

CENTRE FOR ALTERNATIVE TECHNOLOGY CHARITY LIMITED

England & Wales · Charity number 265239

Details

Other names	SOCIETY FOR ENVIRONMENTAL IMPROVEMENT LIMITED
Status	Registered
Legal form	Charitable company
Company number	01090006
Registered	1973-03-02
Register	View on the Charity Commission register

Contact

Address	Centre for Alternative Technology Llwyngwern Quarry Pantperthog Machynlleth SY20 9AZ
Phone	01654 704955
Email	paul.booth@cat.org.uk
Website	www.cat.org.uk

Activities

Objects: 1. 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.2. 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'. AND FOR THE FURTHERANCE OF THOSE OBJECTS BUT NOT OTHERWISE

Activities: CAT seeks to inspire, inform and enable people to adopt sustainable technologies and practices. The Charity achieves its objectives by: promoting scenarios for a Zero Carbon Britain; providing education through school visits, short courses and postgraduate teaching; publishing a members' magazine; providing a free information service; operating a visitor centre; hosting external events.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, Environment/conservation/heritage
- **Who:** Children/young People, The General Public/mankind

Geography

- Powys

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£4,310,221	£4,085,759	£1,559,729	75
2024-03-31	£4,065,203	£4,272,827	£1,335,267	98
2023-03-31	£4,514,972	£4,725,480	£1,542,891	109
2022-03-31	£3,797,157	£3,850,744	£1,753,399	99
2021-03-31	£2,873,700	£3,175,022	£1,806,986	91

Trustees

Name	Role	Appointed
Benjamin Duncan Summers	Chair	2023-10-23
Dr Rhiannon Rosalind Turner		2022-02-09
Jordan Richard Hau		2026-06-06
KALYANI RHODES		2019-03-21
MEGAN MCGRATTAN		2025-03-03
Professor Damien Christiaan Short		2024-11-25
SONIA NABILA KLEIN		2025-03-14
Sonya Bedford		2020-06-25
Tim Brewer		2026-06-05

Accounts



Centre for Alternative Technology
Canolfan y Dechnoleg Amgen

**ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

CENTRE FOR ALTERNATIVE TECHNOLOGY CHARITY LIMITED

(a charitable company limited by guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

Registered Charity Number: 265239
Company Number: 1090006





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Chair's Statement

This year has been one of both reflection and renewal for the Centre for Alternative Technology (CAT). As we moved beyond our 50th anniversary celebrations, we have continued to evolve in response to the pressing climate and biodiversity crises, economic challenges, and the changing needs of our community. Despite a difficult financial landscape, CAT has remained resilient. The strategic decisions taken to safeguard our future, including the closure of our visitor centre to walk-in guests in early 2024, were carefully considered and necessary to focus resources on our core educational mission.

As a result, this financial year has deepened our engagement with schools, universities, and community groups, expanded our Zero Carbon Britain training and Innovation Lab, developed our short course offerings, and strengthened the opportunities available to our Graduate School community. Our Graduate School of the Environment continues to provide a transformative educational journey. In July 2024 we celebrated our largest-ever graduating cohort, at our ceremony with keynote speaker Derek Walker, Future Generations Commissioner. The event was a testament to the perseverance of our students and the dedication of our staff.

CAT's Zero Carbon Britain Innovation Lab has undergone a successful transition welcoming a new team and delivering impactful work across Wales and beyond. From supporting the Rural Wales Local Policy and Innovation Partnership (LPIP) to hosting workshops for Media Cymru and Civic Square, the Lab has continued to empower changemakers and foster systems thinking.

CAT welcomed a diverse range of schools, universities and other groups for visits throughout the year, delivering hands-on sustainability education, expanding curriculum-linked workshops, and launching new green skills programmes funded by UK Government Shared Prosperity Funding (SPF).

Despite economic challenges, CAT's Visitor Services team boosted efficiency, improved systems, and delivered successful events, venue hire, and catering. We also saw the completion of a major energy infrastructure upgrade, connecting CAT to a 55kWp solar array which now supplies 35% of the site's annual energy needs, thanks to funding from the Welsh Government Ynni Cymru scheme, in partnership with Bro Dyfi Community Renewables.

Significant progress has been made in our redevelopment plans, Cynefin, supported by the Mid Wales Growth Deal.

We are grateful for the generosity of the continued financial support from major donors and legacy gifts as well as support from funders and trust, including Wales Council for Voluntary Action (WCVA), the Moondance Foundation, The Ethel and Gwynne Morgan Trust, The Marmot Trust, The Swire Trust, The Chapman Charitable Trust and The Southall Trust, and many individuals who believe in our mission. Looking ahead, we are preparing to launch our next CAT strategy which will set our vision and mission for our charitable activities until 2030, ensuring CAT remains at the forefront of sustainability education and action, and continues to inspire, inform and enable as many people as possible to respond to the climate and biodiversity emergency.

In closing, I want to thank our staff, volunteers, trustees, members, and partners for their unwavering support. Together, we are building a future rooted in hope, evidence, and practical solutions. CAT's work has never been more vital, and I am confident that we are well-positioned to meet the challenges and opportunities ahead.

Ben Summers, Chair of CAT's Board of Trustees



Trustees' Report for the Year Ended 31 March 2025

Trustees, Officers and Advisers

The trustees present their report and the audited financial statements for the year ended 31st March 2025. Reference and administrative information set out on page 4 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association, the requirements of a directors' report as required under company law, and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

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:

- Ben Summers (Chair of Board of Trustees and Chair of IT Committee)
- Andrew Pearman (Board of Trustees Chair and Chair of IT Committee) (Resigned January 2025)
- Roger Thomas (Chair of Organisational Development Committee; Resigned June 2025)
- Anthony (Tony) Gross (Resigned June 2025)
- Kalyani Gandhi-Rhodes
- Sonya Bedford
- Theresa Löber (Resigned November 2024)
- Kevin Gould (Chair of Audit Finance and Performance Committee) (Resigned February 2025)
- Rhiannon Turner (Board Vice Chair, Chair of Audit Finance Performance Committee (since January 2026), Chair of Cynefin Steering Group Chair (until January 2026))
- Lawrence Chiles (Appointed January 2025; Resigned February 2026)
- Simon Jones (Appointed February 2025; Resigned January 2026)
- Steve Buckley (Chair of Fundraising Sub-Committee) (Appointed February 2025; Resigned February 2026)
- Mark Adams (Chair of Audit Finance Performance Committee) (Appointed March 2025; Resigned January 2026)
- Eve Jardine-Young (Resigned February 2026)
- Sonia Klein (Appointed February 2025)
- Megan McGrattan (Chair of Organisational Development Committee) (Appointed February 2025)
- Sian Thomas (Resigned October 2024)
- Andy Baylis (Appointed March 2025; Chair of Cynefin Steering Group from January 2026; and member of Cynefin Project Management Group; Resigned February 2026)
- Damien Short (Appointed January 2025; Chair of Cynefin Steering Group from February 2026)



Company Secretary:

Paul Booth

Key Management Personnel:

The Senior Management Team during the year consisted of:

- Paul Booth (Co-CEO and Director of Finance and Operations)
- Eileen Kinsman (Co-CEO and Head of Development to 12th March 2026)
- John Challen (Head of Eco Centre)
- Ed Parsons (Head of Visitor Services)
- Dr Adrian Watson (Head of School)

After year end, John Challen changed roles to Project Director for the Cynefin Redevelopment Project. Ed Parsons stepped in as Head of the Eco-Centre in addition to his role as Head of Visitor Services. Amanda Smith became part of the Senior Management Team as Head of Learning and Education. We also welcomed a new Director of Development, Mark Stevens. Eileen Kinsman left the organisation in March 2026.

Principal Bankers: Triodos Bank, Deanery Road, Bristol, BS1 5AS

Auditor: Sayer Vincent LLP, 110 Golden Lane, London, EC1Y 0TG

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 5th January 1973 and changed its name to Centre for Alternative Technology Charity Limited on 28th June 1990. It is governed by its Memorandum and Articles of Association dated 5th January 1973, as amended by resolutions on 21st May 1990, 8th September 2003, 4th December 2008, 13th September 2010, 4th February 2021 and 30th April 2024.

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'.

Vision

Our vision is a sustainable future for all humanity as part of a thriving natural world.

Mission

The Centre for Alternative Technology (CAT) exists to inspire, inform and enable humanity to respond to the climate and biodiversity emergency.

Activities

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

- Providing postgraduate courses.
- Supporting local authorities, communities and other organisations through Zero Carbon Britain (ZCB) training and the Innovation Lab.
- Providing education for groups from schools, colleges and universities.
- 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.



Achievement and Performance

In 2024–25, CAT continued to expand its reach and impact, working with individuals and organisations across Wales, the UK and beyond to share practical solutions to the climate and biodiversity crisis. Building on over 50 years of sustainability knowledge, we delivered more courses, events and training to equip people with the skills to take action. We also progressed our transformational redevelopment project, laying the foundations for a bold new chapter that will help CAT inspire and support many more people in the years ahead.

Welcoming learners of all ages

This year, CAT welcomed a wide range of educational and community groups, including regular school visitors like Queen Mary's Grammar and new groups such as Ysgol Eifionydd and Ysgol Bont Newydd. We expanded our offer to include home education and special needs groups, and hosted architects and pupils involved in designing a new sustainable school. Our Green Careers Day, funded by the UK Government Shared Prosperity Fund, engaged 70 local school pupils with workshops and talks from local employers about jobs using green skills.

Graduates for a sustainable future

We welcomed a new cohort of over 140 postgraduate students to the Graduate School of the Environment in September 2024, across our sustainability-focused programmes. Students also undertook impactful projects including working with artist Jeremy Deller on a build project to be revealed at the 'Triumph of Art' celebration event as part of the National Gallery's bicentenary.

We also celebrated the achievements of our largest graduate cohort at our summer graduation ceremony. We welcomed graduates, their families and friends, to celebrate the occasion and were pleased to be joined by Derek Walker, Future Generations Commissioner for Wales, who provided an inspiring keynote address.

Providing training for local authorities and other organisations

CAT delivered bespoke Zero Carbon Britain and Carbon Literacy training to a range of organisations, including Natural Resources Wales, Powys County Council, Theatr Clwyd and more. Through UK Government Shared Prosperity Fund support, we also offered free green skills training locally, with over 100 participants joining courses in carbon literacy, carbon awareness, and sustainable woodland management.

Supporting policy, solutions and co-creation

CAT's Zero Carbon Britain Innovation Lab has undergone a period of transition, welcoming a new team that brings both continuity and fresh energy. The Lab has continued to support policy development and co-creative solutions through a range of impactful activities. These include leading the Innovation Lab workstream for the Rural Wales LPIP project, delivering workshops for Media Cymru and hosting mini labs for academic research teams. Through active involvement in regional and national gatherings, the Lab continues to build networks, share learning, and champion systems thinking and participatory approaches to sustainability.

Events and public engagement

CAT hosted a vibrant programme of events including free public open days, the annual Graduate Symposium, and a series of public lectures. Our venue hire offer supported external conferences and corporate events, with clients such as Ynni Cymunedol Cymru / Community Energy Wales.

In November we also enjoyed meeting up again with members and supporters at our annual CAT conference. Highlights included Show & Tell sessions from members showcasing the range of expertise, experiences and range of projects taking place across CAT's membership, workshops in our thriving sustainably managed woodlands and taster sessions with Graduate School lecturers.



Redevelopment plans – Cynefin

Progress continued during the year with our exciting and ambitious redevelopment plans for our Llwyngwern Quarry home. We carried on with work on the Guide plan for the redevelopment of the site with world-leading regenerative architects, Haworth Tompkins, and the Design Team including: Project Directors, Plann; Engineers, Max Fordham and Momentum; and Landscape Architects, JCLA. The Guide plan includes: Early Works, redeveloping the Quarry Cottages and Strawbale Theatre for school groups and future-proofing the WISE building; Lot 1, reopening the visitor experience to day visitors, a new Arrival Experience, ticketing office, café and shop, reimagining the iconic, water balanced funicular railway, new Welcome and Orientation Hub with immersive experience telling the story of CAT, Wales and the World, new amphitheatre at the heart of the site, new exhibitions, play areas, infrastructure and landscaping; and Lot 2, a new Skills Hub. We shared the plans and carried out engagement and consultation with members and other stakeholders during the year in our supporter magazine, Clean Slate and at the CAT Members Conference, Graduate Symposium and Public Open Days.

We secured £13.5 million from the Mid Wales Growth Deal (MWGD) and work continued with developing the business cases to draw down that funding and private match funding. In December 2024 we had the news that the Outline Business Case for the whole project had been approved. However, to draw down the funding and secure the private match, we have broken down the project into several phases and plan to take each phase through the UK Treasury Green Book Five Case Business Model stages. We began work in the year on the Outline Business Case for Early Works with a view to submitting it early in the next financial year. The first claim to MWGD was submitted in September 2025, with ongoing claims being submitted regularly thereafter. Claims are based on costs incurred in the period since the preceding claim.

Support from trusts, major donors, legacies

CAT continues to benefit from the generosity of its supporters, with regular individual donations and quarterly fundraising appeals helping to fund core activities and projects. Member engagement remains strong through receiving and engaging with Clean Slate magazine and annual events, with plans to expand both online and in-person opportunities in the future.

Major gifts exceeded £700,000 this year, including several substantial unrestricted donations, and legacy giving has grown significantly, with a 50% increase in pledgers.

We are grateful for continued and new support from trusts and foundations, including funding through the Wales Council for Voluntary Action (WCVA) enabled the employment of a dedicated Volunteering Manager, that enabled the appointment of a dedicated Volunteer Manager allowing us to strengthen the capacity of our team and engage more people in volunteering at CAT. These contributions are vital to CAT's mission and future sustainability, and efforts are ongoing to nurture donor relationships and diversify funding streams.



