in their own countries

continues to increase.

In the UK, CAT was an early pioneer of environmental education and we continue to update and develop our range of courses and educational materials to help more and more individuals, organisations and communities take action for a sustainable future. Three new graduate school courses are starting in September 2019 to extend our MSc portfolio with more in the pipeline, and we are developing ways in which we can engage more businesses in our sustainability work.

In August 2019, we took the unusual step of closing for new applications for the September 2019 GSE courses. This was because we had reached the current capacity of our planned staffing and accommodation. We plan to continue to expand the range of courses that we offer and continue to grow our student body. We are therefore looking to expand our facilities, academic staff and accommodation to ensure that we can meet the increasing demand for our courses.

In preparation for the planned expansion of activities, and as part of our general strategic planning and compliance, we formed a wholly-owned trading subsidiary shortly after the end of the financial year. The subsidiary is called "C.A.T Alternative Technology Trading Ltd" and is currently dormant.

We have also started to refresh and refurbish our visitor centre, along with developing plans for new exhibits. Visitor numbers are increasing, in part due to the growing call for action on the environment and sustainability, but also possibly as more people are choosing to holiday at home rather than travel abroad. We plan to build on this trend to further develop the profile of CAT as a national centre for showcasing the latest technology and disseminating information on sustainability.

Partnerships are an increasingly important part of our activities to assist in achieving our objectives. Recent examples include; the brand new "Living Wales" exhibition which has been mounted at our visitor centre in partnership with Aberystwyth University, the Welsh Government and the European Regional Development Fund; the support we have provided to Mach Maethlon and its community growing schemes; and, our involvement in an Erasmus project working with a number of organisations in the U.K., Spain and Greece. We are continuing to look for partners for our activities to "inspire changemakers" and expand the reach of our services.

The success of our application to Moondance Foundation in July 2019, and resulting £1 million donation from them, will enable us to significantly develop and expand our Zero Carbon Britain activities and plan for the creation of an Innovation Lab. It will also give us the basis to apply for other significant funds to assist with and continue this work.

In the current economic and political climate, there are many opportunities for CAT to expand its reach and further its objectives. The challenge is to take advantage of these in a structured way that maximises the outcomes.

Structure, Governance and Management

Governance

CAT is a registered Charity and Limited Company. The Board of Trustees are directors for the purposes of company law and trustees for the purposes of charity law. Under the requirements of the Articles of Association, at the Annual General Meeting one-third of the Board members retire and may offer themselves for re-election. New trustees can be appointed either by the AGM or under special resolution by a Board meeting.

During 2018/19, the Board looked to increase its capacity and skill set. Over this period, 4 trustees left the Board and 4 trustees joined. The Board is always keen to consider new applications but the current Board of 8 trustees and their range of skills and experience is considered appropriate for the needs of the charity.

During the year, the Board operated with 2 committees: Organisational Development (ODC); and, Audit, Finance and Performance (AFPC). Shortly after the year end, a third sub-committee was created to look at the charity's IT development strategy.

Management Structure

We have continued to strengthen the Senior Management Team (see page 4) and are now confident that CAT has the people in place to take the organisation forward. Shortly before the year end, we said goodbye to Adrian Ramsay who has worked tirelessly for over 4 ½ years as CEO to bring CAT back to a sound footing. We have gone through a careful and considered process to identify the person to take over from Adrian and continue our development. We look forward to moving forward with our new CEO – Peter Tyldesley – who joined us on 2nd September 2019.

Risk Assessment and Management

Major risks are those that have a high probability of occurring and would, if they occurred, have a severe impact on either operational performance or achievement of our objectives, or could damage CAT's reputation.

The risk management process is designed to enable the Board to conclude whether the major risks to which CAT is exposed have been identified and reviewed, and that systems have been established to mitigate those risks.

The system involves the CEO and Senior Management Team:

1. Reviewing the main high impact, generic risks.
2. Establishing a comprehensive risk register.
3. Establishing a bottom-up and top-down process of risk identification, assessment, mitigation and monitoring.
4. Producing detailed reports to ODC on identified risks and mitigation strategy.

Major risks which the Charity may face have been identified and analysed. A new, formal risk register has been introduced which is kept under regular review by ODC.

