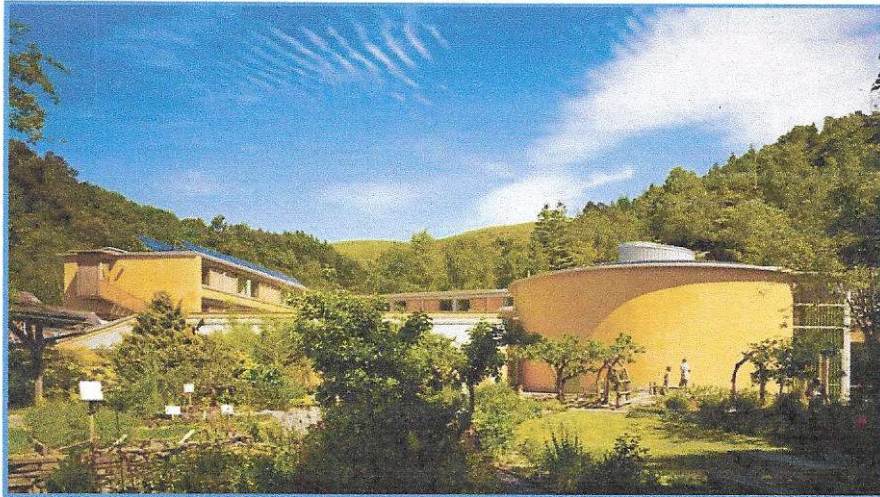


Centre for Alternative Technology
Canolfan y Dechnoleg Amgen



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

**Annual Report and Financial Statements for the Year Ended
31 March 2020**

Registered Charity Number: 265239

Company Number: 1090006



INSPIRE, INFORM, ENABLE

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Chair's Statement

The next few years are critical in addressing the climate and biodiversity emergency. Without meaningful action now to cut greenhouse gas emissions and address the destruction of nature, we risk reaching tipping points from which there is no return.

It would be easy to sink into despair, but at CAT we stay focused on the future, creating a vision for a better world and providing the skills, knowledge and understanding to turn that vision into reality.

Every year, we inspire, inform and enable hundreds of thousands of people to play their part in helping address the climate and biodiversity emergency, and the period covered by this review is no exception. In February 2020 we created our new Zero Carbon Britain Hub and Innovation Lab, thanks to a substantial donation from a private trust. This ground-breaking new project works with local authorities, businesses, institutions and community groups to provide the confidence, skills and understanding to help achieve net zero greenhouse gas emissions by 2040, including testing and prototyping solutions that can be rolled out at scale to help build a sustainable future for all.

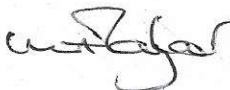
At the end of the 2019/20 financial year we were all challenged as never before when the COVID-19 crisis forced CAT to close. What went on to become a 5-month period of closure was the longest in our near 50-year history. At the time of completing this report, we are over 4 months in to a second period of closure due to COVID-19 restrictions, with a potential re-opening date still several weeks off. CAT staff, students and volunteers rose to the challenge, quickly switching to online delivery, allowing us to share sustainable solutions with thousands of people across the world – an area that we plan to build on more in future years.

We are always so grateful to our members and supporters for the part they play in helping us deliver our essential mission. This year, as CAT closed its doors, this incredible community stepped in to give us a helping hand, covering some of the shortfall caused by cancelled courses, events and visits. I cannot express strongly enough how much we value the dedication and commitment of our wider CAT community.

Despite its challenges, the period covered by this report saw a greater interest in CAT's postgraduate courses than ever before, the biggest increase in visitor numbers in over a decade, and an influx of new members and supporters. CAT's vision of a sustainable future for all humanity as part of a thriving natural world is clearly a vision shared by many others, and in this we find hope for a better future.

Michael Taylor

Chair



Date19/03/21

Trustees' Report, incorporating the Strategic Report for the Year Ended 31 March 2020

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)
- Dr Rosetta Plummer
- Andrew Menzies (Chair of Audit Finance and Performance Committee)
- Roger Thomas (Chair of Organisational Development Committee)
- Dr Sara (Sally) Carr (Vice Chair)
- Anthony (Tony) Gross
- Kalyani Gandhi-Rhodes
- Andrew Pearman (Chair of IT Steering Committee)
- Sonya Bedford (Appointed 25th June 2020)
- Theresa Löber (Appointed 24th September 2020)
- Kevin Gould (Appointed 24th September 2020)

Key Management Personnel:

The Senior Management Team during the year consisted of:

- Peter Tyldesley (Chief Executive Officer) (from September 2019)
- Kim Polgreen (Interim Chief Executive Officer) (from January to April 2019)
- Paul Booth (Director of Finance and Operations)
- Matthew Ferneyhough (Head of Operations) (to August 2019)
- John Challen (Head of Eco Centre)
- Ed Parsons (Head of Visitor Services) (from September 2019)
- Eileen Kinsman (Head of Development)
- Dr Adrian Watson (Head of School)
- Sarah Jenkinson (Head of Policy & Communications) (from February 2020)

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

Auditors: Hazlewoods LLP, Staverton Court, Staverton, GL51 0UX

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 humanity to respond to the climate and biodiversity emergency.

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 a new Zero Carbon Britain Hub and Innovation Lab.
- 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

Our updated mission is:

“To inspire, inform and enable humanity to respond to the climate and biodiversity emergency.”

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 almost 50 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.

COVID-19 Pandemic

The COVID-19 pandemic was only starting to surface and begin to impact on the nation as we approached our 2020 financial year end, but it would be impossible to produce and issue our Trustees Report without making reference to it. At the time of producing this report, the virus remains widespread across the UK and the World.

Government restrictions and guidance, at both UK and Welsh levels, meant that we had to take the decision to temporarily close our visitor centre and many of our activities in mid-March 2020. In terms of reporting on the year to 31st March 2020, this had limited impact on income levels for the year (although all departments except perhaps fundraising will have lost some expected income as a result). The “Coronavirus Job Retention Scheme” (‘Furlough’ scheme), coupled with a “Bounce Back Loan” in July 2020 have assisted us in navigating the subsequent months. In mid-March, we furloughed 40 staff (mainly in our café, venue and estates teams reflecting the site closure), with the majority of our other staff moving to working remotely.

The visitor centre remained closed until mid-August, when the relaxation of some of the ‘lockdown’ restrictions meant that we were able to re-open our site on a limited basis, bring some of our team back from furlough, and welcome back the general public. In turn, it was a major boost to us to be able to welcome back students to our site at the start of September. Unfortunately, we had to again close our site, and re-furlough many of our colleagues, with the implementation of the Welsh Government’s ‘Fire Break’ lockdown in late-October. We opened again for a short period from the 9th November before deciding to close the site from the beginning of December until sometime still to be confirmed.

Many charities and visitor attractions have suffered very badly during the course of the pandemic so far, often losing almost all of their income. We have been comparatively fortunate in this respect, due to a combination of the incredible support that our members have given us in this period and the rapidly growing demand for our graduate courses. Both of these are commented on in more detail elsewhere in this report.