Graduate School of the Environment

The wider higher education environment has continued to face familiar challenges for several years, as it responds to changes within the social, economic and political context in the UK and beyond. The emergence from COVID, which had previously given people the time and opportunity to actively take up distance learning postgraduate education during the pandemic, along with the continuing cost of living crisis, have both contributed to falls in full time taught postgraduate student enrolment. This has had a greater impact on Welsh based institutions, than in England. The part time market seems to be more stable though, and the net move to part time study may be an indicator of financial barriers to postgraduate education. Our model of innovative course delivery within the Graduate School of the Environment (GSE) can meet these broader student demographic changes. Financially, many HE institutions have made cuts to staffing, many courses have been lost nationally, leading to a much more competitive environment for recruiting students.

Tighter restrictions imposed on overseas visas have made the UK less attractive to international students although we still have a reasonable spread of international students, increasingly from the rest of the world rather than the EU, mainly recruited through CAT and the Graduate School's good reputation.

Despite these wider HE issues; the Graduate School has continued to contribute to CAT's mission. Following last year's Masters (MSc and MRes) course fees increase to align with the wider HE marketplace, this year fees were only increased by CPI rates. Our master's in architecture (MArch) fees remained unchanged due to the relatively small student cohort and price sensitivities.

2024 student intake

In the postgraduate market, despite expecting to see some reduction in student intake, we recruited over 140 students. Recruitment remained balanced across the programmes offered by our two validating universities. The three master's courses validated by the University of East London (UEL) saw 62 students enrolling, with 64 joining the three courses validated by Liverpool John Moores University (LJMU). Our highest recruiting courses were our UEL validated master's courses, Green Building and Sustainability and Adaptation, whilst our three LJMU validated master's courses all recruited consistently.

Considering the equality and diversity of our student body, the current cohort are mature (the average age of MSc and MRes students is 39, and for the MArch it is 25) and well qualified on entry with over a quarter of master's students already holding a postgraduate qualification and all MArch students holding a prior relevant undergraduate degree. In support of widening participation, we also recruit a few mature students with relevant work experience rather than formal qualifications. The maturity of our students means many are in full time employment, often with caring responsibilities, and many have additional learning needs which often increase with age. Our gender mix remains more female, at around 58%, where prior to 2023 it was an even gender split. We continue to struggle to attract an ethnically diverse cohort with the majority identifying as white, and this will remain a challenge into the mid-term future.

Unfortunately, the increase in MArch course recruitment in 2023 did not continue to 2024, but the overall cohort number remained broadly static thanks to the previous year's recruitment at 36 students. MArch students' progression through the course is still typically two years, with a small minority requiring an additional year through exceptional circumstances or part time study. We plan to focus efforts on the MArch in future as an important part of our course portfolio.

The MSc student intake in September 2024 was split 59:41 part time / full time, a small move toward part time study compared to our September 2023 intake. The high number of part time students is one of the strengths of our provision and reflects the flexibility and accessibility of our master's



programmes, especially the blended learning which supports part time participation and affordability. Our high number of part time MSc students means that all our master's students take an average of around three years to complete their course. From an educational viewpoint, quicker progression is beneficial, and a longer-term target is completion in an average of 30 months. However, the three-year time scale means that income from the student intake will continue to be reflected financially over several years. Over the last few years, a focus of the Graduate School has been to reduce the numbers of students withdrawing or taking early awards without completing the full program. Increasing numbers of graduates and students completing high quality dissertations is evidence of the improvement we have made in retention and progression, which will also be reflected in Graduate School income.

As last year, the current financial climate means that master's students are still predominantly studying through distance learning rather than on-site. MArch students are still obligated to study all modules on-site. The closure of the Eco Cabins which provided lower cost accommodation options for students has proved problematic. Therefore, we have continued with an accommodation policy which encourages students to use discounted accommodation on site and provided some hardship accommodation funding to the MArch students. The additional accommodation plans as part of the Cynefin redevelopment plans will address this in the future.

Graduation

One of the highlights of the year was celebrating our largest-ever graduating cohort in July. Derek Walker, Future Generations Commissioner for Wales, provided an inspiring keynote address where he described the importance of the **Well-being of Future Generations Act** and highlighted how it is linked to CAT's pioneering work in Wales, and around the globe, in educating people to address the climate and biodiversity emergency.

In total over 190 students graduated at the event, with the majority joining us online or on-site at CAT for their graduation ceremony. A number of these students studied during the COVID pandemic and their perseverance, commitment to sustainability, and their education is a testament to their resilience. Our unique pedagogy and our staff's support for them on their educational journey during this time should also be applauded. Since the Graduate School formed in 2007, over 2,200 people have now graduated from our programmes carrying the ethos and message from CAT to communities and industries all around the world.

Graduate School events

Following last year's successful reintroduction of a Graduate Symposium, we held a follow up event in May which showcased the breadth of activities of our students, both past and present. Over a busy weekend, presentations were delivered by graduates on their post-CAT experiences across a wide variety of topics including: PhD studies on the importance of soil fungi in carbon and nitrogen cycling; restoring nature in urban communities; development of a concept for more sustainable factories using the green building standard; and developing compost clubs in schools to engage communities in tackling food waste. Current students also gave contributions with talks on subjects such as the art of creating local nature action groups; balancing biodiversity with increasing timber needs; and using urban green spaces as a tool to regenerate biodiversity and promote human wellbeing. It was an eventful and fulfilling weekend, with inspiration from students old and new coming together to connect and share ideas.

We launched volunteering weekends for our students in 2024, to further enhance the practical skills taught on their programmes by involving them in the implementation of sustainable solutions across the CAT site. Examples included refurbishing CAT's water sand filtration system and participating in sustainable woodland management in CAT's woodlands, Coed Gwern. We held writing retreats for students on-site so they could work on their dissertation at CAT with a like-minded and supportive peer group.



To forge better links with the local community, we opened occasional guest lectures throughout the year to members of the public. Some of these included lectures from climate justice researcher Leon Sealey-Huggins, architect Sumita Singh, food policy expert Tim Lang alongside many more experts from a variety of sectors and academia.

Student projects

Highlights this year include the work of the MArch students' who complete a design and build project as part of their studies. One such project made improvements to the acoustic environment in the Wales Institute for Sustainable Education (WISE) building. Together the students designed and built, aesthetic and functional improvements to two well used areas in WISE using sustainable materials including IndiTherm, a flexi hemp fibre insulation from IndiNature, a company founded by CAT graduate Scott Simpson. The improvements were greatly appreciated by the building occupants and visitors. It is also a very visible example of the creativity; organisational and practical skills CAT students possess.

We also facilitated four MArch students in visiting the Kodaikanal International School in Tamil Nadu, India where they delivered practical training sessions on sustainable building practices to members of the school and surrounding population.

Finally in 2024, CAT and Graduate School students partnered with the artist Jeremy Deller, the National Gallery and Mostyn Gallery in Llandudno. CAT's contribution to the project will be co-producing a moveable pavilion that highlights sustainability and design, before its display at the National Gallery's 200-year anniversary celebration the 'Triumph of Art' that will take place in Trafalgar Square in July 2025.

Partnerships

The planned collaboration on a Sustainable Horticulture Masters with Aberystwyth University and the National Botanic Garden of Wales did not come to fruition this year due to unplanned developments at Aberystwyth University. We still hope that this partnership will deliver on its potential of offering a professional pan Mid-Wales degree drawing upon the strengths of all three institutions and contributing to the aims of the Mid Wales Growth Deal.

Changes in Higher Education

The 2024-25 academic year saw the replacement of the Higher Education Regulating Body in Wales from the Higher Education Funding Council Wales (HEFCW) to Medr (the Commission for Tertiary Education and Research). The new regulating body oversees all post-16 education and higher education research sectors, although the full responsibilities of Medr will still emerge over the next two years. The establishment of the new body has led to some challenges for the Graduate School, particularly in the amount of regulatory student information that now needs to be reported formally through the Higher Education Statistics Authority (HESA). It is hoped that the experience gained from the first year's involvement will make future years less difficult. A benefit is that CAT now appears on national educational league tables, allowing comparison with other HE institutions. We need to ensure our statistics are used carefully, as our mode of education and student characteristics are markedly different to most of the wider higher education provision.

Following the publication of the Architects Registration Board (ARB) plans to change graduate architectural education to encompass competence measures, to include stronger emphasis on sustainability and health and safety, we are now better positioned to undertake a review of our course. Our programme already addresses these developments, but we will still have to formally review and achieve reaccreditation for a September 2027 intake. We are also investigating the possibility of expanding our MArch course into supporting students working in a professional environment.



It has been a challenging year for higher education and the Graduate School, However, the calibre of our graduates, and the impact they are making before and after completing their studies, demonstrates the continued value of our contribution to CAT's mission. We will build on this foundation by continuing to innovate in our teaching practice and to deliver high-quality programmes, maintaining CAT's longstanding commitment to advancing practical sustainability across the UK and internationally.

Zero Carbon Britain Innovation Lab

CAT's Zero Carbon Britain Innovation Lab has gone through a period of transition this financial year, with former team members having departed and a new team in place from November 2024. The interim time was challenging, but thanks to the support of colleagues within CAT, the Lab continued to operate, albeit at reduced capacity. The new team brings a degree of continuity – with both our Innovation Lab Manager and Research Manager having volunteered or worked with the previous team respectively – combined with fresh energy and a valuable breadth of experience.

The Innovation Lab received a grant of £55,000 in June 2024 from the Joseph Rowntree Foundation, which has enabled the Innovation Lab Research Manager role. The Innovation Lab received £50,000 in February 2025 from the Moondance Foundation, the final of three instalments awarded over three years, totaling £300,000, to continue the work of the Innovation Lab. Key activities from 2024/25 are set out below.

Rural Wales Local Policy and Innovation Partnership (LPIP)

Innovation Lab Workstream Co-ordination

CAT's Innovation Lab is leading the Innovation Lab Workstream for the Rural Wales Local Policy and Innovation Partnership (LPIP), a 3-year UKRI-funded project which aims to support inclusive and sustainable development towards a wellbeing economy in Rural Wales. We delivered training for Innovation Lab leads and Innovation Managers, who are using our Innovation Lab methodology to deliver four Innovation Labs across the themes of Building a Regenerative Economy, Supporting the Net Zero Transition, Enhancing Wellbeing in Place, and Empowering Cultural Resilience. A workshop phase will be followed by a trial phase, where £30,000 is available for on-the-ground testing of an innovation from each lab.

Net Zero Transition Innovation Lab development on horticulture in Wales

We are leading the Net Zero Transition Lab, which will focus on supporting low-carbon, nature-friendly horticulture in Wales. We have begun participant mapping and engagement, alongside Innovation Managers at Aberystwyth University.

Media Cymru workshop

As part of their Sustainability Coordinator programme, Media Cymru brought a group of 9 to visit CAT as their final learning session and celebration. A day's Innovation Lab supported their understanding of current unsustainable practices in the industry and enabled them to identify salient interventions they might undertake, with a particular focus on their own agency. The workshop used the Three Horizons and design thinking. Participants left with concrete actions and better understanding of their role as sustainability ambassadors.

Bold Futures workshops

The Innovation Lab ran Bold Futures workshops at CAT's Summer Public Open Days and on the Green Skills Day (funded by the Shared Prosperity Fund). We used rich pictures and Futures flags to support participants ideate and describe their ideal sustainable future and focus on what role they could play in that future.



Ecological Citizens Mini-Innovation Lab

As part of an Economic and Social Research Council (ESRC) funded Ecological Citizens Research project, 7 members of the Research team from Wrexham University, Royal College of Arts and the Stockholm Resilience Centre (York University) came to CAT to define their objectives and to think deeply about their project approaches and coordination. We ran a mini-Innovation Lab with them, which resulted in them booking further 'away days' for 2026 and considering taking a Short Course in Theories of Behaviour Change with CAT's Graduate School.

Innovation Labs with Graduate School students

Over the year we have developed a closer relationship with the Graduate School, finding further ways to collaborate. MSc students received a lecture on Futures Thinking and Transformational Change from Research Manager Dr Ruth Stevenson, and a lecture on Co-creation from Innovation Lab Manager Rachel Tuckett. These lectures supported the students to undertake a multi-disciplinary co-creation process, using systems and futures thinking. We designed the methodology for these workshops, as well as training ex-students to facilitate. The focus was on global transformational change, linked to the COP29 process.

We also ran an Innovation Lab for 20 March students ahead of their community engagement project with the community of Abermaw / Barmouth. The Lab focused on understanding the issues facing Barmouth as a local seaside town and supporting students to develop and test potential interventions towards a transformed, resilient and thriving town. They then took these ideas back to the community, running a series of exhibitions and community engagement activities.

CAT All Staff Day February 2025

The Innovation Lab team led the design and delivery of an All-Staff Day for CAT staff, trustees and volunteers, supporting a participatory approach to gathering input into CAT's organisational strategy. We analysed the data to produce a report that was shared back with staff, as well as CAT's Strategy Working Group and Board, to support strategy development.

Participating in local, regional and national gatherings

New Innovation Lab Manager Rachel Tuckett attended several events to build connections, share learning and raise the visibility of the Innovation Lab. These included The Wellbeing Economy Cymru Conference 2024, The Future is Now, by CtrlShift, focussed on how we shift power; and The Sustainable Futures Conference 2024 at AberInnovations.