The major risks identified to date are:

Risk	Mitigation
Increasingly old IT infrastructure and software, leading to inefficiencies and operational challenges	Creation of IT sub-committee to develop and implement an upgrade plan.
Visitor Centre infrastructure is old and often bespoke which can threaten the availability and safety of essential services.	A major capital fundraising campaign is being planned. Work schedules are developed with a focus on operationally critical areas. Staff training is taking place to provide additional cover.
Uncertainty over post-Brexit economic and funding landscape.	Ongoing planning and diversification of income.
Availability of future funding and maintaining income and cash flows.	Ongoing planning and diversification of income, with a focus on potential growth areas and new charitable and trading income.

Our policies and procedures were reviewed and where necessary updated during the year to ensure compliance with the new General Data Protection Regulations. The Senior Management Team is responsible for the



operational delivery of key compliance requirements and they report directly to the Board and its committees.

Trustees' Responsibilities in Relation to the Financial Statements

The Trustees are responsible for preparing the Trustees' Annual Report (including the Strategic 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 Charity and of the incoming resources and application of resources, including the income and expenditure of the Charity for the year. 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 Charities Statement of Recommended Practice (SORP)
- Make judgments and accounting estimates that are reasonable and prudent
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements and other information included in annual reports may differ from legislation in other jurisdictions.

In so far as the Trustees are aware at the time of approving our Trustees' Annual Report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the auditor is unaware;
- they 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.

On behalf of the Board of Trustees

.....
Michael Taylor (Chair)

26th September 2019

Independent Auditor's Report to the Members of The Centre for Alternative Technology Charity Limited on the Financial Statements for the Year Ended 31 March 2019

Opinion

We have audited the financial statements of the Centre for Alternative Technology Charity Limited for the year ended 31 March 2019 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. 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).

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 2019 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;
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charitable Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC'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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other Information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such

material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Opinions 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, which includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report, which includes the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are Required to Report by Exception

In the light of the knowledge and understanding of the 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 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.

Responsibilities of Trustees

The Trustees are responsible for the other information. As explained more fully in the Trustees' Responsibilities statement set out on page 16 of the Trustees (who are also the Directors of the 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.

In preparing the financial statements, the Trustees are responsible for assessing the 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 company or to cease operations, or have no realistic alternative but to do so.

Auditor's 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 auditor's 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.

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 auditor's report.



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. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's 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, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Scott Lawrence (Senior Statutory Auditor)

for and on behalf of Hazlewoods LLP, Statutory Auditor

Windsor House
Bayshill Road
Cheltenham
GL50 3AT

Date: 11/11/19

Statement of Financial Activities
(including an Income and Expenditure Account)
for the Year Ended 31 March 2019

	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2019	(As restated) Total 2018
		£	£	£	£	£
Income from :						
<i>Voluntary income:</i>						
Donations	2	597,412	73,735	549	671,696	947,549
Grants	3	7,200	54,000	-	61,200	112,682
Legacies		172,808	-	-	172,808	7,350
Membership & Subscriptions		224,934	-	-	224,934	244,737
<i>Income from charitable activities:</i>	4					
Graduate School		821,151	-	-	821,151	738,734
Schools & Groups		45,117	-	-	45,117	82,504
University Visits		36,908	-	-	36,908	65,635
Short Courses		132,819	-	-	132,819	225,142
Consultancy		2,084	-	-	2,084	4,518
Publications		-	-	-	-	46
EcoStore		169,141	-	-	169,141	140,784
Visitor Centre		99,301	-	-	99,301	110,580
Café & Bar		276,299	-	-	276,299	161,632
Venue & Accommodation		229,007	-	-	229,007	117,105
<i>Other Income:</i>						
Miscellaneous Income		-	-	105	105	-
Total Income		2,814,181	127,735	654	2,942,570	2,958,998
Resources expended:						
<i>Expenditure on raising funds:</i>						
Fundraising	6	170,412	-	-	170,412	129,626
Membership		102,467	-	-	102,467	98,121
<i>Expenditure on charitable activities:</i>						
Graduate School	7	1,163,245	-	-	1,163,245	1,122,188
Schools & Groups		79,265	-	-	79,265	131,127
University Visits		57,153	-	-	57,153	53,232
Short Courses		201,285	-	-	201,285	226,571