Whilst there continue to be many uncertainties around the ongoing pandemic, we are confident that we can weather the storm through the winter months; and then move forward hopefully during 2021 to the meet the growing clamour for our solutions and services to address the climate emergency.

Brexit

The impact of Brexit on CAT has been assessed and overall it has been concluded that it will have limited impact on CAT's operations and activities or current plans. The main impact will be in the general economic environment in which CAT operates rather than directly on CAT.

Zero Carbon Britain

CAT's 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 outreach programme. Here are some highlights of what we achieved, in terms of our objectives for the year:

Update the 2014 ZCB energy model and produce a new report.

We engaged with experts from a wide range of disciplines, to enable us to up-date our core energy and land use model, based on hourly data. The new report Zero Carbon Britain: Rising to the climate emergency was launched in late 2019, ready for the ZCB team to share it at events including COP25 in Madrid. It was well received:

"CAT was pushing for Net Zero well over a decade ago. They understood the science, the engineering, the economics – why it would be great for our communities across the UK. I love what they do, and how they do it."

(Nick Bridge, Foreign Secretary's Special Representative for Climate Change, UK Government)

As of 13 January 2020 the full report had been downloaded over 2,500 times, had 1,545 on-line reads and has sold over 300 printed copies since its 26 November 2019 launch. In addition, there have been around 1,600 downloads of the 8-page summary and 7,600 views of the various new ZCB videos, and the on-line info-graphics reached 23,966 viewers. The report has also received good media coverage – e.g. <https://www.bbc.co.uk/news/uk-wales-50576028>

Offer ZCB focused outreach work to support local groups

City and town councils are increasingly declaring climate emergency and are building plans to reach net-zero. To help support this vital transition, during 2019 the ZCB team delivered 46 outreach events. To show the diversity of 2019 outreach work, we offer the examples below:

COP25 in Madrid: Paul Allen was invited by the International Network for Sustainable Energy (INFORSE) to attend the summit to share CAT's new Zero Carbon Britain research with delegates at an official side-event and with country pavilions to help show we have all the technologies we need to raise ambition.

Isle of Man: At the invitation of the Environment Minister, Geoffrey Boot, and the Climate Change Coalition, Paul Allen visited in October 2019 for packed schedule of meetings, including a presentation to the Manx Parliament.

Machynlleth: The ZCB team have been working with Machynlleth Town Council, the first in Wales to declare a climate emergency, to support the various working groups which are developing the town's action plan.

Wales People's Assembly: Sponsored by Welsh Assembly Members Jenny Rathbone (Labour) and Llyr Gruffydd (Plaid Cymru), and held in the Welsh Assembly Senedd, the Climate Emergency People's Assembly set out to explore the role for direct civic engagement in developing priorities that are both fair and effective in rapidly reducing Wales' carbon emissions. Paul Allen was invited to give evidence from CAT's ZCB research.

Climate and Environmental Emergency Conference, Lancaster: Paul Allen was invited to share CAT's Zero Carbon Britain as an opening keynote speech then run a workshop to explore the ways of overcoming barriers to change.







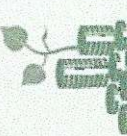
Culture Declares: As part of London Climate Action Week, CAT's ZCB Project Coordinator Paul Allen was invited to share ZCB to a packed room of artists, writers, musicians, film-makers, and arts venues in the Roundhouse.

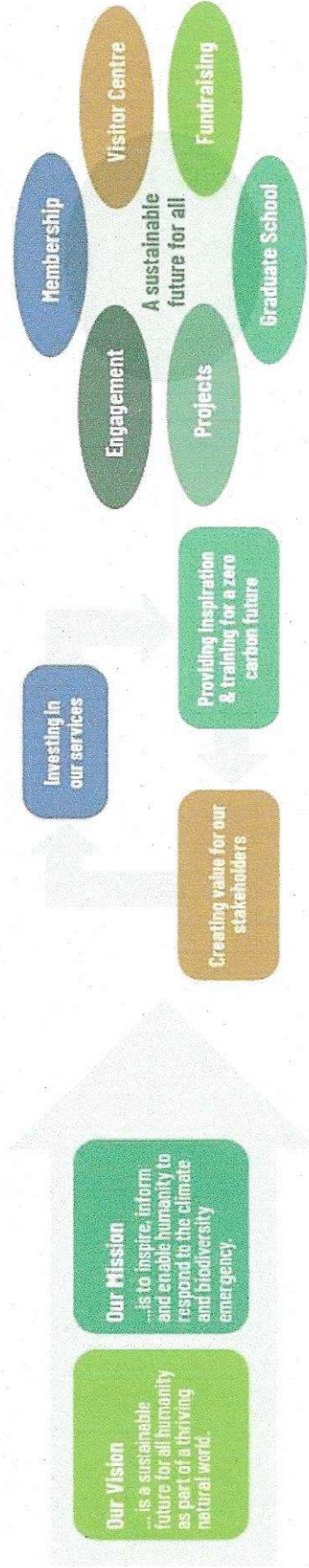
Training: In addition to offering ZCB training to CAT's graduate students and the many universities and groups which visit CAT, we delivered two ZCB short courses at CAT, the second receiving a record 140 participants and piloted a 2-day ZCB short course remotely in Macclesfield, this was successful with over 40 participants.




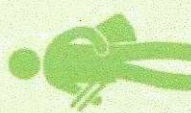


Develop a wider resource base and delivery team

CAT raised £1 million to form a Zero Carbon Britain Hub and Innovation Lab. The hub commenced operations in February 2020.

Our Purpose: INSPIRE, INFORM, ENABLE

Our Strengths	Environment	Inspiring Change	Informing	Educating	People	Culture	Finances
							
	Concern for the environment is at CAT's heart.	We believe CAT achieves maximum impact on climate change by inspiring others to create change.	CAT provides practical examples and support for people to take action on climate change.	We train graduate students in sustainable methods. Many go on to promote these values in future careers.	The dedication of our staff and volunteers to a zero carbon future is key to our success.	Ensuring an ethical approach to all that we do is central to CAT's mission.	We are focused on building strong cashflows and reserves.



Stakeholder Outcomes	Members	Community	Schools and Groups	Universities	Government	CAT Graduates
						
5,624 members 4,838 paying members (a 5% increase) 786 life, honorary and 'free year' members	92% of our expenditure on charitable activities 4 international partners hosted Approx 10,000 volunteer hours 37,770 visitors	95 schools and groups visited CAT 1,090 pupils 1,505 delegates	41 universities visited CAT 1,316 students 6 FE colleges	6 meetings with UK, Welsh and Local Government A range of conferences	Various spin-off businesses 133 graduating students in 2019	

Graduate School of the Environment (GSE)

2019/20 was a successful year for student recruitment and saw us achieve our key objective to maintain and grow in student numbers to record levels. Our suite of M.Sc courses in Sustainability and Adaptation has continued its steady growth from an intake of 45 in 2015 to 202 in September 2019. The M.Sc student intake in 2019 is roughly 60:40 part time / full time, with the shift toward part time reflecting the flexibility of our programmes. Consequently, MSc students typically take 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.