Expanding our volunteering offer

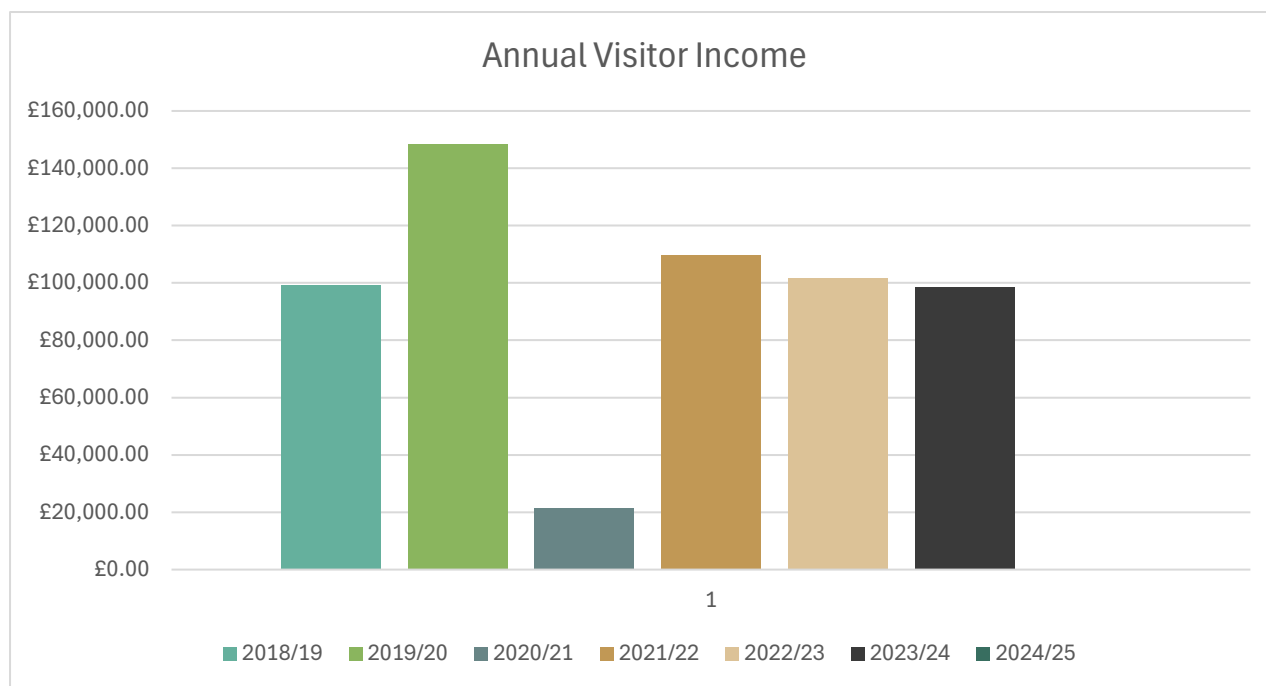
We relaunched our volunteering offer to CAT students and expanded it to CAT graduates, further strengthening the wider opportunities CAT can offer our students and alumni.

Facilitation Accreditation

Innovation Lab Manager, Rachel Tuckett, and Innovation Lab Research Manager, Dr Ruth Stevenson, both completed advanced facilitation training to become formally accredited facilitators, with the Association of Facilitators. This builds on their extensive facilitation experience and further strengthens the Innovation Lab's ability to secure external work.



CAT Eco Centre and Engagement



Our visitor centre was closed to casual day visitors and limited to pre-booked groups in late-2023 hence there is no visitor income in the chart above for 2024/25. We continue to incur costs, however, in order to maintain the site for use in our other activities, We are also now running open days several times a year to allow some degree of 'open' access to the site for public until we have completed the redevelopment of our site and can open fully again to the general public.

Visits by schools, universities and other groups from all over the UK continued this year, but our ability to offer residential programmes to educational groups has been severely impacted by the closure of the on-site Eco Cabins accommodation. This has meant that we have limited opportunity to offer residential visits, relying primarily on day visits where groups travel for the day or stay elsewhere. This presents an ongoing challenge for us in maintaining or increasing school booking numbers. The schools and universities who visit us value their visits, particularly referencing the opportunities for hands on learning in their feedback.

Schools

We have welcomed new schools as well as our trusted and regular schools such as Queen Mary's Grammar, Wolverhampton, who always include us in their residential trips to their Welsh base in North Wales. In addition, new school age groups particularly home education and special needs groups have visited. Following participation in the Sustainable Schools Challenge, we were also visited by Ysgol Bont Newydd in North Wales who are developing a new sustainable school on their site, and hosted the architects charged with developing the building using sustainable materials including rammed earth. We provided tours, lectures and workshops for the architects as well as the pupils, who will occupy the new school building. In addition, we welcomed some new Welsh language schools such as Ysgol Eifionydd from Porthmadog.

New workshops have been added to our programme, and all workshops were reviewed and linked to new curriculum requirements.

Funded by the UK Government Shared Prosperity Fund (SPF) we were able to offer a Green Skills Day to schools in July, attended by 70 pupils from local schools, Ysgol Bro Hyddgen and Llanidloes High School. This day offered a full programme of workshops as well as the opportunity to meet and talk to a range of Powys based employers about green careers.

University groups and other visits

We also continued to welcome our regular university groups to CAT giving both undergraduate and postgraduate students from a variety of courses the opportunity to immerse themselves in workshops, tours and much more. Many courses and faculties bring students on an annual field trip to CAT including University of Leeds, The Bartlett Faculty of the Built Environment from University College London and University of Oxford who all came for residential visits this year. University of Cambridge and University of Worcester continued to book day visits as well.

After increasing our promotion of university visits, we have also welcomed new university groups to CAT this year including University of Salford, University of Manchester and the University of Bath.

Some of the other groups we welcomed during this period were Media Cymru, as part of their Sustainability Co-ordinator training, some international delegates from local governments hosted by the University of South Wales, Ashden Award alumni as well as various Scouts and youth groups.

Short courses and training

We continue to offer and develop a full range of short courses, covering a range of sustainability topics, including renewable energy, environmentally friendly building techniques, ecology, woodland management, and organic gardening.

This year we also added in the opportunity for participants to join Graduate School teaching weeks on-site as short courses enabling continuing professional development in a variety of topics.

Another aspect of our education and engagement work that was funded by the UK Government Shared Prosperity Fund was a green skills training programme. Places were fully funded, with training covering carbon literacy, carbon awareness and sustainable woodland management. Over 100 participants joined the programme, and the impact of their feedback has influenced the development of new courses and plans going forwards.

Zero Carbon Britain training

Our Zero Carbon Britain training offer continued to evolve with exciting new activities on several fronts:

- We provided training for the senior leadership teams or whole organisation for Powys County Council, Theatr Clwyd, the School of Artisan Food, Publica Group, Bore Place Estate, Dulas Ltd. and the Catholic Dioceses of Hexham and Newcastle.
- We provided free region-based Carbon Literacy training for organisations in Powys, including bespoke training for businesses and our newly developed shorter 'climate awareness' training.
- We continued our standard training offering, including numerous separate training programmes for Local Authorities, Communities, and Housing Organisations.
- We continued to develop our 'Scaling up Community Climate Action' series of Zero Carbon Britain Day-long events with new speakers, held in June 2024 and March 2025.
- We hosted a cohort of management trainees from Lyreco UK and delivered a new day-long bespoke course for them on an 'Introduction to Sustainability'.



Volunteering at CAT

Volunteers have played a key role in the work of CAT since its founding and continue to provide invaluable support today, working alongside staff, graduates, visiting groups and other learners. Our volunteers help us to manage the site throughout the year, contributing to the upkeep of our gardens and woodlands and giving a helping hand in other key areas. CAT offers a range of volunteering opportunities, including residential six-month volunteer positions as well as day volunteering.

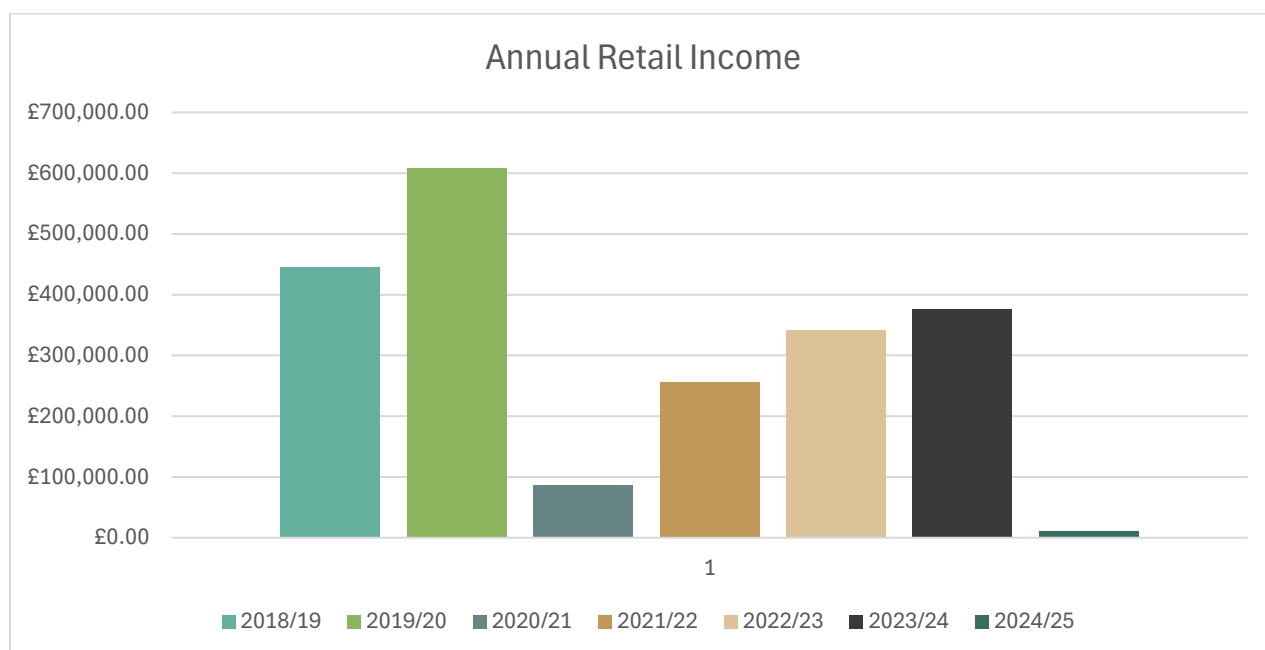
Funding through the Wales Council for Voluntary Action (WCVA) enabled the employment of a dedicated Volunteering Manager, strengthening the capacity of our team. This enabled us to review and improve our volunteering processes and make a substantial increase in volunteering hours. As well as local day volunteers this included supporting opportunities for CAT students to volunteer, further enhancing their on-site experience.

The CAT estate

A significant site energy infrastructure project was completed in the last quarter of the year made possible with funding from the Welsh Government Ynni Cymru scheme. Aimed at supporting sustainable local energy systems, the project enabled CAT to work in partnership with Bro Dyfi Community Renewables and connect the site to a dedicated portion of their ground PV array located approximately 1 km away above CAT on the hills overlooking Machynlleth.

The supply can provide 55kWp and combined with CAT's current site renewables, accounts for approximately 35% of the sites current annual demand. As part of the project, CAT spin out business and locally based Dulas Ltd installed a container-based unit housing smart electrical control equipment and 72 kwh of battery storage linked to two 22 kw car chargers and an EV bike charging post.

Visitor Services



We started this year having completed our restructure and reorganisation of roles. Our new operating model improved efficiency and made management of resources easier.

Updates to procedures

Changes to our overnight accommodation procedures were implemented, removing the requirement for a caretaker to stay on-site. This adjustment worked well throughout the year, with occasional out of hours requests for assistance from guests to Senior Management via phone calls. These could be dealt with remotely utilising improvements to technology, for example being able to programme room key cards and monitor site remotely.

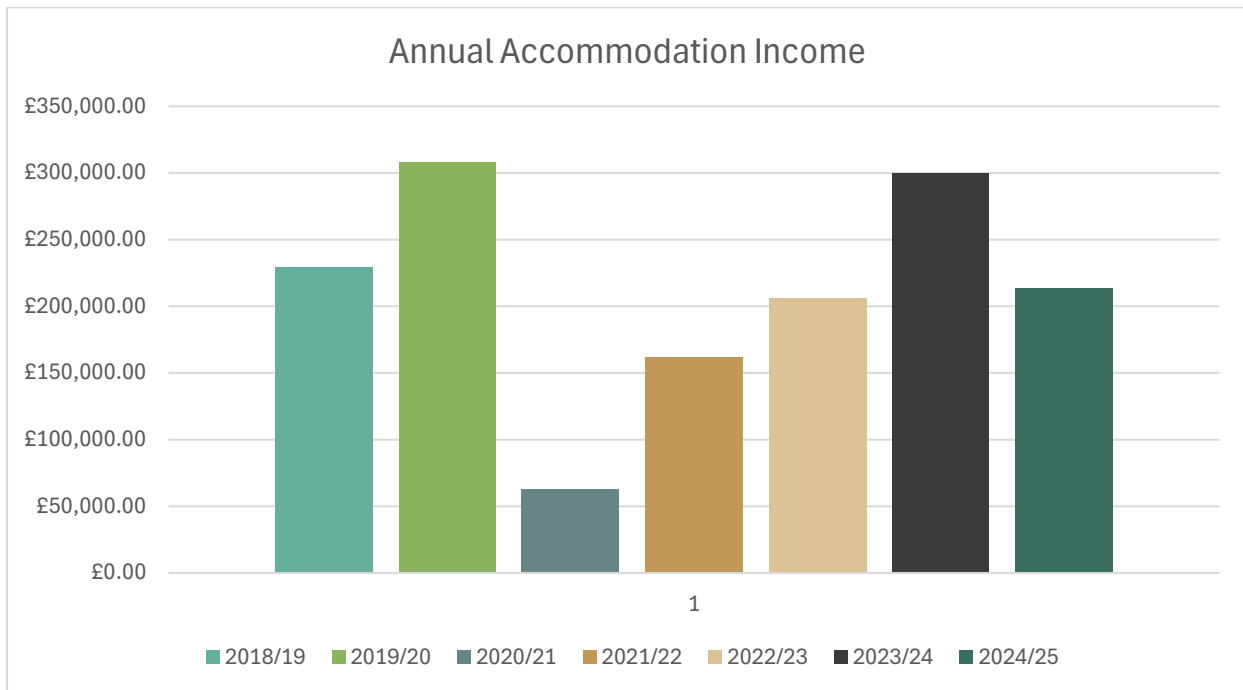
Venue hire

In addition to our own students, we hosted corporate events and conferences, working closely with clients such as Natural Resources Wales, Ynni Cymunedol Cymru / Community Energy Wales and Media Cymru. We found that economic challenges had an impact upon some external university visits. Late cancellation of group visits created gaps in occupancy which were difficult to fill at short notice.

Accommodation

We achieved an average occupancy of 62% for the bedrooms in the Wales Institute for Sustainable Education (WISE) building during this financial year. We also implemented online booking for our B&B accommodation via our website which improved our customers experience and reduced administration for our reception team.