	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2019	(As restated) Total 2018
		£	£	£	£	£
<i>Expenditure on charitable activities (continued):</i>	7					
Consultancy		440	-	-	440	1,439
EcoStore		256,915	-	-	256,915	241,260
Visitor Centre		178,903	-	-	178,903	233,002
Café & Bar		389,698	-	-	389,698	354,507
Venue & Accommodation		312,082	-	-	312,082	219,647
Expenditure on Other Projects		-	116,826	5	116,831	96,514
Total Expenditure		2,911,865	116,826	5	3,028,696	2,907,234
Net incoming resources before transfers and asset disposals		(97,684)	10,909	649	(86,126)	51,764
Net transfers between funds		85,911	(85,911)	-	-	-
Net movement in Funds		(11,773)	(75,002)	649	(86,126)	51,764
Total funds brought forward at 1 April 2018		1,227,408	208,837	17,830	1,454,075	1,402,311
Total funds carried forward at 31 March 2019	16	1,215,635	133,835	18,479	1,367,949	1,454,075

The statement of financial activities includes all gains and losses recognised in the year. All the above amounts derive from continuing activities. The notes on pages 24 to 36 form an integral part of these financial statements.

Balance Sheet as at 31 March 2019

		2019		(As restated) 2018	
	Notes	£	£	£	£
Fixed Assets					
Tangible Assets	10		3,075,927		3,078,643
Current Assets					
Stocks	11	49,072		42,759	
Debtors	12	121,265		76,027	
Cash at bank		383,920		450,564	
		<u>554,257</u>		<u>569,350</u>	
Creditors:					
Amounts falling due within one year	13	<u>(588,007)</u>		<u>(511,093)</u>	
Net Current (Liabilities)/ Assets			<u>(33,750)</u>		<u>58,257</u>
Total Assets less Current Liabilities			<u>3,042,177</u>		<u>3,136,900</u>
Creditors: amounts falling due after more than one year	14		<u>(1,674,228)</u>		<u>(1,682,825)</u>
Net Assets			<u>1,367,949</u>		<u>1,454,075</u>
Funds of the Charity					
Endowment funds	16		18,479		17,830
Restricted funds			133,835		208,837
Unrestricted funds			1,215,635		1,227,408
Total funds			<u>1,367,949</u>		<u>1,454,075</u>

These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies, and constitute the annual accounts required by the Companies Act 2006, and are for circulation to members of the company. These accounts were approved by the Board of Trustees on 26th September 2019 and signed on their behalf by:


.....
Michael Taylor (Chair)
Registered Charity Number: 265239
Company Number: 1090006

The notes on pages 24 to 36 form an integral part of these of these financial statements.



Cash Flow Statement for the Year Ended 31st March 2019

	Notes	2019 £	2018 £
Net cash provided by / (used in) operating activities	A	125,680	118,169
Cash flows from investing activities:			
Investment income received		105	3,584
Interest paid		(105,417)	(105,448)
Capital expenditure		(75,312)	(148,453)
Change in cash and cash equivalents	B	<u>(54,944)</u>	<u>(132,148)</u>

A. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO CASHFLOW FROM OPERATING ACTIVITIES

	2019 £	2018 £
Net income/(expenditure) for the year	(86,126)	51,764
Investment income received	(105)	(3,584)
Interest paid	105,417	105,448
Depreciation of tangible fixed assets	78,028	94,805
(Increase)/Decrease in stocks	(6,313)	(11,004)
Decrease/(Increase) in debtors	(104,697)	55,347
(Decrease)/Increase in creditors	139,476	(174,607)
Net cash provided by (used in) Operating activities	<u>125,680</u>	<u>118,169</u>

B. ANALYSIS OF CASH AND CASH EQUIVALENTS

	At 1 April 2018 £	Cash flow £	At 31 March 2019 £
Net cash:			
Cash at bank and in hand	450,563	(66,644)	383,920
Debt:			
Loans due within one year	(24,011)	3,103	(20,908)
Loans due in more than one year	(1,682,825)	8,597	(1,674,228)
Total	<u>(1,256,273)</u>	<u>(54,944)</u>	<u>(1,311,216)</u>



Notes to the Accounts

1 ACCOUNTING POLICIES

a. Basis of preparation

The financial statements have been prepared in accordance with 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) - Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Centre for Alternative Technology Charity 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 notes.