M.Arch student recruitment grew slightly to 24 new students, with an overall cohort of 41. Despite this being one of the overall higher M.Arch cohorts, recruitment to the programme is slower compared with MSc programmes, and reflects wider issues in Architecture provision in the UK and especially Wales. The Part Time M.Arch route has not attracted many students but is providing an alternative route for students who would otherwise withdraw from the course due to external factors. External feedback to this course remains high and external examiners praising the Sustainable Architecture provision offered at CAT.

Three new courses were launched in September 2019. M.Sc in Green Building (validated by the University of East London) and M.Sc.s in Sustainability and Behaviour Change and Sustainable Ecology (validated by Liverpool John Moores University). All courses recruited well with 17, 42 and 39 students respectively. The interest in these new courses reflected the range of sustainability topics covered in CAT's broader activities, particularly Zero Carbon Britain and the perceived need for behaviour change to support the technical solutions for climate change. The continued and growing interest from students in ecological themed courses matches national trends and may be worthy of additional focus in CAT's wider interests.

2019/20 saw an increase in 24% of modules studied above 2019/20. In combination with the buoyant intake this strengthens CAT's financial position and contributes directly to our mission of delivering skills and knowledge for sustainability.

In 2019/20 the Graduate School saw consolidation in its initiatives to improve student engagement and retention and increase student progression through the course. There remain issues around part time students continuing to the dissertation stage of their degree, with many withdrawing. Our plans for 2020 include a better constructed part time route for students which should improve dissertation completion rates.

The efficiencies of the GSE's block delivery model of modules is starting to reach capacity, particularly where multiple modules are being delivered concurrently whilst maintaining our current quality of student support and provision. The ability of GSE staff to support other CAT initiatives is now constrained through additional workload to deliver the degree programmes. Onsite accommodation became a limiting factor during some periods, and in September and November we were able to pass business to neighbouring accommodation to meet student needs.

The effects of the COVID-19 pandemic directly affected the GSE from March 2020, when on-site activities had to be cut short and the GSE had to change its operations and transition to an entirely distance learning model, which continued for the rest of the 2019-20 academic year. Whilst student attendance naturally suffered as students struggled with the direct and indirect effects of COVID, they gave praise for the manner in which staff rose to the challenges of delivering courses at distance, reflecting academic and support staff effort in maintaining a quality academic product in extreme circumstances. It's anticipated that those students who deferred study this year will return to complete their programme towards the end of the 2020-21 academic year.

Overall, despite the unforeseen challenges of COVID-19, the GSE has still successfully contributed towards delivery of CAT's mission. Students have continued to be supported in developing the knowledge and skills necessary to practise as environmental professionals. The uncertainty of the current COVID-19 crisis means that there will be significant challenges for the GSE to meet throughout 2020-21, but recruitment looks to be positive, and by working closely in partnership with teams across CAT, notably the ZCB innovation hub, and in support of the planned site redevelopments, we expect to deliver positive outcomes in the upcoming year.

CAT Eco Centre & Engagement

For CAT, the Eco Centre plays an important role in helping deliver its mission to inspire, inform and enable humanity to respond to the climate and biodiversity emergency. It works to demonstrate key sustainability principles and technologies in action and use them to enthuse and motivate those drawn to this beautiful Mid Wales site. From the visiting public, school and university groups through to participants on CAT's short course programme and its own Graduate School of the Environment (GSE) students, the site strives to provide a welcoming and immersive experience for all. Over its 46 year history it has been a place that has enthused many to work towards delivering sustainability. Building on this there are exciting plans for the future but in the short term focus remains on maximising the current engagement opportunities this amazing site offers.

Whilst the period under review ended with the challenges and frustrations of the COVID-19 emergency, it saw some major advances on site and its operation, rewarded with a 35% increase in visitor numbers to 37,770, and partnership working, which will help create the foundation on which to take the Eco Centre forward. This was publicly recognised in October 2019 when CAT was awarded Best Third Sector Organisation in the Mid Wales Tourism awards.

Day Visitors

A key focus on site has been to increase visitor awareness of the breadth of CAT's work. This led to the installation of new introductory graphics at the entrance points, the introduction of daily site tours and the delivery of more practical student teaching out on the visitor circuit, adding to its vibrancy. Work has also continued to upgrade practical teaching areas allowing them to support activities for the public as well as students, such as the hydro demonstration building created adjacent to the sites working turbine installation.

The 2019 season saw the site opened up to visitors with dogs for the first time in many years and a new theme-based family events programme. This ran with a strong nature connection theme with a wide range of family activities including the provision of 'Tracker Packs', kits of simple equipment and spotter guides that allowed families to become nature detectives out on site. Together these initiatives contributed to a 33% increase in visitor numbers over those of 2018 including an incredible 58% increase over the month of July. CAT is also aware of its small but important local audience. The autumn of 2019 saw the launch of "CATkins", a weekly preschool outdoor activity session appealing to young families in the area whilst a free Christmas activity day in December attracted around 200 enthusiastic participants.

Successful networking will be key to CAT's future. One important example which bore fruit in 2019 was that with Sêr Cymru¹ Professor Richard Lucas and the University of Aberystwyth to deliver the key public engagement element of their 'Living Wales' project. This delivered a new high-quality exhibition and training space which opened to the public in August 2019.

Another example of cooperative working was CAT becoming a hub for the National Botanic Gardens of Wales 'Grow the Future' project, aimed at stimulating enthusiasm for horticulture and its links to wellbeing and habitat creation. This delivered much needed investment in gardens interpretation on site, gardens which are so important as they form a key part of the CAT site experience and contribute to the interpretation of diet, land use and biodiversity themes.

Education Site Visits and Short Courses

The CAT Eco to Centre aims to provide a 'one stop shop' for those looking for practical sustainability learning experiences and this continued to attract a wide variety of formal and informal education groups. These are facilitated by the busy CAT Engagement Team and the excellent onsite accommodation and catering allows them to offer tailored learning packages for schools, colleges, universities and a wide range of adult education groups.

University groups make up around 35% of the group visits over the year. As an example of a typical visit, University College London brought a group of 55 engineering students in November who took part in a range of site tours and hands-on practical covering sustainable building, water systems, biomass heating and hydro-electric generation. The range of experiences the site offers are unique and the quality of the staff interaction stands out in the feedback received:

"Thank you again for all your help in arranging the trip to CAT last week and for working so hard to tailor the visit to our needs. It worked tremendously well for the staff and for the students. I'm told that the tours and lectures were excellent, and the straw bale building was interesting and fun, so please pass on our thanks to everyone involved!! The lunch was great too, and the separate meal worked really well for us, so thanks are also due to the café and the chef."