We closed our Eco Cabins in the summer of 2024 following a fire risk assessment which identified substantial remedial work to address fire and electrical issues. This reduced our accommodation capacity and limited lower cost self-catering provision for students. We addressed these issues by providing financial support for some students along with changes to our systems to enable them to book individual meals.



Fire safety on-site

Our fire alarm systems required further investment to upgrade some equipment and reduce risk of false alarms. Linking our fire alarms to a control centre which automatically notifies both senior management and Fire and Rescue Service has significantly improved response time. We continue to liaise closely with Mid and West Wales Fire and Rescue Service Business Fire Safety team. We have updated our fire risk assessments and improved our processes along with implementing identified actions. Further improvements will be completed through our redevelopment project, Cynefin, including enhancements for guests with access requirements.

Catering and retail operations

Economic conditions have continued to present challenges for our catering and retail operations; our new staffing strategy directly linked to bookings has helped although further efficiencies are required. We are encouraging colleagues to become multi-skilled, enabling them to flex into different roles, adapting to demand at times. We have also been closely monitoring food purchase costs and amending our menu to deliver best value without increasing costs for our customers. We worked closely with our local Environmental Health Officers to rectify issues identified during an inspection in May; a satisfactory reinspection was completed in September.

We also established a Food working group to develop and progress a long-term vision for our restaurant and gardens and improve communication and collaboration between our kitchen, CAT gardens and the Graduate School.

Events on-site

Our Events working group made up of staff across CAT organised several successful public open days which also provided opportunities for engagement and consultation for our redevelopment plans. These events were well received and supported by our local community along with our members and supporters, some who had travelled significant distances. This group also arranged an all-staff site 'love' day which proved to be a great opportunity for colleagues to work together to tidy and improve areas of the CAT site.

Fundraising and Membership

Individual giving

CAT is fortunate to have a committed and generous network of supporters and members who regularly fund our work. We continued to send fundraising appeals to our supporters quarterly, including in June when we talked about our plans to connect CAT to a local community-owned solar array and install new electric vehicle charging stations at CAT – this work has now been completed. CAT members receive Clean Slate magazine quarterly and receive invitations to our annual members' conference. We plan to organise more events for members in future, both online and in person.

Legacies and major gifts

Over £700,000 was gifted from major donations in this financial year, a significant part of which were unrestricted and gifted by close donors who wish to remain anonymous. This includes several large gifts between £120,000 and £160,000 which ensured the success of CAT's work and efforts towards its mission. Regular stewardship, event opportunities and in person meetings have continued to foster warm relationships with a cohort of major donors. Co-CEO Eileen Kinsman enjoyed visiting several close supporters across the UK at the end of the financial year. Over £21,000 of larger gifts (>£1000) in response to CAT's regular appeals have been very welcome and part of a wider supportive response from our generous members. We are also grateful to our generous bursary donors, who have continued to help widen participation for Graduate School students otherwise less able to access our postgraduate degrees.

Our legacy funding stream has continued to grow, both in income and in the number of legators choosing to leave a special gift to CAT, which increased by over 50% on the previous year. Delays and complexities in estate distribution and the probate process make it difficult to forecast legacy income but CAT continues to benefit greatly from this crucial source of funding and expects to do so increasingly over the next several years. As a result, we have been continuing to share and celebrate stories and experiences from our legacy pledgers in Clean Slate magazine and at members' events. We plan to invest more time and resources in strategic legacy promotion to increase understanding and information about this type of giving. There are positive indications of several future gifts in the pipeline for the next financial year.

Trusts

CAT has been very fortunate to benefit from continued support from a number of trusts and foundations this year, including generous gifts from The Ethel and Gwynne Morgan Trust, The Marmot Trust, The Moondance Foundation, The Chapman Charitable Trust and The Southall Trust, amongst many others, to whom we are incredibly grateful. Their recurring funding enables CAT to deliver many of its core activities and projects. We have also successfully secured funding from several funders for the first time, including the Swire Charitable Trust and the Welsh Council for Voluntary Action (WCVA), which has been used to fund work to increase the charity's impact, including a dedicated Volunteer Manager. We hope to now strengthen these new relationships in the coming years. The trusts and foundations fundraiser will continue to focus on diversifying the portfolio of funders that give to CAT, whilst nurturing the existing relationships we already have in place.

Statutory funding

We were delighted to receive funding from UK Government Shared Prosperity Fund (SPF) through Powys County Council to deliver several important projects:

Green Skills

Over 100 participants in Powys were trained in Green Skills including Carbon Literacy training and Sustainable Woodland Management thanks to funding from SPF. We also hosted a Green Skills Day for Sixth Formers in Powys where they had the opportunity to consider future Green Careers, meet with local sustainable employers and try out Green Skills including green woodworking, sustainable construction, wind power and architecture.

Numeracy

We were awarded SPF funding to deliver numeracy through practical sessions in green woodworking, sustainable construction, renewable energy and woodland management, for people living and working in Powys. We employed an external provider to develop course materials but unfortunately there was insufficient take-up, due to many organisations in Powys receiving funding to deliver numeracy training over the same timeframe and a relatively small, geographically dispersed population. Sadly, we were unable to deliver the courses and draw down the funding.

Cynefin

We received SPF funding to progress work with Cynefin towards the end of the financial year with a very short time frame to carry out the work. We worked with consultants to complete several packages of work including:

- The Funding Centre drafted an Expression of Interest to the National Lottery Heritage Fund for matched funding for Cynefin and they are now working with us on a Stage One application
- Action Planning produced a Capital Campaign Strategy, case for support and research for the capital fundraising campaign for Cynefin
- Neo produced a Brand report
- BrightSpot provided training for the fundraising and communication teams
- Equinox produced a Communications Strategy for Cynefin
- We updated and refreshed our website platform

Ynni Cymru

We received funding from the Welsh Government Ynni Cymru capital grant funding for community owned renewable energy and Smart Local Energy Systems (SLES) which bring together energy generation, storage, demand, and infrastructure in a local area, improving efficiency and delivering the greatest local benefits. This enabled us to upgrade our energy infrastructure, connecting CAT to a 55kwp solar array in partnership with CAT offspring, Dulas and Bro Dyfi Community Renewables (BDCR).

Heat Network Efficiency Scheme

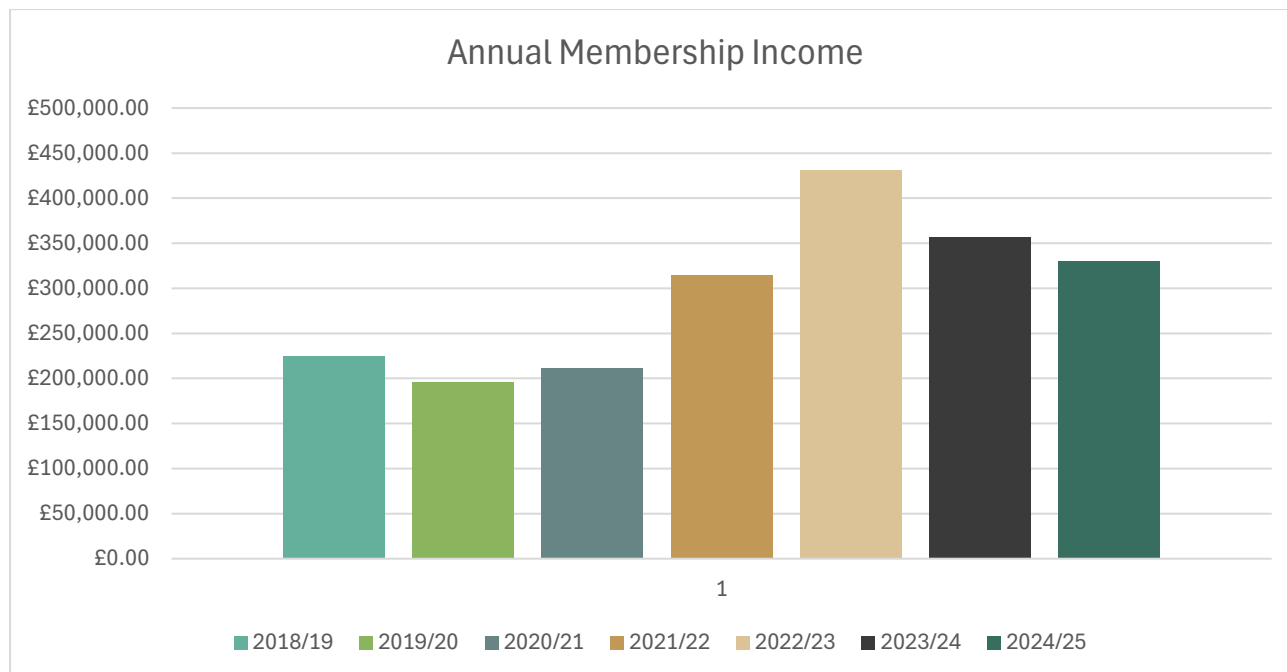
We received funding from the UK Government Heat Network Efficiency Scheme (HNES) to optimise our district heating. Max Fordham carried out a Heat Network Optimisation Study and produced a report which will enable us to apply for further funding to deliver on its recommendations.

Looking forward

We continue to engage with UK, Welsh Government and Powys and Ceredigion Councils to enable us to draw down the £13.5 million of Mid Wales Growth Deal Funding and secure succession funding to EU, Shared Prosperity and Levelling Up Funding.

Good practice in fundraising

CAT remains committed to upholding the highest standards in our fundraising, always adhering to the Fundraising Regulator's Code of Fundraising Practice, data protection laws, and our own thorough policies and procedures. We monitor our fundraising activity closely to ensure our value for money, compliance and ethical standards go above and beyond these requirements. We do not currently employ any third-party professional fundraising services to conduct public fundraising for us. We did not receive any complaints about our fundraising practices during this financial year.



Financial Review

In 2025 total income increased to £4.310 million, compared to £4.065 million in 2024. This is largely the result of increases in fundraising income, including some generous legacies.

Restricted income has almost doubled compared to 2024. The main reason for the increase was the receipt of match-funding for our Cynefin development work and a grant towards a project to improve our connections to sustainable energy sources, on-site storage and EV chargers.

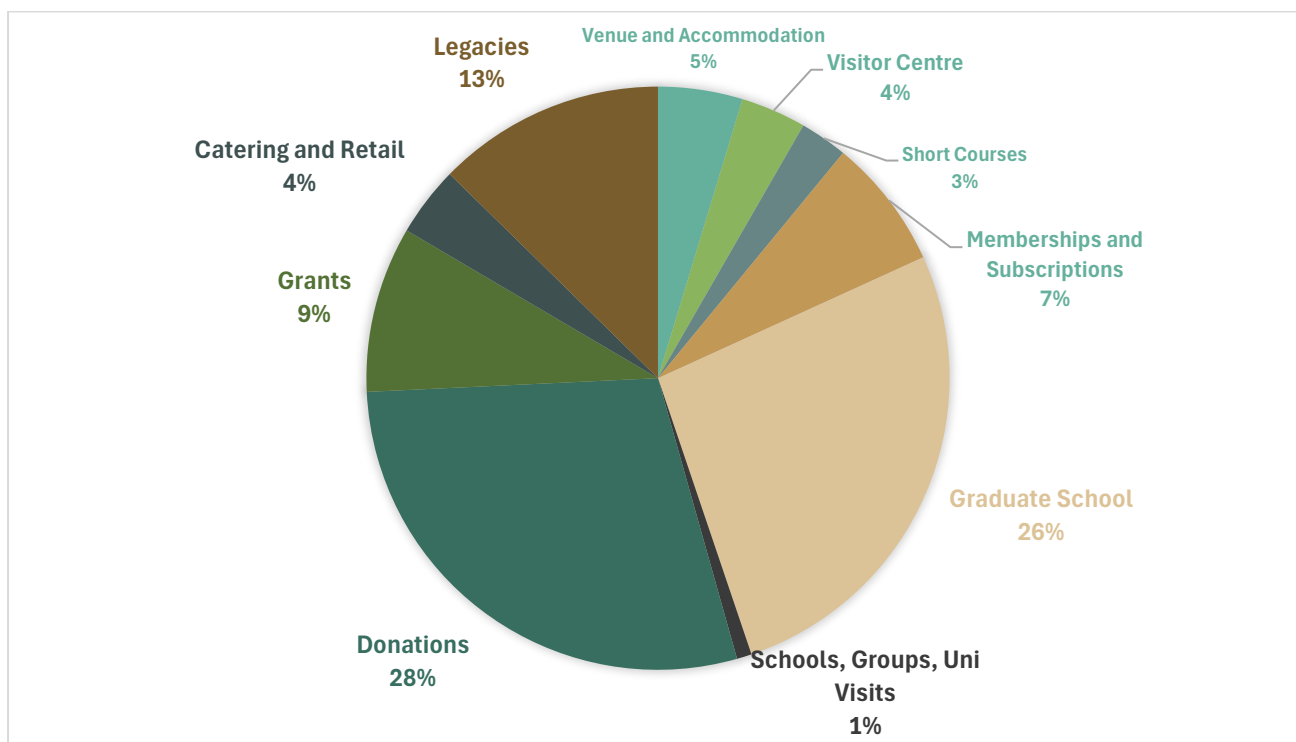
Due to a doubling in restricted income in 2025, the level of unrestricted income as a percentage of total income was 81%, compared to 90% in 2024.

Total unrestricted fundraising and membership income rose to £1.637 million, compared to £1.235 million in 2024. This increase is largely due to an increase in legacy gifts.