The financial statements are prepared in Sterling, which is the functional currency of the entity. The principal accounting policies are described below and are consistent with prior years.

b. Going Concern Basis

The financial statements have been prepared on a going concern basis. The charity has developed integrated models for projecting and monitoring both long term forecasts and short term cash flow. These are used to ensure that the organisation always has enough funds to meet its liabilities as they fall due. The charity also has the support of its bankers and a major donor. On this basis, the trustees consider that CAT is a going concern and it is appropriate to prepare the accounts as such.

c. Incoming resources

Income from educational services and use of premises is accounted for in the period in which the service is provided. Income received in advance of the provision of the service is deferred until the criteria for recognition are met.

Other incoming resources, including grants for the purchase of fixed assets and members' subscriptions, are accounted for in the period in which the charity is entitled to the income and the amount can be quantified with reasonable accuracy.

Income in relation to postgraduate courses has been recognised on an accruals basis.

Life memberships are accounted for on a receipts basis.

d. Donated services and facilities

Donated services or facilities are recognised as income when the Charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the Charity of the item is probable and that economic benefit can be measured reliably. On receipt, donated services and facilities are recognised on the basis of the value of the gift to the Charity which is the amount the Charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e. Interest receivable

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.



f. Resources expended

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis and has been listed under headings that aggregate all the costs related to the activity. Direct costs are allocated on an actual basis to the key areas of activity. Overheads are apportioned between expenses heading on the basis of turnover. This includes VAT irrecoverable under partial exemption.

g. Pension costs

Pension contributions are made by the Charity to two separate pension schemes depending on the category of employee. The assets and liabilities of these national schemes are not separately identifiable. Contributions are charged to the Statement of Financial Activities (SOFA) when accrued.

CAT contributes to a group money purchase defined contribution pension scheme operated by Aviva. New and existing employees are automatically enrolled into the money purchase scheme unless they have exercised their right to opt out of scheme membership.

Employees joining the money purchase pension scheme operated by Aviva contract directly with the insurance company. CAT makes a matching contribution of 2% (2018: 1%) of salary to this pension scheme and acts as agent in collecting and paying over employee pension contributions. The contributions made for the accounting period are treated as an expense. There were no contributions outstanding as at the balance sheet date.

Graduate School academic staff are members of The Teachers' Pension Scheme (TPS). The TPS is a defined benefit scheme and assets are held separately from those of CAT. The TPS is an unfunded defined benefit scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the school in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quinquennial valuations using a prospective benefit method. The TPS is a multi-employer scheme and the school is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis. The TPS is therefore treated as a defined contribution scheme and the contributions recognised as they are paid each year.

h. Leases

Operating leases are accounted for on an accruals basis in the SOFA. The company has no finance leases or HP contracts.

i. Tangible fixed assets and depreciation

Individual tangible fixed assets costing £1,000 or more are capitalised and recorded at cost or, if donated, at valuation at the time of acquisition. Depreciation of tangible fixed assets is calculated to write off their cost or valuation less any residual value over their estimated useful lives as follows:

Asset category	Annual rate
Freehold land:	Not depreciated
Freehold buildings:	Over 10 to 50 years
Plant and machinery:	Over 4 to 10 years
Fixtures, fittings and equipment:	Over 4 years
Motor vehicles:	Over 4 years

j. Stock

Stock is valued at the lower of cost and net realisable value. Cost is computed on a first in, first out basis. Net realisable value is based on estimated selling price less the estimated cost of disposal.

k. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

l. Cash at bank and in hand

Cash at bank and cash 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.

m. Creditors and provisions

Creditors and provisions are recognised where there is a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

n. Financial Instruments

CAT 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.

o. Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the charitable objects of the Centre for Alternative Technology Charity Limited.

Restricted funds are funds subject to specific restrictions imposed by donors or by the purpose of the appeal.

The endowment fund represents those assets which must be held permanently by the charity. Income arising on the endowment fund is to be used for specific purposes as laid down by the donor.

p. Judgements and key accounting estimates

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

2 DONATIONS

Income from Donations was £671,696 (2018 - £947,549) of which £73,735 was restricted (2018 - £41,699) and £549 was endowment (2018 - £120)



3 GRANTS

Grants receivable during the year comprise:

	2019			2018
	Unrestricted	Restricted	Total	Total
	£	£	£	£
General Grants				
General Fundraising	-	-	-	9,170
Joseph Rowntree Charitable Trust	-	-	-	22,500
Grants for Woodland and Biosphere				
Natural Resources Wales	-	-	-	8,314
Grants for Zero Carbon Britain				
HT & LB Cadbury	-	2,000	2,000	22,698
Polden Puckham Charitable Foundation	-	10,000	10,000	-
Marmot Charitable Trust	-	20,000	20,000	-
Jam Today	-	12,000	12,000	-
Grants for Education & Research				
Cobb Charitable Trust	-	10,000	10,000	10,000
Patsy Wood Trust	-	-	-	35,000
Ownwood	1,000	-	1,000	-
Ian MacTaggart	2,500	-	2,500	-
Orr Mackintosh	1,500	-	1,500	-
Tisbury Telegraph	700	-	700	-
Nerquis Hall	500	-	500	-
The P & C Hickinbotham Charitable Trust	1,000	-	1,000	-
Bernard Pigott Charitable Trust	-	-	-	5,000
Total grants received	7,200	54,000	61,200	112,682

4 INCOME FROM CHARITABLE ACTIVITIES

Income from charitable activities was £1,811,827 (2018 - £1,646,680) of which £nil was restricted (2018 - £0) and £nil (2018 £nil) was endowment.

5 NET INCOME AND EXPENDITURE FOR THE YEAR

This is stated after charging:

	2019	2018
	£	£
Auditor's remuneration – external audit	10,500	7,500
Depreciation	78,028	94,805
Operating leases – land	<u>550</u>	<u>10</u>

6 EXPENDITURE ON RAISING FUNDS

(As restated)
2018

	2019			(As restated) 2018	
	Direct Costs	Employment Costs	Support Costs (Note 8)	Total	Total
	£	£	£	£	£
Fundraising	26,771	77,475	66,166	170,412	129,626
Membership	53,751	-	48,716	102,467	98,121
	<u>80,522</u>	<u>77,475</u>	<u>114,882</u>	<u>272,879</u>	<u>227,747</u>

For consistency of disclosure, the allocation of support costs included in the 2018 comparative figures has been re-stated (see Note 21.1 below)

7 EXPENDITURE ON CHARITABLE ACTIVITIES

(As restated)
2018

	2019			(As restated) 2018	
	Direct Costs	Employment Costs	Support Costs (Note 8)	Total	Total
	£	£	£	£	£
Graduate School	189,301	432,451	541,493	1,163,245	1,122,188
Schools & Groups	8,547	41,900	28,818	79,265	131,127
University Visits	347	37,505	19,301	57,153	53,232
Short Courses	64,122	45,043	92,120	201,285	226,571
Consultancy	-	-	440	440	1,439
EcoStore	110,287	60,575	86,053	256,915	241,260
Visitor Centre	639	51,969	126,295	178,903	233,002
Café & Bar	108,978	175,050	105,670	389,698	354,507
Venue & Accommodation	37,289	151,606	123,187	312,082	219,647
Expenditure on Other Projects	69,897	46,934	-	116,831	96,514
	<u>589,407</u>	<u>1,043,033</u>	<u>1,123,377</u>	<u>2,755,817</u>	<u>2,679,487</u>

For consistency of disclosure, the allocation of support costs included in the 2018 comparative figures has been re-stated (see Note 21.1 below)



8 ANALYSIS OF GOVERNANCE AND SUPPORT COSTS

	2019	2018
	£	£
Administration	571,225	719,470
Finance	79,113	54,202
Estates	223,110	236,861
Information and Technology	71,676	63,702
Marketing	215,106	167,918
Depreciation	78,029	94,805
	<u>1,238,259</u>	<u>1,336,958</u>

8 SUPPORT COST ALLOCATION (continued)

Cost Area	GSE	S&G	Univ	SC	Cons	EcoSt	VC	Café	V&A	Fund	Mem	Total
	£	£	£	£	£	£	£	£	£	£	£	£
Administration	247,702	17,136	10,221	56,917	0	24,884	14,274	56,591	66,463	39,371	37,666	571,225
Finance	23,085	1,268	1,036	3,734	58	4,756	2,791	7,768	6,438	21,855	6,324	79,113
Estates	89,244	0	0	0	0	22,311	89,244	22,311	0	0	0	223,110
Information Technology	31,081	2,150	1,283	7,142	0	3,122	1,791	7,101	8,340	4,940	4,726	71,676
Marketing	115,018	6,321	5,171	18,607	292	23,696	13,918	X	32,083	X	X	215,106
Depreciation	35,363	1,943	1,590	5,720	90	7,284	4,277	11,899	9,863	X	X	78,029
Total Allocated	541,493	28,818	19,301	92,120	440	86,053	126,295	105,670	123,187	66,166	48,716	1,238,259

Method of allocation

Administration In proportion to total costs (excluding stock purchases).