(Cambridge Engineering for Sustainable Development)

Perhaps understandably given the pressures they face, schools make up a slightly smaller proportion of the groups visiting site but they are equally attracted by the site's ability to deliver on the broad sustainability theme and the adaptability of the offer. One especially pleasing project was CAT's participation in an Erasmus+ project, alongside Machynlleth's Bro Hyddgen School and partners from Greece and the Basque Country, Spain. The common thread is that all are located in designated UNESCO biospheres.

¹ Sêr Cymru is a Welsh Government funded programme to bring scientific talent into research posts in Wales.

The CAT short course programme also continued to thrive. The courses range from one day craft courses through to longer five day courses. These include the very popular 'Build a Tiny House', as well as sustainable woodland management and reed bed water treatment courses.

Estate Management and Safety

The CAT Estates Team cares for CAT's 23 hectare estate, covering buildings, woodland, gardens and its essential electrical and water systems. Investment in training continued through 2019-20 to support the team's essential compliance work, particularly around water system safety and tree management.

A popular feature of the Eco Centre is its famous water balance cliff railway. It forms part of a select group of 'cableways' that operate around the UK. Safety is paramount and CAT was an early participant in the HSE's Cableways Safety Liaison Committee, responsible for promoting and sharing best practice amongst operators.

Finally, the site is the main beneficiary of CAT's residential volunteering programme which in normal times provides two to three volunteers each to the gardens and woodland operations. This provides help for the site team and a rewarding learning experience for the volunteers. Among the projects undertaken in 2019 was work to overhaul part of the site reed bed system and the creation of a new visitor footpath, winding through an original section of the slate tip surface in the heart of the main site which will be used to support simple habitat related activities for family visitors.

Café

Our café has continued to develop its offer using use local, organic and sustainable produce wherever possible. Our Catering Manager, Lauren Auckland has continued to develop her team and has started a management training course. Lauren also benefited from a 'train the trainer' customer service course: 'Delivering Service Excellence'. We have also continued to update policies and procedures to ensure that we maintain our 5-star food hygiene rating. During the year we provided excellent quality catering for a number of large weddings, conferences and events, generating significant positive feedback from guests.



Accommodation

Staying at CAT has continued to be a large part of the student and group visit experience. During the year we continued to improve our facilities, investing in new curtains, sofas and kitchen equipment for our Eco Cabins and redecorating throughout. The disparity between the quality of the WISE bedrooms and Eco Cabins and Self-Build does require focus in the coming years. Visitors' expectations have changed, and we need to update our facilities to reflect this. We have also benefited from an increase in Bed and Breakfast bookings, helping to fill spare capacity around group bookings. We appointed a full time receptionist who has taken responsibility for administering all bookings, including liaising directly with students. Our Hospitality Manager, Siobhan Holt has also started management training and completed customer service 'train the trainer' training alongside Lauren.

Eco Store and Mail Order

We started a review of retail and mail order in September 2019. Whilst revenue in the year increased by 24% over the prior year, the operations still struggled to generate a surplus and it remained under review at the end of the year.

Fundraising and Membership

This year more than ever we have been reliant on our members and supporters to take us through one of the most challenging periods in all our histories, when the COVID-19 crisis impacted towards the end of the 2019-20 financial year. The loyal support of our members made it possible for us to pivot to online delivery of many of our services and turned a crisis into an opportunity: enabling us to widen participation and increase diversity.

Our supporters

Apart from a grant from Erasmus for £22,300 towards our education work during the year, CAT receives no other statutory funding and is reliant on the generosity of our individual supporters, and a small but committed number of charitable trusts, to make change happen. We are extremely grateful for your continuing support in tackling the climate and biodiversity emergencies.

Our membership and supporter base continues to thrive and respond generously to our regular appeals, helping fund our vital work. Overall membership numbers decreased though in 2019-20 by around 24%, to 5,624. This was due to the temporary discontinuation of the 2018 'free membership' offer, which generated over 2,000 leads for fundraising/membership by offering CAT visitors, short course participants and festival-goers free membership for a year. Excluding these, the number of paying members increased in 2019-20 by 5%, to 4,838. (Those converted from free membership to paying membership contributed to this increase.) The free membership offer has now been reinstated for participants of short courses and webinars and other groups.

CAT was also fortunate to receive grants from a number of charitable trusts during the year, including: £24,500 from a trust wishing to remain anonymous, £20,000 from the Marmot Charitable Trust, and £5,000 from the 1970 Trust towards our Zero Carbon Britain work, and £5,000 from the Ethel and Gwynne Morgan Charitable Trust for a student bursary. We also received a donation of £1 million to establish the Zero Carbon Britain Hub and Innovation Lab, which works with governments, councils, businesses, communities and individuals who have declared climate emergencies to help them turn their declarations into action. This has been transformational in enabling the organisation to unlock funding for our future development and helping bring about the systemic change necessary to reach net zero.

Fundraising good practice

Our supporters are our greatest asset and 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.

CAT relies entirely on our in-house fundraising team of 3.5 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.

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.

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.

Fundraising 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 2020 we received two complaints regarding our fundraising activities. They were both dealt with promptly and resolved to the satisfaction of the complainants without further action.

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 2019/20, our volunteers again contributed approximately 10,000 hours of time, which equates to a value of £82,100 if volunteer hours are counted at the national living wage rate (£8.21 per hour) for 2019/20.

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 up at £4.315m compared to £2.943m in 2019. A major factor in this increase was the £1 million donation for the establishment of our new Zero Carbon Britain Hub and Innovation Lab. As this donation was considered to be a restricted donation, given it was for a specific purpose, this also had an impact on the relative percentages of unrestricted and restricted income in the year. For several years prior to this year, approximately 96% of our income has been unrestricted. In 2020, this dropped to 74%. Overall, income remained generally consistent with or ahead of prior years. Graduate school income showed a further 29% increase, after the 11% increase in 2018/19, reflecting the longer term trend of increasing demand for our graduate courses and hence increasing student numbers.

The impact of the COVID-19 pandemic is dealt with in more detail elsewhere in this report, but it is worth noting here that there was some loss of income across all departments (except fundraising) in the last two weeks of the year under review.

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 two years, over 2,000 people have donated to CAT, many of them on several occasions. 2019/20 also reflects the continuing importance of legacies to our income mix, albeit that the total for the year was down slightly on 2018/19.

Total expenditure for the year was higher than the previous year (up from £3.029m to £3.575m); facilitated by an increase in income in the year and our desire to ensure that the maximum amount possible of our available funds goes towards the delivery of our charitable objects as soon as possible.

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 continue to be supported in our investment strategy and growth plans by several CAT supporters who continue to make substantial donations to CAT. We are also grateful for the continued support from our lenders, Ecology Building Society and Charity Bank. By mutual agreement, and enabled by the growing strength of our finances, we moved during the year from the previous 'interest only' arrangements with our lenders to one where our repayments are starting to pay off the capital of the loans.