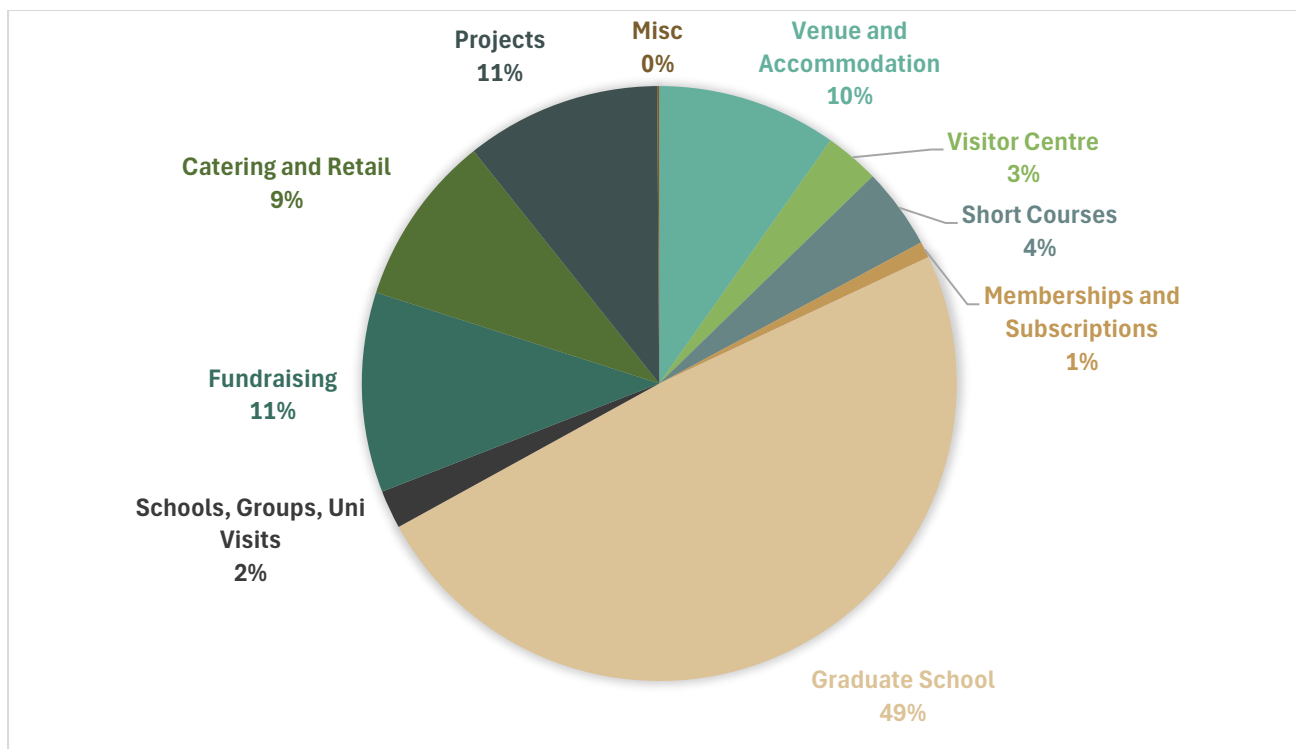
Total income from charitable activities reduced to £1.765 million, compared to £2.410 million in 2024. The two main factors behind this were the fall in GSE income caused by falling student numbers and then impact of a full year with our visitor centre closed to casual, day visitors. The latter affected income generation in several other areas of our operations, particularly retail.



Income



Expenditure





Total expenditure reduced to £4.085 million, compared to £4.272 million in 2024.

Unrestricted expenditure reduced to £3.647 million compared to £3.950 million in 2024. This in part reflects the reduction in on-site activities and hence the associated costs but also the operational focus in the year on cost reduction and control.

Overall staff costs reduced to £2.445 million compared to £2.754 million in 2024 (see note 8).

Governance and support costs reduced to £1.41 million compared to £1.56 million in 2024 (see note 7). Careful cost control resulted in a reduction in costs in most subsets of this category.

Capital expenditure was £203,000 compared to £4,000 in 2024. The majority of the capital expenditure in 2025 related to the improvements to access to sustainable electricity across the site.

Restricted funds balances increased by £123,000 compared to £34,000 in 2024. The increase is represented primarily by the receipt of match-funding for our Cynefin development in 2026.

Unrestricted funds increased to £0.851 million in the year compared to £0.738million at the end of the previous period

The net balance sheet total increased to £1.560million from £1.335 million in 2024.

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. These are usually instant access accounts but may also include fixed term deposits of up to one year where cash flows permit.

Reserves Policy

Reserves are considered necessary to protect CAT's activities by providing a financial provision which mitigates for the unpredictable external environment and makes sufficient provision for future cash flow requirements. The policy also provides part of the framework for future strategic planning and decision-making. The development of an effective reserves policy will help to limit the impact of any risk upon the continuing operations of the charity.

When considering an appropriate level of reserves, the trustees will consider:

- the risk of unforeseen emergency or other unexpected need for funds
- covering unforeseen day-to-day operational costs, for example employing temporary staff to cover a long-term sick absence
- a fall in a source of income or the ending of a funding source
- planned future commitments, that cannot be met by future anticipated income alone, for example plans for a major capital investment project
- the need to fund potential deficits in a cash budget, for example money may need to be spent before a funding grant is received
- The financial risks identified determine the amount of reserves the charity targets to hold.

When deciding on the reserves amount the trustees will consider the following:

- a minimum of one month's salary bill.

- the policy of budgeting and forecasting to always keep a minimum balance of unrestricted cash.
- within the charity's annual budget, a contingency amount of between 1% and 3% of income should be built into the overall budget which should be held as a contingency to support future requirements and any in year uncertainties.
- the need to create budget surpluses to plan for any future large project investment such as facilities development or building condition improvement.
- any uncertainty, turbulence or expected reduction in funding arrangements because of future planned changes or funding cuts.

Based on this policy, a target of £300,000 of free reserves has been set. At the year end, unrestricted funds stood at £851,402 (2024: £738,452) but were mostly represented by fixed assets and working capital. There were no free reserves at the year-end because of the additional challenges we have faced over the last few years. Our plans continue to be focused on strengthening CAT's overall financial position and building free reserves.

Material Uncertainty relating to Going Concern

The Charity uses 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.

Cash flows and cash flow forecasts have been and continue to be monitored and controlled closely and carefully by our Co-CEOs and senior management team, and periodically through the year at our Board, Organisational Development Committee (ODC) and Audit Finance and Performance Committee (AFPC) meetings. Between meetings, our senior team also hold regular meetings with the Chairs of those committees to discuss the latest financial position.

Our forecast of cash flow until March 2027 indicates that we expect to be able to continue to manage our cash flows through this period. This relies on meeting income targets, principally relating to Graduate School income and enhanced revenue fundraising, as well as continuing carefully to control expenditure. In relation to the Graduate School, we are being conservative in our income estimates for the coming year. However, the School's Student Finance Designation has been received exceptionally early this year, which should help to support student applications, providing applicants with confidence that they will be able to access financial support. This gives reason to be confident that we can meet or exceed the conservative forecasts.

In relation to fundraising, CAT appointed a new Director of Development in October 2025. Since then, the fundraising function has been significantly strengthened, and its impact is now clearly reflected in both current performance and forward projections. Total fundraising income remained strong in 2025-2026, with robust and credible growth forecast for 2026-2027 and beyond. A comprehensive review of fundraising operations has resulted in income being clearly categorised into defined streams, including Major Donors, Trusts and Foundations, Individual Giving, Membership, Legacy and Gift Aid. This structure enables greater diversification, clearer accountability and improved alignment of staff resources to areas of highest return.

The team has already increased both the volume and quality of grant and foundation applications, strengthened the major donor pipeline through wealth screening and targeted cultivation, reactivated lapsed supporters and alumni audiences, introduced structured telethon and roadshow activity, and improved stewardship and Gift Aid recovery processes. Together, these initiatives have created a more strategic, data-informed and performance-driven fundraising programme that is directly improving the financial forecast and building a more resilient and sustainable income base for CAT's future.

The financial statements show a positive net movement in funds in 2024-2025 compared to the previous year. The balance sheet remains in a net current liabilities position, although net liabilities are reduced in 2025 at £2,149 compared to £28,991 in 2024.

It remains the case that CAT is in a stronger position looking forward than it has been in its recent history. Positive factors include:

- Progress with plans for the redevelopment of our site.
- Commitments to CAT from major donors, funders and public sector organisations.
- Increasing and improving partnerships with other organisations across Wales and beyond, with strong bids for significant funding already submitted and more planned in the coming months.
- The worldwide pressure to move to Net Zero and a growing recognition of the biodiversity crisis.

Key to the redevelopment of our site is funding from the Mid Wales Growth Deal (MWGD) and associated matched funding. Through the year, design work has reached an advanced stage, and initial preparatory work had been conducted onsite, ready to submit the Full Business Case to MWGD in late summer 2026. The board considers this development to be important for the long-term success of CAT, both financially as it will enhance our ability to generate revenue from the site, and in meeting our charitable purpose.

Despite these positive developments, the cash position remains challenging. We continue to lack free reserves. Although we are conservative in estimating future fundraising and student fee income within our cashflow forecasts, and although the aggregate value of these likely sources exceeds the level required to sustain operations (meaning that CAT does not need to secure every projected income stream), it is still the case that failure to secure multiple high value likely sources of income could alter the charity's Going Concern position. Furthermore, it has been necessary to seek a loan from WCVA in order to support cash flow. For these reasons, we conclude that there is a material uncertainty relating to the Going Concern position.

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

In 2025–26, our focus will remain on strengthening and expanding our educational reach to inspire and empower even more changemakers with the skills and knowledge they need to create a better future. Collaboration is key to achieving this, and in the year ahead we will seek new partnerships with organisations, universities and community groups to share knowledge, co-create solutions and amplify our impact.

Education continues to be at the heart of what we do. We will welcome as many schools, universities and home education groups as possible to CAT, working with partners such as Reaching Wider to ensure sustainability education is accessible to the next generation. We will explore funded projects for schools and outreach work to enable and amplify young voices in climate action, inspiring them to think about the changes they want to see in their communities.

Green skills and training remain vital to growing a workforce that can support a just transition and secure a safer, healthier and fairer future for all. We will maximise the potential of our Graduate School of the Environment, expanding and developing our postgraduate programmes and short courses to meet workplace needs and reach students around the globe who want to make a difference. New modules and guest speakers will enrich the learning experience, while our online and on-site teaching will continue empower students to take meaningful action.

Our bespoke Zero Carbon Britain training will continue to evolve, offering tailored support to councils, businesses, organisations and community groups. We will also strengthen partnerships through our Innovation Labs, enabling collaborative projects that tackle barriers to net zero and accelerate climate solutions.

We will take the next steps in the regeneration of our Llwyngwern Quarry home, progressing the Cynefin project to create spaces that reflect our values and enhance the visitor experience. This work will support our long-term vision for CAT as a hub for learning, collaboration and innovation. We will work with our design team, led by regenerative architects, Haworth Tompkins, alongside landscape architects, JCLA, and engineers Max Fordham and Momentum to progress the designs for the redevelopment. This will include reimagining the Quarry Cottages, Strawbale Theatre, WISE building, Arrival Experience, our iconic Water-balanced Funicular Railway, Welcome and Orientation Hub, new Immersive Experience and Exhibition Spaces, practical teaching spaces, play areas, and a new amphitheatre at the heart of the site. We already have a wide range of renewables installed onsite, but we will be adding more, ensuring that we remain innovative and demonstrate practical solutions. The site is already rich in biodiversity with over 230 rare and protected species onsite, but as part of the plans, we will create new habitats and spaces for nature to thrive, increasing the biodiversity.

The Cynefin project is a Project within the Portfolio for the Mid Wales Growth Deal with £13.5 million secured from UK and Welsh Government leveraging £11.5 million from private match funders. We will continue to work with the Growing Mid Wales team and with funders to secure private match to draw down the Growth Deal funding in a timely fashion. The Cynefin project is part of a £48 million guide plan for the redevelopment of the site, and we will work with UK and Welsh Government and private funders to secure the rest of the funding to bring our vision to life. We will participate in the Association of Science and Discovery Centres Science Centres for our Future Campaign calling on the UK and Welsh governments to invest in STEM learning.

Like many charities and educational institutions in the UK, we have found the last few years financially challenging, and although our financial performance has improved this year on last year, we will work to build up our financial reserves and increase our resilience and sustainability.

As we move towards the end of our current strategy, we are reviewing and refreshing our strategic objectives after much input from stakeholders and supporters. Our next strategy will ensure CAT remains focused on delivering the greatest possible impact for a safer, healthier and fairer future towards 2030.

The ongoing support of our community makes all this possible. We aim to deepen engagement with all those who are part of and support our work, sharing their stories of our impact from CAT's past 50+ years. Thank you for standing with us as we work together to share positive solutions at this critical time for climate and nature.

Structure, Governance and Management

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, each year one-third of the Board members retire and may offer themselves for re-election. New trustees are appointed by special resolution of the Board.

During the year, the Board continued to look to increase its capacity and skill set. The Board intends to recruit more trustees to balance skills with the evolving needs of the charity.

The Board currently operates with five committees: Organisational Development Committee (ODC); Audit Finance and Performance Committee (AFPC), IT Steering Committee (ITSC), Cynefin Steering Group (CSG) and the Fundraising Committee.

Management Structure

The current Senior Management Team ('SMT' - see page 5) which has been built up over recent years is now considered to be the most appropriate structure to take the organisation forward.

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 Co-CEO's 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 is kept under regular review by ODC. The register includes all the current identified risks, ranked in order of their combined likelihood of occurrence and potential impact on CAT.



Individual risk registers are also maintained as deemed necessary for certain areas of CAT's activities including IT, and in some cases for individual projects.

The Board are currently engaged in a series of discussions to review their approach to risk and establish their risk 'appetite' going forward

The table below is an extract from the current risk register and includes four key risks faced by CAT.

The main risks currently identified are:

Risk	Mitigation
Cash flow & finance; organisation viability; economic climate.	Co-CEOs, SMT and trustees regularly review forecasts and management information. Various scenarios are modelled. Plans are updated as circumstances develop. AFPC keep finances under regular review. Steps are being taken to maximise income and control costs wherever possible.
Significant breach of environmental or health and safety legislation.	Minimum staffing levels required to maintain the water and sanitation systems without which the site cannot safely operate.
Decrease in GSE student numbers, module attendance & attrition rates. Limited marketing staff capacity to promote GSE.	Ongoing GSE course development and pro-active promotion. Online virtual open days for GSE admissions. Co-CEOs added to regular GSE marketing meetings. Regular meetings to discuss progress with student recruitment and viability of individual courses. Looking at opportunities to partner with other universities to deliver shared courses.
SMT time is split between driving growth, managing change and overseeing operations and compliance. Limited support staff capacity. Difficulty in retaining and recruiting staff in current economic climate.	Regular SMT meetings focus on key areas and prioritise tasks. SMT members disseminate plans to teams. Ongoing development of IT infrastructure to improve efficiencies. Managers forums and staff days reinstigated. Working to improve communication up and down and across departments. Working to improve efficiency of line management.