Finance In proportion to income.

Estates Based on management's assessment of actual usage (40% GSE & Visitor Centre; 10% EcoStore & Café).

Information Technology In proportion to total costs (excluding stock purchases).

Marketing In proportion to income (excluding Café which doesn't use marketing directly; and, Funding & Membership that have costs allocated directly).

Depreciation In proportion to income (for trading units only).

(X: excluded from allocation)

(GSE: Graduate School for the Environment; S&G: Schools and Groups; Univ: Universities; SC: Short Courses; Cons: Consultancy; EcoSt: Eco Store; VC: Visitor Centre; V&A: Venue and Accommodation; Fund: Fundraising; Mem: Membership)



9 TRUSTEES AND EMPLOYEES

No remuneration was paid or waived by any trustee during the year (2018 - £ nil). Dr Sara (Sally) Carr was a paid employee of CAT during the year, up to her retirement in February 2019, but this was in the period prior to her appointment as a trustee and hence does not fall to be treated as trustee remuneration.

Total expenses reimbursed to trustees were £992 (2018 - £1,202). This represents travel expenses incurred in attending Board and other meetings in their official capacity.

Employee costs during the year were:

	2019	2018
	£	£
Salaries and wages	1,484,659	1,354,753
Social Security	111,035	100,872
Pension	65,956	59,231
Redundancy	0	28,300
	<u>1,661,650</u>	<u>1,543,156</u>

The average number of employees during the year, calculated on a full-time equivalent basis, was:

	2019	2018
	Number	Number
Fundraising	4	3
Membership	1	1
Charitable activities	85	55
	<u>90</u>	<u>59</u>

The number of employees whose emoluments excluding pension contributions fell within the following bands was:

	2019	2018
	£	£
£60,000 - £70,000	<u>1</u>	<u>1</u>

The emoluments of key management staff were £274,994 (2018 - £155,083).

10 TANGIBLE FIXED ASSETS	Freehold land and buildings £	Plant and machinery £	Fixtures, fittings & equipment £	Motor Vehicles £	Totals £
COST:					
At 1 April 2018	3,177,135	1,079,218	222,250	9,085	4,487,688
Transfers	91,254	(96,921)	5,667	-	-
Additions	69,104	-	6,208	-	75,312
At 31 March 2019	<u>3,337,493</u>	<u>982,297</u>	<u>234,125</u>	<u>9,085</u>	<u>4,563,000</u>
DEPRECIATION:					
At 1 April 2018	213,470	972,555	216,640	6,380	1,409,045
Charge for year	66,451	2,119	7,187	2,271	78,028
At 31 March 2019	<u>279,921</u>	<u>974,674</u>	<u>223,827</u>	<u>8,651</u>	<u>1,487,073</u>
NET BOOK VALUE:					
At 31 March 2019	<u>3,057,572</u>	<u>7,623</u>	<u>10,298</u>	<u>434</u>	<u>3,075,927</u>
At 31 March 2018	<u>2,963,665</u>	<u>106,663</u>	<u>5,610</u>	<u>2,705</u>	<u>3,078,643</u>
11 STOCKS					
	2019		2018		
	£		£		
EcoStore	30,938		25,675		
Publications	12,974		14,969		
Café	3,129		2,115		
Bar	2,031		-		
	<u>49,072</u>		<u>42,759</u>		
12 DEBTORS					
	2019		(As restated) 2018		
	£		£		
Amounts falling due within one year					
Trade debtors (note 21.2)	105,186		69,385		
Other debtors	16,079		6,642		
	<u>121,265</u>		<u>76,027</u>		
13 CREDITORS: amounts falling due within one year					
	2019		(As restated) 2018		
	£		£		
Trade creditors	196,380		236,249		
Taxation and social security costs	29,315		21,107		
VAT	417		2,418		



Loans	20,908	24,011
Other creditors (note 21.2)	145,372	59,294
Accruals	52,028	9,597
Deferred income	143,587	158,417
	<u>588,007</u>	<u>511,093</u>

Deferred income relates to income received in advance for activities to be held in future years.