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

In recent years, the trustees have aspired to hold reserves equivalent to three months' operating costs. Based on the current level of expenditure this would equate to £893,635 (2019: £757,174). At the year end, unrestricted reserves stood at £1,115,209 (2019: £1,215,635) but were mostly represented by fixed assets with the remainder in working capital. Our ability to continue to operate effectively during the COVID-19 pandemic, with free reserves below the target level, has shown that this target level is probably too high. The trustees are therefore going to review this and introduce a new policy and new target for the coming year. In the meantime, our plans continue to be focused on strengthening CAT's overall financial position and building free reserves.

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 liabilities as they fall due.

Throughout the COVID-19 pandemic, cash flows and cash flow forecasts have been monitored and controlled very closely and carefully by our Finance Director and CEO, and in part through the increased frequency of Board, Organisational Development Committee (ODC) and Audit Finance and Performance Committee (AFPC) meetings. Throughout the pandemic, the ability of our graduate school to continue to deliver a quality experience for our students on a distance learning basis, coupled with the incredible generosity of our members and donors, has meant that we have been able to maintain our cash flows and meet our liabilities as they have fallen due.

After the year end, the CJRS 'Furlough' scheme, along with the Bounce Back Loan of £50,000 received in May 2020, have helped to bridge the cash flow gap (compared to pre-pandemic forecasts) created by lost income. The extension of the CJRS 'furlough' scheme to March 2021 gives us confidence that we can continue to bridge the gap through the winter.

Sustainability and the environment are increasingly central to Government policy and CAT is at the heart of much of the work to address these issues. Even during the pandemic, we have seen a significant increase in the demand for CAT's services and expertise in these areas. This gives us confidence that we can move forward out of the pandemic to grow and strengthen our activities and hence our financial position. Whilst future fundraising income such as voluntary donations can never be certain, this also gives us confidence that our donors will continue to support us in to the future.

Overall, the range of opportunities to develop and extend our services, coupled with rapidly growing demand fuelled by the growing public clamour for climate action, gives us confidence that we can come out of the pandemic and grow in the future, strengthening our cash flows and building reserves.

On this basis, the trustees are confident that CAT remains a going concern.

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

As noted earlier in this report, the full impact of the COVID-19 pandemic was felt after the end of the 2019/20 financial year. The restrictions imposed at various times by both the Welsh and UK Governments meant that the 2020 visitor season was severely curtailed, which was a real disappointment following the healthy increase in visitor numbers we had seen in 2019, and the short courses programme was decimated.

Following unprecedented demand, in August 2019 we had to take the step of closing GSE courses to new applicants. In 2020, despite an increased capacity and having had to conduct all student recruitment activity including Open Days virtually, we had to do this again.

As a result of the pandemic-driven mass adoption of video-conferencing technology, there has been a dramatic upsurge in demand for online content, which has also reflected the fact that people have had unexpected amounts of free time on their hands and many have wanted to use this to engage in some form of learning. CAT has responded by offering online a range short courses and webinars, which have been enthusiastically received.

Much of 2020 has been taken up with the production of a new organisational strategy for CAT covering the period 2020-2025, which was finalised in September 2020. This will set CAT's direction of travel for the next five years with a mission to inspire, inform and enable humanity to respond to the climate and biodiversity emergency. The focused nature of the mission statement was a deliberate decision, as was the choice of a five, rather than 10-year lifetime for the strategy. The all-consuming importance of accelerating the journey to net zero carbon emissions while halting and beginning to reverse the rates of habitat loss and species decline worldwide, not least in Wales and the UK, determined the former while the latter was dictated by the unprecedented rate of societal and technological change that forms the backdrop to CAT's work and from which will come new opportunities and challenges.

Among these opportunities, the Board has decided to plan an ambitious redevelopment of CAT's home, Llwyngwern Quarry. With the working title of Project Cynefin, the redevelopment will see the Eco Centre transformed into a world-class quality tourism experience, delivering a major contribution to the Mid Wales economy, themed around sustainability, innovation and wellbeing together with the creation of on-site skills training facilities integrated with a holistic demonstration of sustainable development and forming part of a distributed sustainable skills training programme. The proposals are currently at concept stage and discussions have begun with potential funders and partners ahead of the launch of what will be the most ambitious capital fundraising campaign in CAT's history.

CAT would not be where it is today without the generosity and dedication of our members and supporters and we are planning to invest in dramatically increasing their number over the next few years as we continue to broaden and diversify CAT's reach and impact.

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 2019/20, the Board continued to look to increase its capacity and skill set. Since the 2019 Report, three trustees joined the Board expanding the overall skill set across the trustees. The Board is always keen to consider new applications and is currently looking to recruit one additional trustee with a background in fundraising to help support CAT's strategic development plans. However, the current Board of 11 trustees and their range of skills and experience is considered broadly appropriate for the current needs of the charity.

During the year, the Board operated with three committees. Two of these are permanent: Organisational Development Committee (ODC); Audit Finance and Performance Committee (AFPC). The third is a 'task and finish' group: IT Steering Committee (ITSC).

Management Structure

The current Senior Management Team ('SMT' - see page 4) which has been built up over recent years is now considered to be the most appropriate structure to take the organisation forward. The SMT was joined early in 2020 by Sarah Jenkinson as "Head of Policy & Communications". Sarah adds a wealth of experience in this field to the team.

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 was fully reviewed and updated during the year and 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. The formal risk register, introduced in 2019, is kept under regular review by ODC. The register includes all of the current identified risks; ranked in order of their combined likelihood of occurrence and potential impact on CAT. The table below is an extract from the current risk register and includes what are considered to be the four key risks faced by CAT.

The major risks identified to date are broadly similar to 2019 except for the implications of the COVID-19 pandemic:

Risk	Mitigation
Cash flow & finance; organisation viability; COVID-19 impact	CEO and FD review rolling forecasts. Weekly SMT meetings being held to monitor the situation. Plans are in place and being refined and updated for re-commencement of on-site activities. Cash flow is being monitored closely and all potential cash mitigation options being reviewed and prioritised.
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 have been developed with a focus on operationally critical areas. Staff training as needed to ensure additional cover.
Uncertainty over post-Brexit economic and funding landscape.	Ongoing planning and diversification of income. Monitoring of Government announcements and guidance.
IT & web infrastructure; COVID-19 impact on remote working	IT infrastructure development plan has been created by the IT steering committee and is now partially implemented. Consultation process with departmental teams started to identify application development requirements. Remote working during the pandemic has been successfully facilitated (including some new equipment, software and resources) and is being kept under review.

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)

Date 19/03/21

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 2020

Opinion

We have audited the financial statements of the Centre for Alternative Technology Charity Limited for the year ended 31 March 2020 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 2020 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.

However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the company's ability to continue as a going concern. For example, it is difficult to evaluate all of the potential implication of the current COVID-19 outbreak on the company's trade, employees, customers, suppliers and the wider economy.