The trustees are responsible for preparing the Trustees' Annual 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 situation 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.
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

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.

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The directors' annual report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

On behalf of the Board of Trustees

.....
Ben Summers (Chair)

Date...20 March 2026

Independent Auditor's Report to the Members of Centre for Alternative Technology Charity Limited on the Financial Statements for the Year Ended 31 March 2025

Opinion

We have audited the financial statements of Centre for Alternative Technology Charity Limited (the 'charitable company') for the year ended 31 March 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (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 2025 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.

Material uncertainty relating to going concern

We draw attention to the relevant section of the Trustees' Annual Report entitled 'Material Uncertainty relating to Going Concern' which sets out the trustees' overview of the key assumptions underpinning the latest cash flow forecasts through to March 2027. This analysis highlights the steps that have been taken to improve the financial performance and cash flow position of the organisation, but acknowledges the ongoing reliance on currently unsecured fundraised income to support working capital requirements. The report also confirms that it has been necessary to seek a loan from WCVA and this facility is yet to be secured. As a result of the charity having negative free reserves and therefore an inability to fund any significant downside in the forecast income position, these conditions indicate that a material uncertainty exists that may cast significant doubt on the company's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

In auditing the financial statements, we have concluded that the director's use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the trustees' assessment of the entity's ability to continue to adopt the going concern basis of accounting included reviewing the trustees' paper setting out the key factors and assumptions that were considered, supported by cash flow projections to March 2027. The trustees' paper was supported by an external review that was commissioned by the trustees of the short term cashflow and solvency position of the charity.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the trustees' annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual 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; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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 charitable 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, the Audit Finance and Performance Committee and board of trustees, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at:
<https://www.frc.org.uk/library/standards-codes-policy/audit-assurance-and-ethics/auditors-responsibilities-for-the-audit/>

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

Fleur Holden (Senior statutory auditor)

24 March 2026

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG



Financial Statements

Statement of Financial Activities

(including an Income and Expenditure Account) for the Year Ended 31 March 2025

	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2025	Total 2024
		£	£	£	£	£
Income from:						
<i>Donations and legacies:</i>						
Donations		894,883	358,560	-	1,253,443	728,050
Grants	3	-	468,485	-	468,485	311,891
Legacies		412,698	-	-	412,698	251,254
Memberships & Subscriptions		329,711	-	-	329,711	357,217
		1,637,292	827,045	-	2,464,337	1,648,412
<i>Charitable Activities:</i>						
Graduate School		1,218,276	-	-	1,218,276	1,415,138
Schools & Groups		22,101	-	-	22,101	38,758
University Visits		15,315	-	-	15,315	23,376
Short Courses		120,041	-	-	120,041	111,630
Eco Store & Mail Order		11,368	-	-	11,368	51,996
Visitor Centre		-	-	-	-	98,607
Café & Bar		165,057	-	-	165,057	323,462
Venue & Accommodation		213,248	-	-	213,248	299,454
Training & Consultancy		-	-	-	-	47,609
		1,765,406	-	-	1,765,406	2,410,030
<i>Other Income:</i>						
Miscellaneous Income		80,478	-	-	80,478	6,760
Total Income		3,483,176	827,045	-	4,310,221	4,065,203



Statement of Financial Activities (continued)

(including an Income and Expenditure Account) for the Year Ended 31 March 2025

	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2025	Total 2024
		£	£	£	£	£
Expenditure on:						
<i>Raising funds:</i>	5					
Fundraising		437,239	-	-	437,239	343,829
Membership		35,105	-	-	35,105	32,522
		472,344		-	472,344	376,351
<i>Charitable Activities:</i>	6					
Graduate School		2,027,149	-	-	2,027,149	1,925,587
Schools & Groups		71,700	-	-	71,700	116,924
University Visits		12,099	-	-	12,099	13,147
Short Courses		176,975	-	-	176,975	147,851
Eco Store & Mail Order		22,613	-	-	22,613	83,039
Visitor Centre		119,294	-	-	119,294	327,586
Café & Bar		352,451	-	-	352,451	562,861
Venue & Accommodation		392,833	-	-	392,833	396,430
Projects		-	426,624	-	426,624	323,051
Miscellaneous		-	-	11,677	11,677	-
		3,175,114	426,624	11,677	3,613,415	3,896,476
Total Expenditure		3,647,458	426,624	11,677	4,085,759	4,272,827
Net (expenditure)/income before transfers		(164,283)	400,421	(11,677)	224,462	(207,624)
Net transfers between funds		277,233	(277,233)	-	-	-
Net movement in funds		112,950	123,188	(11,677)	224,462	(207,624)
Total funds brought forward		738,452	576,700	20,116	1,335,267	1,542,891
Total funds carried forward	16	851,402	699,888	8,439	1,559,729	1,335,267

The statement of financial activities includes all gains and losses recognised in the year. All the above amounts derive from continuing activities.



Balance Sheet at 31 March 2025

	Notes	2025	2025	2024	2024
		£	£	£	£
Fixed Assets					
Tangible Assets	9		2,975,047		2,838,042
Investments	10		100		100
			2,975,147		2,838,142
Current Assets					
Stocks	11	11,455		19,045	
Debtors	12	655,555		599,569	
Cash at bank		259,125		426,487	
		926,135		1,045,101	
Creditors: amounts falling due within one year	13	(928,284)		(1,074,092)	
Net Current Assets			(2,149)		(28,991)
Total Assets less Current Liabilities			2,972,998		2,809,152
Creditors: amounts falling due after more than one year	14		(1,413,269)		(1,473,885)
Net Assets			1,559,729		1,335,267
Funds of the Charity					
Endowment Funds			8,439		20,116
Restricted Funds			699,888		576,700
Unrestricted Funds			851,402		738,452
Total Funds			1,559,729		1,335,267

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 20 March 2026 and signed on their behalf by:

Ben Summers (Chair)

Registered Charity Number: 265239 • Company Number: 1090006



Statement of Cash Flows for the Year Ended 31 March 2025

	Notes	2025		2024
	£	£		£
Cash flows from operating activities:				
Net income/(expenditure) for the year		224,462		(207,624)
Investment income receivable		(3,709)		(6,403)
Interest payable		112,197		125,123
Depreciation of tangible fixed assets		51,424		51,751
Impairment of tangible fixed assets		14,128		-
Decrease in stocks		7,590		14,870
(Increase)/Decrease in debtors		(55,986)		235,325
Decrease in creditors		(176,408)		(58,863)
Net cash provided by operating activities		173,698		154,089
Cash flows from financing activities:				
Loans received		18,000		-
Repayment of borrowing		(48,016)		(45,655)
Net cash used in financing activities		(30,016)		(45,655)
Cash flows from investing activities:				
Investment income receivable		3,709		6,403
Interest payable		(112,197)		(125,123)
Payments to acquire tangible fixed assets		(202,557)		(4,400)
Net cash used in investing activities		(311,045)		(123,120)
Change in cash and cash equivalents in the year		(167,362)		(14,686)
Cash and cash equivalents at the beginning of the year		426,487		441,173
Cash and cash equivalents at the end of the year		259,125		426,487



ANALYSIS OF CASH AND CASH EQUIVALENTS AND OF NET DEBT					
		At 1 April 2024	Cash flow	Other non- cash changes	At 31 March 2025
		£	£	£	£
Net cash:					
Cash at bank and in hand		426,487	(167,362)	-	259,125
Debt:					
Loans due within one year		(44,517)	30,016	(60,616)	(75,117)
Loans due in more than one year		(1,473,885)	-	60,616	(1,413,269)
Total		(1,091,915)	(137,346)	-	(1,229,261)



Notes to the Accounts

1. ACCOUNTING POLICIES

a. Statutory Information

Centre for Alternative Technology Charity Limited (CAT) is a charitable company limited by guarantee and is incorporated in England & Wales. The registered office address is Llwyngwern Quarry, Pantperthog, Machynlleth, Powys, SY20 9AZ.

b. 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.

c. Going Concern Basis and Material Uncertainty

The financial statements have been prepared on a going concern basis but the trustees have concluded that there is a material uncertainty in relation to this.

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.

Cash flows have been monitored very carefully and closely in recent years due to additional financial pressures from rising costs and interest rates, and reduced consumer spending due to cost-of-living pressures. This careful control, coupled with a focus on reducing costs and increasing income where possible, mean that sufficient cash flows have been maintained and are expected to continue to be maintained for the foreseeable future.

Despite positive developments in recent months, which are covered in more detail in the Trustees Annual Report, the cash position remains challenging. We continue to lack free reserves. Although we are conservative in estimating future fundraising and student fee income within our cashflow forecasts, and although the aggregate value of these likely sources exceeds the level required to sustain operations (meaning that CAT does not need to secure every projected income stream), it is still the case that failure to secure multiple high value likely sources of income could alter the charity's Going Concern position. Furthermore, it has been necessary to seek a loan from WCVA in order to support cash flow. For these reasons, we conclude that there is a material uncertainty relating to the Going Concern position.

At this time, and acknowledging the material uncertainty, the trustees consider that CAT is a going concern and it is appropriate to prepare the accounts as such.



d. Income

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 accrual's basis.

Life memberships are accounted for on a receipt basis.

e. 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 based on 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.

f. 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.

g. 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.

h. Expenditure

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 based on turnover. This includes VAT irrecoverable under partial exemption.

i. 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 contributes 3% (2023: 3%) 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 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 based on 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.

j. Leases

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

k. 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
Assets under construction	Not depreciated
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

l. Investments

Investments in subsidiaries are measured at cost less impairment.

m. 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.

n. 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.



o. 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.

p. 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.

q. 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.

r. 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.

s. 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. DETAILED COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2024
	£	£	£	£
Income from:				
<i>Donations and legacies:</i>				
Donations	641,818	86,232	-	728,050
Grants	-	311,891	-	311,891
Legacies	236,254	15,000	-	251,254
Memberships & Subscriptions	357,217	-	-	357,217
	1,235,289	413,123	-	1,648,412
<i>Charitable Activities:</i>				
Graduate School	1,415,138	-	-	1,415,138
Schools & Groups	38,758	-	-	38,758
University Visits	23,376	-	-	23,376
Short Courses	111,630	-	-	111,630
Eco Store & Mail Order	51,996	-	-	51,996
Visitor Centre	98,607	-	-	98,607
Café & Bar	323,462	-	-	323,462
Venue & Accommodation	299,454	-	-	299,454
Training & Consultancy	47,609	-	-	47,609
	2,410,030	-	-	2,410,030
<i>Other Income:</i>				
Miscellaneous Income	6,403	-	357	6,760
Total Income	3,651,723	413,123	357	4,065,203



DETAILED COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2024
	£	£	£	£
Expenditure on:				
<i>Raising funds:</i>				
Fundraising	343,829	-	-	343,829
Membership	32,522	-	-	32,522
	376,351	-	-	376,351
<i>Charitable Activities:</i>				
Graduate School	1,925,587	-	-	1,925,587
Schools & Groups	116,924	-	-	116,924
University Visits	13,147	-	-	13,147
Short Courses	147,851	-	-	147,851
Eco Store & Mail Order	83,039	-	-	83,039
Visitor Centre	327,586	-	-	327,586
Café & Bar	562,861	-	-	562,861
Venue & Accommodation	396,430	-	-	396,430
Projects	-	323,051	-	323,051
Miscellaneous	-	-	-	-
	3,573,425	323,051	-	3,896,476
Total Expenditure	3,949,776	323,051	-	4,272,827
Net (expenditure)/income before transfers	(298,053)	90,072	357	(207,624)
Net transfers between funds	56,085	(56,085)	-	-
Net movement in funds	(241,967)	33,987	357	(207,624)
Total funds brought forward at 1 April 2024	980,419	542,713	19,759	1,542,891
Total funds carried forward at 31 March 2025	738,452	576,700	20,116	1,335,267



3. GRANTS

Grants receivable during the year comprises:

	Unrestricted	Restricted	2025 Total	Unrestricted	Restricted	2024 Total
	£	£	£	£	£	£
<i>Zero Carbon Britain</i>						
A funder wishing to remain anonymous	-	25,000	25,000	-	25,000	25,000
Moondance	-	-	-	-	100,000	100,000
Joseph Rowntree Found.	-	55,000	55,000	-	-	-
<i>Education and Research</i>						
E&G Morgan Trust	-	5,000	5,000	-	15,000	15,000
Bold Futures	-	-	-	-	8,253	8,253
<i>Other Grants</i>						
Powys County Council CRF	-	-	-	-	50,000	50,000
Canonesses	-	-	-	-	107,385	107,385
Powys County Council SPF	-	149,653	149,653	-	4,253	4,253
The Ratcliffe Foundation	-	-	-	-	2,000	2,000
Kodaikanal International	-	3,656	3,656	-	-	-
Woodland Management	-	3,000	3,000	-	-	-
WCVA	-	11,132	11,132	-	-	-
Ynni Cymru	-	207,152	207,152	-	-	-
Mid Wales Growth Deal	-	8,892	8,892	-	-	-
Total Grants Received	-	468,485	468,485	-	311,891	311,891



4. NET INCOME AND EXPENDITURE FOR THE YEAR

This is stated after charging:

	2025	2024
	£	£
Auditor's remuneration – external audit (excluding VAT)	26,000	20,275
Depreciation	51,424	51,751
Impairment of tangible fixed assets	14,128	-
Operating leases – land	550	550
Termination settlement payment	3,200	9,000
Redundancy payments	1,603	35,977

5. EXPENDITURE ON RAISING FUNDS

	Direct costs	Employment costs	Support costs (note 7)	2025 Total	Direct costs	Employment costs	Support costs (note 7)	2024 Total
	£	£	£	£	£	£	£	£
Fundraising	95,997	165,447	175,795	437,239	72,644	146,658	124,527	343,829
Memberships	14,666	-	20,439	35,105	9,881	-	22,641	32,522
	110,663	165,447	196,234	472,344	82,526	146,658	147,168	376,352