14	CREDITORS: amounts falling due after more than one year	2019	2018
		£	£
	Loans	1,674,228	1,682,825
		<u>1,674,228</u>	<u>1,682,825</u>

15	LOANS	2019	2018
	Analysis of loan repayments	£	£
	Amounts falling due:		
	within one year	20,908	24,011
	between two and five years	213,568	216,587
	after five years	1,460,660	1,466,238
		<u>1,695,136</u>	<u>1,706,836</u>

16 FUNDS: MOVEMENTS IN THE YEAR

a)	ENDOWMENT FUNDS	Balance as at 1 April 2018	Incoming Resources	Resources expended	Transfers	Balance as at 31 March 2019
		£	£	£	£	£
	Josh Brown Bursary Fund	17,830	654	(5)	-	18,479

b)	RESTRICTED FUNDS	Balance as at 1 April 2018	Incoming Resources	Resources expended	Transfers	Balance as at 31 March 2019
		£	£	£	£	£
E17	Dan's House ZCB	2,374	-	-	-	2,374
B01	Woodland Management	18,420	4,575	(16,998)	(5,997)	-
Z06	Zero Carbon Britain:					
	Communications	(191)	-	-	191	-
E00	Cobb Charity Trust	5,483	10,000	-	(15,483)	-
Z13	Zero Carbon Britain : Phase 4	2,916	-	-	(2,916)	-
Z14	Artist in Residence 2015	321	-	(250)	(71)	-
G06	Patsy Wood	21,576	-	(21,576)	-	-
E20	T Howell Bursary	2,747	-	(888)	-	1,859
G07	AF & FJ Trust Bursary	(725)	-	-	725	-
E13	Face your Elephant	55	-	-	(55)	-

E25	Zero Carbon Futures	5,000	-	-	-	5,000
E24	Sir John Houghton Bursary Fund					
		58,698	-	(2,063)	-	56,635
E26	EcoCabins Refurbishment	2,000	-	-	(2,000)	-
Z15	ZCB Research 2015	17,175	-	(6,069)	(11,106)	-
Z16	ZCB Research 2016	27,141	-	(185)	(26,956)	-
H05	Sponsor a Volunteer	1,000	-	-	(1,000)	-
E27	Reaching the Changemakers of the Future	8,025	-	(600)	-	7,425
965	Wildflower Meadow	(508)	-	-	508	-
413	New Courses Appeal	(50)	-	-	50	-
414	Website Appeal	27,500	-	(28,572)	1,072	-
Z17	ZCB 2017	(172)	-	-	172	-
Z18	ZCB 2018	10,052	46,957	(25,236)	(16,837)	14,936
416	Food & Water Trails	-	35,000	(2,226)	-	32,774
W01	WISE Bedrooms	-	18,750	-	(6,208)	12,542
F06	Student Placement	-	12,163	(12,163)	-	-
F04	Renew Wales 2	-	290	-	-	290
	<i>Total restricted funds</i>	208,837	127,735	(116,826)	(85,911)	133,835

During the year, a detailed review of restricted funds was carried out to ensure that only ongoing funds were carried forward in to the 2019/20 financial year. Where permissible under the terms of the funding, any remaining balances on individual funds have been transferred to unrestricted funds.

Also, during the year, the various individual funds supporting our Zero Carbon Britain work have been combined in to a single fund to streamline administration of the project. The original separation of the funds was done on an arbitrary basis mainly based on financial year of receipt and did not reflect differences in conditions imposed by funders.

RESTRICTED FUNDS (continued)

Fund name	Purpose
Dan's House ZCB	To update and improve resources for teaching about climate change impact of homes and lifestyles
Woodland Management	To continue and develop sustainable woodland management work and education about this
Zero Carbon Britain: Communications	To disseminate ZCB research and resources as widely as possible
Cobb Charity Trust	To support the work of CAT's Engagement Team
Zero Carbon Britain : Phase 4	To continue and develop the Zero Carbon Britain project, looking at how the UK can transition rapidly to a zero-carbon future
Artist in Residence 15	Salary and expenses for CAT Artist in Residence
Patsy Wood	Towards the Head of School salary in the Graduate School of the Environment
T Howell Bursary	To fund educational visits to CAT by schools from six specific counties of North Wales
AF & FJ Trust Bursary	Bursary fund for GSE students
Face your Elephant	Joint project with de Montfort University and the Woodcraft Folk to offer climate change engagement at Festivals
Zero Carbon Futures	To develop new materials for teaching based on Zero Carbon Britain research for use by Engagement Team
Sir John Houghton Bursary Fund	Bursary fund for GSE students
EcoCabins Refurbishment	To improve the energy efficiency, comfort, educational value and