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 21, 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

Staverton Court
Staverton
GL51 0UX

Date 25 March 2021

Statement of Financial Activities

(including an Income and Expenditure Account)
for the Year Ended 31 March 2020

	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2020	Total 2019
		£	£	£	£	£
Income from :						
<i>Voluntary income:</i>						
Donations	2	515,905	1,044,898	310	1,561,113	671,696
Grants	3	-	76,800	-	76,800	61,200
Legacies		137,698	-	-	137,698	172,808
Membership & Subscriptions		196,269	-	-	196,269	224,934
<i>Income from charitable activities:</i>						
	4a					
Graduate School		1,061,417	-	-	1,061,417	821,151
Schools & Groups		33,402	-	-	33,402	45,117
University Visits		12,627	-	-	12,627	36,908
Short Courses		152,500	-	-	152,500	132,819
Eco Store & Mail Order		209,649	-	-	209,649	169,141
Visitor Centre		148,293	-	-	148,293	99,301
Café & Bar		398,609	-	-	398,609	276,299
Venue & Accommodation		307,781	-	-	307,781	229,007
<i>Other Income:</i>						
Miscellaneous Income		1,496	-	159	1,655	2,189
<i>Exceptional Income</i>	4b	17,090	-	-	17,090	-
Total Income		3,192,736	1,121,698	469	4,314,903	2,942,570

Statement of Financial Activities (continued)

(including an Income and Expenditure Account)
for the Year Ended 31 March 2020

	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2020	Total 2019
		£	£	£	£	£
Resources expended:						
<i>Expenditure on raising funds:</i>	6					
Fundraising		197,716	-	-	197,716	170,412
Membership		95,126	-	-	95,126	102,467
<i>Expenditure on charitable: activities</i>	7					
Graduate School		1,434,010	-	-	1,434,010	1,163,685
Schools & Groups		59,782	-	-	59,782	79,265
University Visits		25,994	-	-	25,994	57,153
Short Courses		170,043	-	-	170,043	201,285
Eco Store & Mail Order		291,354	-	-	291,354	256,915
Visitor Centre		204,045	-	-	204,045	178,903
Café & Bar		459,593	-	-	459,593	389,698
Venue & Accommodation		389,742	-	-	389,742	312,082
Expenditure on Other Projects		-	247,134	5	247,139	116,831
Total Expenditure		3,327,405	247,134	5	3,574,544	3,028,696
Net incoming resources before transfers		(134,669)	874,564	464	740,359	(86,126)
Net transfers between funds		34,243	(34,243)	-	-	-
Net movement in Funds		(100,426)	840,321	464	740,359	(86,126)
Total funds brought forward at 1 April 2019		1,215,635	133,835	18,479	1,367,949	1,454,075
Total funds carried forward at 31 March 2020	17	1,115,209	974,156	18,943	2,108,308	1,367,949

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 29 to 43 form an integral part of these financial statements.

Balance Sheet as at 31 March 2020

	Notes	£	2020 £	£	2019 £
Fixed Assets					
Tangible Assets	10		2,900,326		3,075,927
Investments	11		100		-
			<u>2,900,426</u>		<u>3,075,927</u>
Current Assets					
Stocks	12	44,185		49,072	
Debtors	13	390,068		121,265	
Cash at bank		<u>1,266,891</u>		<u>383,920</u>	
		1,701,144		554,257	
Creditors:					
Amounts falling due within one year	14	<u>(854,566)</u>		<u>(588,007)</u>	
Net Current (Liabilities)/ Assets			<u>846,578</u>		<u>(33,750)</u>
Total Assets less Current Liabilities			<u>3,747,004</u>		<u>3,042,177</u>
Creditors: amounts falling due after more than one year	15		<u>(1,638,696)</u>		<u>(1,674,228)</u>
Net Assets			<u>2,108,308</u>		<u>1,367,949</u>
Funds of the Charity					
Endowment funds	17		18,943		18,479
Restricted funds			974,156		133,835
Unrestricted funds			<u>1,115,209</u>		<u>1,215,635</u>
Total funds			<u>2,108,308</u>		<u>1,367,949</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 17/03/21 and signed on their behalf by:



Michael Taylor (Chair)

Registered Charity Number: 265239

Company Number: 1090006

The notes on pages 29 to 43 form an integral part of these of these financial statements.



Cash Flow Statement for the Year Ended 31st March 2020

	Notes	2020 £	2019 £
Net cash provided by / (used in) operating activities	A	1,093,442	125,680
Cash flows from investing activities:			
Investment income received		159	105
Interest paid		(99,603)	(105,417)
Capital expenditure		(87,792)	(75,312)
Change in cash and cash equivalents	B	<u>906,206</u>	<u>(54,944)</u>

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

		2020 £	2019 £
Net income/(expenditure) for the year		740,359	(86,126)
Investment income received		(159)	(105)
Interest paid		99,603	105,417
Depreciation of tangible fixed assets		90,447	78,028
Loss on disposal of tangible fixed assets		11,354	-
Buildings VAT reclaim capitalised	24	161,592	-
Incorporation of subsidiary share capital		(100)	-
(Increase)/Decrease in stocks		4,887	(6,313)
Decrease/(Increase) in debtors		(268,803)	(104,697)
(Decrease)/Increase in creditors		254,262	139,476
Net cash provided by (used in) Operating activities		<u>1,093,442</u>	<u>125,680</u>

B. ANALYSIS OF CASH AND CASH EQUIVALENTS

	At 1 April 2019 £	Cash flow £	At 31 March 2020 £
Net cash:			
Cash at bank and in hand	383,920	882,971	1,266,891
Debt:			
Loans due within one year	(20,908)	(12,297)	(33,205)
Loans due in more than one year	(1,674,228)	35,532	(1,638,696)
Total	<u>(1,311,216)</u>	<u>906,206</u>	<u>(405,010)</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.

Cash flows have been monitored very carefully and closely throughout the COVID-19 pandemic and will continue to be done so at least until it has come to an end. This has ensured that all liabilities have been met as they have fallen due and the current expectations are that this will continue to be so. This careful control, coupled with the use of applicable Government mitigation schemes, mean that sufficient cash flows have been maintained and are expected to continue to be maintained for the foreseeable future.

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.

e. Government grants

Government grants are recognised based on the accrual model and are measured at the fair value of the asset received or receivable. Grants relating to revenue are recognised in income over the period in which the related costs are recognised.

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 3% (2019: 2%, then 3% from October 2018 onwards) 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
Computer equipment:	Over 4 years
Motor vehicles:	Over 4 years

j. Investments

Investments in subsidiaries are measured at cost less impairment.

k. 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.

l. 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.

m. 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.

n. 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.

o. 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.

p. 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.

q. 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 £1,561,113 (2019: £671,696) of which £1,044,898 was restricted (2019: £73,735) and £310 was endowment (2019: £549).