6. EXPENDITURE ON CHARITABLE ACTIVITIES.

	Direct costs	Employment costs	Support costs (note 7)	2025 Total	Direct costs	Employment costs	Support costs (note 7)	2024 Total
	£	£	£	£	£	£	£	£
Graduate School	317,746	929,535	779,868	2,027,149	280,558	840,609	804,420	1,925,587
Schools & Groups	829	54,383	16,488	71,700	10,467	74,901	31,555	116,924
University Visits	1,130	5,954	5,015	12,099	1,350	5,150	6,646	13,146
Short Courses	28,537	61,581	86,857	176,975	36,088	51,264	60,498	147,850
Eco Store & Mail Order	13,039	-	9,574	22,613	31,559	-	51,480	83,039
Visitor Centre	1,849	69,902	47,543	119,294	3,456	129,416	194,715	327,586
Café & Bar	70,225	189,194	93,032	352,451	157,351	278,433	127,077	562,861
Venue & Accommodation	62,172	152,566	178,095	392,833	51,938	203,166	141,326	396,430
	495,527	1,463,115	1,216,472	3,175,114	572,767	1,582,939	1,417,717	3,573,423

7. ANALYSIS OF GOVERNANCE AND SUPPORT COSTS

	Employment costs	Other costs	2025 Total	Employment costs	Other costs	2024 Total
	£	£	£	£	£	£
Administration	215,912	360,004	575,916	268,494	345,419	613,913
Finance	95,892	90,937	186,829	106,801	43,730	150,531
Estates	111,246	202,734	313,980	193,318	170,421	363,739
Information Technology	58,023	43,404	101,427	73,999	48,518	122,517
Marketing	132,907	36,091	168,998	180,607	81,825	262,432
Depreciation	-	65,557	65,557	-	51,753	51,753
	613,980	798,727	1,412,707	823,219	741,666	1,564,885



ANALYSIS OF GOVERNANCE AND SUPPORT COSTS (CONTINUED)

	Admin	Finance	Estates	IT	Marketing	Depreciation	Total
	£	£	£	£	£	£	£
Graduate School	327,927	63,573	156,990	57,753	128,469	45,157	779,868
Schools & Groups	10,339	1,160	-	1,821	2,344	824	16,488
University Visits	1,714	804	-	302	1,625	571	5,015
Short Courses	27,164	6,301	31,398	4,784	12,733	4,476	86,857
Eco Store/Mail Order	6,248	597	-	1,100	1,206	424	9,574
Visitor Centre	13,728	-	31,398	2,418	-	-	47,543
Café & Bar	39,806	8,664	31,398	7,010	-	6,154	93,032
Venue & Accom.	62,523	11,194	62,796	11,011	22,620	7,951	178,095
Fundraising	83,806	77,229	-	14,759	-	-	175,795
Memberships	2,663	17,307	-	469	-	-	20,439
Total 2025	575,916	186,829	313,980	101,427	168,998	65,557	1,412,707

	Admin	Finance	Estates	IT	Marketing	Depreciation	Total
	£	£	£	£	£	£	£
Graduate School	322,259	59,211	145,495	64,313	182,141	31,001	804,420
Schools & Groups	20,087	1,622	-	4,009	4,988	849	31,555
University Visits	1,790	978	-	357	3,009	512	6,646
Short Courses	32,524	4,670	-	6,491	14,368	2,445	60,498
Eco Store/Mail Order	4,251	2,176	36,374	848	6,692	1,139	51,480
Visitor Centre	25,211	4,126	145,495	5,031	12,692	2,160	194,715
Café & Bar	58,424	13,535	36,375	11,657	-	7,086	127,077
Venue & Accom.	69,770	12,529	-	13,924	38,542	6,561	141,326
Fundraising	73,183	36,739	-	14,605	-	-	124,527
Memberships	6,414	14,945	-	1,282	-	-	22,641
Total 2024	613,913	150,531	363,739	122,517	262,432	51,753	1,564,885



ANALYSIS OF GOVERNANCE AND SUPPORT COSTS (CONTINUED)

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; 20% Eco Store and Café)
Information Technology	In proportion to total costs (excluding stock purchases)
Marketing:	In proportion to income (excluding Café which does not use marketing directly; and Fundraising and Membership that have costs allocated directly)
Depreciation:	In proportion to income (for trading units only)

8. TRUSTEES AND EMPLOYEES

No remuneration was paid or waived by any trustee during the year (2024: £nil).

Total expenses reimbursed to trustees were £73 (2024: £95). This relates to a training course, and the total expenses were claimed by one trustee (2024: 1).

Employee costs during the year were:

	2025	2024
	£	£
Wages and salaries	2,037,573	2,302,620
Social Security	181,090	203,672
Pension (Defined contribution schemes)	221,220	202,528
Termination settlement payment	3,200	9,000
Redundancy payments	1,603	35,977
	2,444,686	2,753,797

The average number of employees during the year, calculated on a headcount basis, was:

	2025	2024
	Number	Number
Fundraising	4	4
Charitable activities	71	94
	75	98



TRUSTEES AND EMPLOYEES (CONTINUED)

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

	2025	2024
	Number	Number
£60,000 - £70,000	3	3

The emoluments of key management staff were £405,478 (2024: £354,629), including Employer's National Insurance and Pension Contributions.

9. TANGIBLE FIXED ASSETS

	Freehold Land and Buildings	Assets under construction	Plant and Machinery	Fixtures and Fittings	Computer Equipment	Motor Vehicles	Total
	£	£	£	£	£	£	£
Cost:							
At 1 April 2024	2,900,640	135,498	791,545	72,030	22,623	-	3,922,336
Additions	-	17,100	185,457	-	-	-	202,557
Disposals	-	-	(2,655)	-	-	-	(2,655)
At 31 March 2025	2,900,640	152,598	974,347	72,030	22,623	-	4,122,238
Depreciation							
At 1 April 2024	205,985	-	790,177	66,210	21,922	-	1,084,294
Charge for the year	48,396	-	648	1,679	701	-	51,424
Impairment	14,128	-	-	-	-	-	14,128
Disposals	-	-	(2,655)	-	-	-	(2,655)
At 31 March 2025	268,509	-	788,170	67,889	22,623	-	1,147,191
Net book value:							
At 31 March 2025	2,632,131	152,598	186,177	4,141	-	-	2,975,047
At 31 March 2024	2,694,655	135,498	1,368	5,820	701	-	2,838,042

The value of land included in 'Freehold land and buildings', which is not depreciated, is £384,527 (2024: £384,527).



10. INVESTMENTS

The Charity holds 100% of the share capital (100 £1 shares) and voting rights in its dormant subsidiary, C.A.T Alternative Technology Trading Ltd.

11. STOCK

	2025	2024
	£	£
Retail	4,176	8,566
Publications	1,933	4,188
Café & Bar	5,346	6,291
	11,455	19,045

12. DEBTORS

Amounts falling due within one year

	2025	2024
	£	£
Trade debtors	87,702	300,015
Prepayments	50,241	69,410
Accrued income	488,809	229,744
Other	400	400
VAT recoverable	28,403	-
	655,555	599,569



13. CREDITORS

Amounts falling due within one year

	2025	2024
	£	£
Trade creditors	305,134	371,622
Tax and social security	80,961	43,184
Loans	75,117	44,517
Other creditors	-	136,534
Accruals	287,557	182,916
Deferred income	179,515	294,759
VAT Liability	-	560
	928,284	1,074,092

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

13a. DEFERRED INCOME

	2025	2024
	£	£
Balance at the beginning of the year	294,759	381,201
Amount released to income in the year	(1,650,066)	(1,628,070)
Amount deferred in the year	1,534,822	1,541,628
Balance at the end of the year	179,515	294,759

14. CREDITORS

Amounts falling due after more than one year

	2025	2024
	£	£
Loans	1,413,269	1,473,885



15. LOANS

Analysis of loan repayments

	2025	2024
	£	£
Amounts falling due:		
within one year	75,117	44,517
between two and five years	241,092	153,641
after five years	1,172,177	1,320,244
	1,488,386	1,518,402

The loans are secured by a fixed and floating charge over all the charity's property and assets both present and future. Remaining loan terms range from 3 years to 21 years with interest rates ranging from 2.5% fixed to 3.5% above base rate.

In addition, Companies House is still currently showing charges relating to the Big Lottery and Welsh Ministers. We understand that these are no longer current and are working to confirm this. We will request any changes necessary be made at Companies House.



16. FUNDS: MOVEMENTS IN THE YEAR

A) Endowment funds

	Balance at 1 April 2024	Income & Gains	Expenditure & Losses	Transfers	Balance at 31 March 2025
	£	£	£	£	£
Josh Brown Bursary Fund	20,116	-	(11,677)	-	8,439

	Balance at 1 April 2023	Income & Gains	Expenditure & Losses	Transfers	Balance at 31 March 2024
	£	£	£	£	£
Josh Brown Bursary Fund	19,759	357	-	-	20,116

B) Unrestricted Funds

	Balance at 1 April 2024	Income & Gains	Expenditure & Losses	Transfers	Balance at 31 March 2025
	£	£	£	£	£
General Fund	738,452	3,483,176	(3,647,458)	277,233	851,402

	Balance at 1 April 2023	Income & Gains	Expenditure & Losses	Transfers	Balance at 31 March 2024
	£	£	£	£	£
General Fund	980,419	3,651,723	(3,949,776)	56,085	738,452

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



FUNDS: MOVEMENTS IN THE YEAR (CONTINUED)

C) Restricted Funds

	Balance at 1 April 2024	Income & Gains	Expenditure & Losses	Transfers	Balance at 31 March 2025
	£	£	£	£	£
T Howell Bursary	1,559	-	-	-	1,559
Sir John Houghton Bursary Fund	32,195	-	(4,413)	-	27,782
Zero Carbon Futures	5,000	-	-	-	5,000
E&G Morgan Trust	18,409	5,000	(9,506)	-	13,903
ZCB Hub & Innovation Lab	81,585	105,000	(85,130)	(2,083)	99,372
Woodland Management	-	3,000	(3,000)	-	-
Cynefin	30,264	-	-	(8,208)	22,056
K Chambers Rose Jessica-Maia	8,397	9,047	(3,353)	-	14,091
Anonymous	76,290	-	(12,157)	-	64,133
Canonesses	230,000	99,513	(98,512)	(1,001)	230,000
Mindsets and Missions	2,000	-	-	(2,000)	-
Bold Futures	20,578	-	-	(13,578)	7,000
The Big Give	39,655	-	-	(39,655)	-
Acoustics Project	12,000	-	(8,857)	(3,143)	-
WCVA – Volunteering Wales	9,462	11,132	(16,058)	-	4,536
Anonymous	9,307	25,000	(21,861)	-	12,446
Shared Prosperity Fund	-	149,653	(141,851)	(7,802)	-
Mid Wales Growth Deal	-	8,892	-	(8,892)	-
E&G Morgan Trust	-	200,000	-	-	200,000
Ynni Cymru	-	207,152	(16,000)	(191,152)	-
Kodaikanal International	-	3,656	(3,937)	281	-
National Gallery	-	-	(1,989)	-	(1,989)
	576,700	827,045	(426,624)	(277,233)	699,888



	Balance at 1 April 2023	Income & Gains	Expenditure & Losses	Transfers	Balance at 31 March 2024
	£	£	£	£	£
T Howell Bursary	1,559	-	-	-	1,559
Sir John Houghton Bursary Fund	39,234	-	(7,039)	-	32,195
Zero Carbon Futures	5,000	-	-	-	5,000
Ethel and Gwynne Morgan Trust	9,522	15,000	(6,113)	-	18,409
ZCB Hub & Innovation Lab	103,612	100,000	(87,861)	(34,167)	81,585
Woodland Management	-	2,000	(2,000)	-	-
Cynefin	75,000	50,000	(94,736)	-	30,264
K Chambers Rose Jessica-Maia	10,227	-	(1,831)	-	8,397
Anonymous	54,060	35,000	(12,770)	-	76,290
Canonesses	230,000	107,385	(90,510)	(16,875)	230,000
Mindsets and Missions	2,000	-	-	-	2,000
Bold Futures	12,500	8,253	(175)	-	20,578
The Big Give	-	40,100	(445)	-	39,655
Acoustics Project	-	15,000	-	(3,000)	12,000
WCVA – Volunteering Wales	-	11,132	-	(1,670)	9,462
Anonymous	-	25,000	(15,693)	-	9,307
Shared Prosperity Fund (SPF100)	-	2,125	(1,923)	(202)	-
Shared Prosperity Fund (SPF108)	-	2,128	(1,956)	(172)	-
	542,713	413,213	(323,051)	(56,085)	576,700



FUNDS: MOVEMENTS IN THE YEAR (CONTINUED)

Where permissible under the terms of the funding, any remaining balance on individual funds has been transferred to unrestricted fund. Transfers from restricted funds arise in a number of circumstances. These include: contributions to our overhead costs; where some or all of the fund has been used to acquire capital assets and the hence the expenditure is capitalised rather than charged directly against the restricted fund (e.g. Ynni Cymru); minor adjustments to fund balances where related costs have not been charged against the fund during the year; and, where permissible under the terms of the funding, any remaining balance on the fund following completion of the activity or project can be transferred to unrestricted funds.

In relation to The Big Give, at March 2024 it was considered that the wording of the appeal may give rise to it being treated as restricted when the intention had been that it should be unrestricted. In the interests of prudence, it was treated as restricted. It has subsequently been confirmed that it is unrestricted and hence it has been transferred out of restricted funds in the year to March 2025.

In addition to transfers out of restricted funds, it is sometimes necessary to make a transfer in to restricted funds from unrestricted funds. This is typically where the ultimate cost of the funded activity or project is more than the funding provided (e.g. Kodaikanal International).