	state of repair of the Eco-cabins Campaign targets were exceeded and following completion of the work, the remaining funds are being transferred to unrestricted funds
ZCB Research 15	To continue and develop the Zero Carbon Britain project, looking at how the UK can transition rapidly to a zero-carbon future
ZCB Research 16	To continue and develop the Zero Carbon Britain project, looking at how the UK can transition rapidly to a zero-carbon future
Sponsor a Volunteer	To help defray expenses associated with volunteers
Reaching the Changemakers of the Future	To inspire children, adults and students to make sustainable changes to their lives and communities
Wildflower Meadow	To create a wildflower meadow at CAT and provide educational sessions for local schools related to this
New Courses Appeal	To develop two new courses for the Graduate School of the Environment: MSc Sustainable Food and Natural Resources and MSc Energy Provision and Demand Management
Website Appeal	To develop CAT's new website
ZCB 2017 & 2018	To continue and develop the Zero Carbon Britain project, looking at how the UK can transition rapidly to a zero-carbon future
Food & Water Trails	To help create new food & water themed circuits at our visitor centre
WISE Bedrooms	To refurbish on-site bedrooms predominantly in the WISE building
Student Placement	To support a student placement in a different CAT department each year
Renew Wales 2	For attendance of CAT CEO at Renew Wales Steering Group meetings

c) UNRESTRICTED FUNDS	Balance as at 1 April 2018	Incoming Resources	Resources expended	Transfers	Balance as at 31 March 2019
	£	£	£	£	£
Unrestricted general fund	1,227,408	2,814,181	(2,911,865)	85,911	1,215,635

The Charity had no designated funds in the current or preceding year.

17 ANALYSIS OF ASSETS BETWEEN FUNDS

Fund balances at 31 March 2019 are represented by:

	Unrestricted funds	Restricted funds	Endowment funds	Total funds
	£	£	£	£
Tangible fixed assets	3,075,927	-	-	3,075,927
Stocks	49,072	-	-	49,072
Debtors	121,265	-	-	121,265
Cash at bank	231,606	133,835	18,479	383,920
Creditors due within one year	(588,007)	-	-	(588,007)
Creditors due after more than one year	(1,674,228)	-	-	(1,674,228)
Net assets at 31 March 2019	1,215,635	133,835	18,479	1,367,949

18 OPERATING LEASE COMMITMENTS

Annual commitments under operating leases are as follows:

Expiry date:	2019 £	2018 £
Within one year	2,640	2,640
Between two to five years	<u>3,300</u>	<u>5,940</u>

19 CAPITAL COMMITMENTS

The charity had no (2018: no) capital commitments.

20 ULTIMATE CONTROLLING PARTY

The company is limited by guarantee and has no share capital. Control is vested in the Board of Trustees.

21 PRIOR YEAR ADJUSTMENTS

1. Support Costs Allocations

In the prior year, the allocation of support costs was calculated based on the proportion of total income of each department. In the current year, this method of allocation was reviewed and updated to the methods explained in note 8 above. This was done as it was considered to give a more appropriate reflection of the utilisation of support services by each department. As a result, the 2018 figures were re-stated based on this method of allocation.

This re-statement has had no impact on the reported profit for the year or the net assets disclosed in the balance sheet.

2. Sales Ledger Credit Balances

In the 2019 financial statements, credit balances on the sales ledger have been re-classified from 'Trade Debtor' to 'Other Creditors'. For consistency of disclosure, a corresponding adjustment has been made in the 2018 comparative figures.

This re-statement has had no impact on the reported profit for the year or the net assets disclosed in the balance sheet.

22. CORPORATION TAX

CAT is exempt from tax on income and gains in accordance with sections 466 to 493 of the Corporation Tax Act 2010 to the extent that these are applied for its charitable objects.

23 RELATED PARTY TRANSACTIONS

The trustees and senior management team are not aware of any related party transactions requiring disclosure.