3 Grants

Grants receivable during the year comprise:

	Unrestricted £	Restricted £	2020 Total £	2019 Total £
Grants for Zero Carbon Britain				
HT & LB Cadbury	-	-	-	2,000
Polden Puckham Charitable Foundation	-	-	-	10,000
Marmot Charitable Trust	-	20,000	20,000	20,000
Jam Today	-	-	-	12,000
The 1970 Trust	-	5,000	5,000	-
A trust wishing to remain anonymous	-	24,500	24,500	-
Grants for Education and Research				
Cobb Charitable Trust	-	-	-	10,000
Ownwood	-	-	-	1,000
Ian MacTaggart	-	-	-	2,500
Orr Mackintosh	-	-	-	1,500
Tisbury Telegraph	-	-	-	700
Nerquis Hall	-	-	-	500
The P & C Hickinbotham Charitable Trust	-	-	-	1,000
Eramus	-	22,300	22,300	-
Ethel & Gwynne Morgan Trust	-	5,000	5,000	-
Total grants received	-	76,800	76,800	61,200



4 A) INCOME FROM CHARITABLE ACTIVITIES

Income from charitable activities was £2,324,278 (2019: £1,811,827) of which £nil was restricted (2019: £nil) and £nil (2019: £nil) was endowment.

B) EXCEPTIONAL INCOME

Exceptional income of £17,090 represents income receivable from the UK Government's Coronavirus Job Retention ('Furlough') Scheme in respect of staff furloughed from mid-March 2020 due to the impact of the Coronavirus pandemic.

5 NET INCOME AND EXPENDITURE FOR THE YEAR

This is stated after charging:

	2020 £	2019 £
Auditor's remuneration – external audit	13,000	10,500
Depreciation	90,447	78,028
Loss on disposal of fixed assets	11,354	-
Operating leases – land	550	550
Termination settlement payment	5,000	-

6 EXPENDITURE ON RAISING FUNDS

	Direct costs £	Employment costs £	Support costs (note 8) £	2020 Total £	2019 Total £
Fundraising	23,667	107,533	66,516	197,716	170,412
Memberships	52,507	-	42,619	95,126	102,467
	<u>76,174</u>	<u>107,533</u>	<u>109,135</u>	<u>292,842</u>	<u>272,879</u>



7 EXPENDITURE ON CHARITABLE ACTIVITIES

	Direct costs £	Employment costs £	Support costs (note 8) £	2020 Total £	2019 Total £
Graduate School	278,580	533,724	621,706	1,434,010	1,163,685
Schools & Groups	7,367	32,948	19,467	59,782	79,265
University Visits	831	17,760	7,403	25,994	57,153
Short Courses	47,508	50,238	72,297	170,043	201,285
Eco Store	141,311	62,535	87,508	291,354	256,915
Visitor Centre	3,147	52,832	148,066	204,045	178,903
Café & Bar	108,637	225,460	125,496	459,593	389,698
Venue & Accommodation	47,608	202,839	139,295	389,742	312,082
Expenditure on Other Projects	138,872	108,267	-	247,139	116,831
	773,861	1,286,603	1,221,238	3,281,702	2,755,817

8 ANALYSIS OF GOVERNANCE AND SUPPORT COSTS

	2020 £	2019 £
Administration	599,051	571,225
Finance	108,573	79,113
Estates	265,412	223,110
Information Technology	70,008	71,676
Marketing	196,882	215,106
Depreciation	90,447	78,029
	1,330,373	1,238,259

8 ANALYSIS OF GOVERNANCE AND SUPPORT COSTS (continued)

	Admin £	Finance £	Estates £	IT £	Marketing £	Depreciation £	Total £
Graduate School	294,944	36,306	106,165	34,467	108,520	41,304	621,706
Schools & Groups	12,185	1,143	-	1,424	3,415	1,300	19,467
University Visits	4,646	432	-	543	1,291	491	7,403
Short Courses	40,788	5,216	-	4,767	15,592	5,934	72,297
Eco Store	21,670	7,171	26,541	2,533	21,435	8,158	87,508
Visitor Centre	14,233	5,072	106,165	1,663	15,162	5,771	148,066
Café & Bar	62,504	13,635	26,541	7,305	X	15,511	125,496
Venue & accommodation	76,394	10,528	-	8,928	31,467	11,978	139,295
Fundraising	39,538	22,357	-	4,621	X	X	66,516
Memberships	32,149	6,713	-	3,757	X	X	42,619
Total allocated 2020	599,051	108,573	265,412	70,008	196,882	90,447	1,330,373
Total allocated 2019	571,225	79,113	223,110	71,676	215,106	78,029	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% Eco Store & 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, fundraising a& Memberships that have costs allocated directly).
Depreciation	In proportion to income (for trading units only).

(X: Excluded from allocation)

9 TRUSTEES AND EMPLOYEES

No remuneration was paid or waived by any trustee during the year (2019: £nil).

Total expenses reimbursed to trustees were £903 (2019: £992). This represents travel expenses incurred in attending Board and other meetings in their official capacity.

Employee costs during the year were:

	2020 £	2019 £
Wages and salaries	1,714,877	1,484,659
Social Security	134,112	111,035
Pension	105,185	65,956
Termination settlement payment	5,000	-
	<u>1,959,174</u>	<u>1,661,650</u>

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

Employee costs during the year were:

	2020 Number	2019 Number
Fundraising	4	4
Membership	1	1
Charitable activities	93	85
	<u>98</u>	<u>90</u>

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

	2020 Number	2019 Number
£60,000 - £70,000	<u>2</u>	<u>2</u>

The emoluments of key management staff were £333,190 (2019: £274,994). This increase represents changes in the structure of the senior management team rather than changes in salaries.

10 TANGIBLE FIXED ASSETS

	Freehold land and Buildings £	Plant and machinery £	Fixtures and Fittings £	Computer Equipment £	Motor Vehicles £	Total £
Cost:						
At 1 April 2019	3,337,493	982,297	234,125	-	9,085	4,563,000
Transfers*	-	-	(125,785)	125,785	-	-
Additions	30,488	34,023	10,762	12,519	-	87,792
CGS VAT reclaimed**	(161,592)	-	-	-	-	(161,592)
Disposals	(11,434)	(33,120)	(4,098)	(47,672)	(1,200)	(97,524)
At 31 March 2020	3,194,955	983,200	115,004	90,632	7,885	4,391,676
Depreciation:						
At 1 April 2019	279,921	974,674	223,827	-	8,651	1,487,073
Transfers	-	-	(121,693)	121,693	-	-
Charge for the year	67,949	10,704	5,790	5,570	434	90,447
Disposals	-	(33,200)	(4,098)	(47,672)	(1,200)	(86,170)
At 31 March 2020	347,870	952,178	103,826	79,591	7,885	1,491,350
Net book value:						
At 31 March 2020	2,847,085	31,022	11,178	11,041	-	2,900,326
At 31 March 2019	3,057,572	7,623	10,298	-	434	3,075,927

*Transfers relate to the separation of Computer Equipment from Fixtures and Fittings.

**See note 24 below

11 INVESTMENTS

During the year, the Charity incorporated a subsidiary, C.A.T Alternative Technology Trading Ltd. The principal activity of the Company is dormant.

100 shares were issued on incorporation with a nominal value of £1 per share. The Charity holds 100% of the share capital and voting rights.

12 STOCK

	2020 £	2019 £
Eco Store	26,381	30,938
Publications	13,004	12,974
Café & Bar	4,800	5,160
	<u>44,185</u>	<u>49,072</u>

13 DEBTORS

Amounts falling due within one year

	Note	2020 £	2019 £
Trade debtors		155,118	105,186
Prepayments		42,979	3,600
Accrued income		26,554	12,479
VAT recoverable (CGS)	24. A)	161,592	-
VAT recoverable		3,825	-
		<u>390,068</u>	<u>121,265</u>

14 CREDITORS: amounts falling due within one year

	2020 £	2019 £
Trade creditors	287,581	196,380
Tax and social security	34,286	29,315
VAT	-	417
Loans	33,205	20,908
Other creditors	184,256	145,372
Accruals	161,128	52,028
Deferred income	154,110	143,587
	<u>854,566</u>	<u>588,007</u>

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



15 CREDITORS: amounts falling due after more than one year

	2020 £	2019 £
Loans	<u>1,638,696</u>	<u>1,674,228</u>

16 LOANS

Analysis of loan repayments.

	2020 £	2019 £
Amounts falling due:		
within one year	33,205	20,908
between two and five years	260,939	213,568
after five years	1,377,757	1,460,660
	<u>1,671,901</u>	<u>1,695,136</u>

The loans are secured by a fixed and floating charge over all property and assets both present and future.

17 FUNDS: MOVEMENTS IN THE YEAR

A) Endowment fund

	Balance at 1 April 2019 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2020 £
Josh Brown Bursary Fund	18,479	469	(5)	-	18,943

B) Unrestricted fund

	Balance at 1 April 2019 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2020 £
General fund	1,215,635	3,192,734	(3,327,403)	34,243	1,115,209

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



17 FUNDS: MOVEMENTS IN THE YEAR (continued)

C) Restricted fund

	Balance at 1 April 2019 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2020 £
Dan's House ZCB	2,374	-	-	(2,374)	-
Woodland Management	-	-	(17,710)	17,710	-
Cobb Charity Trust	-	10,000	-	(10,000)	-
T Howell Bursary	1,859	-	(300)	-	1,559
Zero Carbon Futures	5,000	-	-	-	5,000
Sir Jon Houghton Bursary Fund	56,635	-	(3,336)	-	53,299
Reaching the Changemakers of the Future	7,425	-	(1,018)	-	6,407
Website appeal	-	-	(930)	930	-
Food & Water Trails	32,774	1,000	(23,337)	(10,437)	-
WISE Bedrooms	12,542	-	-	(12,542)	-
Renew Wales 2	290	-	-	(290)	-
Erasmus	-	22,300	(15,107)	-	7,193
Growing the future	-	7,820	(3,500)	-	4,320
Ethel & Gwynne Morgan Trust	-	5,000	-	-	5,000
ZCB Hub & Innovation Lab*	14,936	1,075,578	(181,896)	(17,240)	891,378
	133,835	1,121,698	(247,134)	(34,243)	974,156

(* formerly "ZCB 2018")

Where permissible under the terms of the funding, any remaining balance on individual funds has been transferred to unrestricted funds.



17 FUNDS: MOVEMENTS IN THE YEAR (continued)

Fund name	Purpose
Dan's House ZCB	To update and improve resources for teaching about climate change impact of homes and lifestyle.
Woodland Management	To continue and develop sustainable woodland management work and education about this.
Cobb Charity Trust	To support the work of CAT's Engagement Team.
T Howell Bursary	To fund educational visits to CAT by schools from six specific counties of North Wales.
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.
Reaching the Changemakers of the future	To inspire children, adults and students to make sustainable changes to their lives and communities.
Website appeal	To develop CAT's new website.
Food & Water Trails	To help create new food & water themed circuits at our visitor centre.
WISE Bedrooms	To refurbish on-site bedrooms predominately in the WISE building.
Renew Wales 2	For attendance of CAT CEO at Renew Wales Steering Group meetings.
Erasmus	To provide innovative ICT based tools and accompanying educational resources issues relating to sustainable development.
Growing the Future	CAT is designated hub for the National Botanic Garden of Wales 'Growing the Future' of wildlife and the virtues of growing plants for food, fun, health and well-being.
Ethel & Gwynne Morgan Trust	To assist a successful student applicant with CAT Graduate School course fees.
ZCB Hub & Innovation Lab (formerly ZCB 2018)	To continue to develop the Zero Carbon Britain project, looking at how the UK can transition rapidly to a Zero Carbon future.

18 ANALYSIS OF ASSETS BETWEEN FUNDS

Fund balances are represented by:

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds £
Tangible fixed assets	2,900,326	-	-	2,900,326
Stocks	44,185	-	-	44,185
Debtors	388,718	-	1,350	390,068
Cash at bank	275,142	974,156	17,593	1,266,891
Creditors due within one year	(854,466)	-	-	(854,466)
Creditors due after more than one year	(1,638,696)	-	-	(1,638,696)
Net assets at 31 March 2020	1,115,209	974,156	18,943	2,108,308

	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

19 OPERATING LEASE COMMITMENTS

Annual commitments under operating lease are as follows:

	2020 £	2019 £
Expiry date:		
Within one year	2,640	2,640
Between two and five years	840	3,300
	<u>3,480</u>	<u>5,940</u>

20 CAPITAL COMMITMENTS

The Charity had no capital commitments outstanding at the year end (2019: no)



21 ULTIMATE CONTROLLING PARTY

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

22 CORPORATION TAX

The Company 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 that require disclosure.

24 POST BALANCE SHEET EVENTS

A) Capital Goods Scheme VAT

After the year end, a VAT claim submitted in 2019 and relating to Capital Goods Scheme VAT from prior years was settled by HMRC. The net settlement of £161,592, relating to VAT incurred in the construction of the WISE building, has been accrued for (see note 13) and treated as an adjustment to the carrying value of the buildings within fixed assets (see note 10).

B) COVID-19 Pandemic

Whilst the COVID-19 pandemic has had significant implications for the short-term operation of CAT, predominantly around the closure of the visitor centre for several months from mid-March 2020 to mid-August 2020 and then from late October 2020, there are not considered to be any implications for the reporting and recognition of amounts in these financial statements covering the year to 31st March 2020. Further detail in relation to the going concern assumption, which is still considered to be appropriate, is included in note 1 b) above and also in the Trustees Report.

C) Eco Store

Our on-site shop – the ‘Eco Store’ – has been closed since the initial COVID-19 pandemic ‘lockdown’ in mid-March. In November 2020, a decision was taken to permanently close this shop. This decision was taken based on an ongoing review of the profitability of the shop and was not related to the coronavirus pandemic. In future, a small selection of merchandise will be on show and for sale inside the café. Our mail order operations will continue as normal, with any remaining stock in the shop transferring to either mail order or the café. This does not have any impact on the figures reported for the year to 31st March 2020.