Fund Name	Purpose
T Howell Bursary	To fund educational visits to CAT by schools from six counties of North Wales.
Sir John Houghton Bursary Fund	Bursary fund for GSE students.
Zero Carbon Futures	To develop new materials for teaching based on Zero Carbon Britain research for use by Engagement Team.
Ethel & Gwynne Morgan Trust	To assist a successful student applicant with CAT Graduate School course fees
ZCB Hub & Innovation Lab	To continue to develop the Zero Carbon Britain project, looking at how the UK can transition rapidly to a Zero Carbon future.
Woodland Management	A grant to support woodland maintenance and habitat restoration work
K Chambers Rose Jessica-Maia	To assist a successful student applicant with CAT Graduate School course fees
A fund wishing to remain anonymous	To assist successful student applicants with CAT Graduate School course fees
Canonesses	To redevelop the Straw Bale Theatre and funding for two education staff posts to develop a high-quality learning experience.
Mindsets and Missions	To support involvement in the Mindsets and Missions Learning Programme.
Bold Futures	To support a project to undertake values-led work that involves underrepresented audiences.
The Big Give	Green Match Fund 2024
Acoustics Project	To fund materials and building costs for Graduate School Acoustics Project
WCVA – Volunteering Wales	A grant towards the staff costs of the Volunteering Manager
A fund wishing to remain anonymous	A grant towards the staff costs of the Knowledge and Outreach Co-ordinator
Shared Prosperity Fund	Grant funding for the Growing Green Skills capacity in Powys project



Mid Wales Growth Deal	Grant funding towards the Cynefin capital development programme
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Ethel and Gwyn Morgan Trust	Match funding towards the Cynefin capital development programme
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Ynni Cymru	Grant funding for green energy
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Kodaikanal International	Educational partnership
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National Gallery	Commissioned work for National Gallery bicentennial
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17. ANALYSIS OF ASSETS BETWEEN FUNDS

Fund balances are represented by:

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds
	£	£	£	£
Tangible fixed assets	2,975,047	-	-	2,975,047
Fixed asset investments	100	-	-	100
Net current (liabilities)/assets	(710,476)	699,888	8,439	(2,149)
Creditors due after more than one year	(1,413,269)	-	-	(1,413,269)
Net assets at 31 March 2025	851,402	699,888	8,439	1,559,729

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds
	£	£	£	£
Tangible fixed assets	2,838,042	-	-	2,838,042
Fixed asset investments	100	-	-	100
Net current (liabilities)/assets	(625,807)	576,700	20,116	(28,991)
Creditors due after more than one year	(1,473,885)	-	-	(1,473,885)
Net assets at 31 March 2024	738,450	576,700	20,116	1,335,266

18. OPERATING LEASE COMMITMENTS

Annual commitments under operating leases are as follows:

	2025	2024
	£	£
Expiry date:		
within one year	-	660
within 2 – 5 years	3,828	-
	3,828	660

19. CAPITAL COMMITMENTS

The Charity had no capital commitments outstanding at the year-end (2024: none)

20. ULTIMATE CONTROLLING PARTY

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



21. 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.

22. RELATED PARTY TRANSACTIONS

One of the Trustees, who wishes to remain anonymous, has made an interest free loan to the Charity of £18,000 with no fixed repayment date. The Trustees and Senior Management team are not aware of any other related party transactions that require disclosure.

Accounts



Centre for Alternative Technology Charity Limited
Elusen Cyfyngedig Canolfan y Dechnoleg Amgen

Annual Report and Financial Statements
for the year ended 31 March 2024

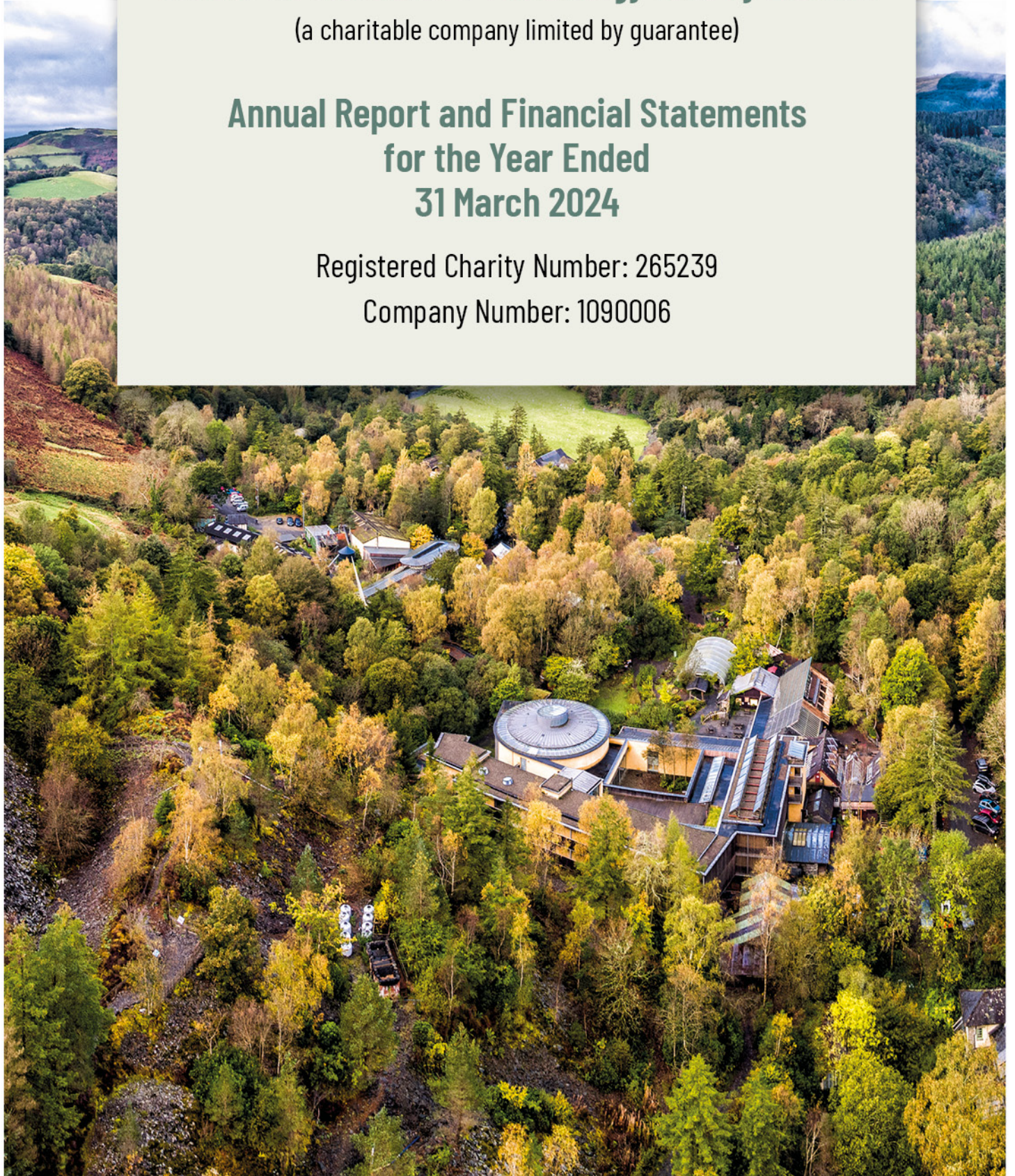
Centre for Alternative Technology Charity Limited

(a charitable company limited by guarantee)

Annual Report and Financial Statements for the Year Ended 31 March 2024

Registered Charity Number: 265239

Company Number: 1090006





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Chair's Statement

50 years of positive solutions

In 2023–24, we looked back over 50 years of CAT and celebrated our story and impact so far.

Our beginnings as an off-grid community that acted as a testbed for experimenting with alternative technologies in response to growing environmental concerns.

Our ongoing educational mission that saw the first students enrol in our Graduate School of the Environment in 2007 and today counts more than 2,000 graduates.

Our Zero Carbon Britain project, which has provided a model for how the UK could reach net zero greenhouse gas emissions using technology available today.

And so much more, made possible thanks to the support of people like you.

Over the decades, we have evolved to respond to the growing challenges posed by the climate and nature crisis. With scientific predictions becoming ever-more alarming and political action continuing to be woefully inadequate, CAT is providing hope grounded in evidence-based research and practical solutions.

This year, we have engaged our diverse community of changemakers through events, courses and resources, giving people what they need to act.

Our 50th Anniversary Open Day and Members Conference were wonderful ways to mark our milestone birthday but also look forward to the challenges and opportunities ahead. All year, we welcomed visits from university students and school groups from across the UK, empowering a new generation to take action. And we continued to meet with policymakers to inform and influence their decisions.

This year, we have also had to make some difficult choices. With a heavy heart, we closed our visitor centre to walk-in visitors due to rising running costs, reduced visitor numbers to Wales post-pandemic, and funding delays. This

unfortunately resulted in some redundancies and we have had to make efficiencies elsewhere in response to short-term funding challenges, during a challenging time for the charity sector in the UK.

But despite these setbacks, we remain committed to carrying out our vital work with you by our side.

As we enter the new year, we are commencing the work, funded by the Mid Wales Growth Deal and other major institutions, to make significant improvements to our visitor offer and learning facilities, which will allow us to inspire, educate and empower many more people and, in time, reopen to walk-in visitors. We're also launching new green skills training for 16 to 18-year-olds. And we'll be continuing to deliver courses, events and postgraduate degrees.

What might life look like in another 50 years? By helping people imagine the world they want for their future selves and the next generations, and supporting them with the knowledge, skills and tools to make it happen, we remain hopeful for a safer, healthier and fairer future.

Thank you for your support.

Ben Summers

Chair

Date 31 January 2025



Trustees' Report for the Year Ended 31 March 2024

Trustees, Officers and Advisers

The trustees present their report and the audited financial statements for the year ended 31st March 2024.

Reference and administrative information set out on page 4 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association, the requirements of a directors' report as required under company law, and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

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:

- Dr Sara (Sally) Carr (Chair of Board of Trustees until June 2023)
- Andrew Pearman (Vice Chair and Chair of IT Committee)
- Andrew Menzies (retired in December 2023)
- Roger Thomas (Chair of Organisational Development Committee)
- Anthony (Tony) Gross
- Kalyani Gandhi-Rhodes
- Sonya Bedford
- Theresa Löber
- Kevin Gould (Chair of Audit Finance and Performance Committee)
- Rhiannon Turner
- Ben Summers (Chair of Board of Trustees)

- Sian Thomas (Resigned October 2024)
- Eve Jardine-Young

Company Secretary:

Paul Booth

Key Management Personnel:

The Senior Management Team during the year consisted of:

- Paul Booth (Co-CEO and Director of Finance and Operations)
- Eileen Kinsman (Co-CEO and Head of Development)
- John Challen (Head of Eco Centre)
- Ed Parsons (Head of Visitor Services)
- Dr Adrian Watson (Head of School)

Principal Bankers: Triodos Bank, Deanery Road, Bristol, BS1 5AS

Auditor: Sayer Vincent LLP, 110 Golden Lane, London, EC1Y 0TG

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 5th January 1973 and changed its name to Centre for Alternative Technology Charity Limited on 28th June 1990. It is governed by its Memorandum and Articles of Association dated 5th January 1973, as amended by resolutions on 21st May 1990, 8th September 2003, 4th December 2008, 13th September 2010, 4th February 2021 and 30th April 2024.

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'.

Vision

Our vision is a sustainable future for all humanity as part of a thriving natural world.

Mission

The Centre for Alternative Technology (CAT) exists to inspire, inform and enable humanity to respond to the climate and biodiversity emergency.

Activities

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

- Providing postgraduate courses.
- Supporting local authorities, communities and other organisations through the Zero Carbon Britain Hub and Innovation Lab.
- Providing education for groups from schools, colleges and universities.
- 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

In 2023–24, we marked 50 years of providing positive solutions to the climate and nature crisis together with people and organisations from the CAT community across Wales, the UK and beyond. We delivered more events, courses and resources to equip people with the tools to take action. And we continued to engage policymakers to make change happen at all levels. All while developing our plans to make CAT fit for the next 50 years.

Celebrating 50 years

Our 50th anniversary celebrations over the year included our 50th celebration event in August, when we welcomed hundreds of friends, old and new, to CAT to mark this important milestone in our history and share our future plans. Our Members' Conference in November brought together this special part of our community to say thank you for five decades of support and look forward to our next chapter. We also published an anniversary edition of *Clean Slate* magazine, held a special CAT at 50 photography exhibition, and enjoyed a BBC Radio Wales-commissioned radio documentary about CAT, which aired in November.

Inspiring students

This year, we welcomed groups of university students and school pupils from across the UK, for both day visits and longer residential stays. We led tours and ran workshops on renewable energy, green building, resource use, and 'futuring', empowering a new generation to take action. Their feedback told us they appreciated the opportunity to get out into nature and take part in hands-on workshops, bringing practical solutions to the climate and nature crisis to life.

Educational events

All year, we hosted and took part in a diverse calendar of events, including bringing together architecture and built environment students to discuss how the sector can respond to the climate and nature emergency; our Graduate Symposium, a day full of inspiring talks and discussions; our Soil Symposium, part of the Tyfu Dyfi partnership project; and the Wales-leg of the

Retrofit Reimagined Festival, coordinated by our friends at Civic Square.

We also hosted conferences, events and workshops for other organisations, including the Royal Society of Architects Wales, the Future Generations Commissioner for Wales team, Theatr Genedlaethol Cymru, and Cwmpas. And we were proud to host exhibitions including our Masters in Architecture students' end of year show and CHERISH, exploring the impacts of climate change on our coastal heritage.

New courses

CAT students continued to build their knowledge, skills and networks in a range of topics relating to sustainability – from sustainable architecture and renewable energy to ecology and behaviour change.

This year, we expanded our catalogue of Graduate School courses to include our new Masters in Research (MRes) Sustainability and Adaptation course, the first of its kind in Wales, developed plans for a new horticulture course (for 2024–25) in partnership with Aberystwyth University, and launched a new short course 'Zero Carbon Britain – Scaling up Community Action in the Climate and Ecological Emergency'.

In July, we celebrated our largest-ever graduating class, with students from CAT's Graduate School of the Environment joining us online and on-site at CAT for their graduation ceremony. More than 2,000 people have now graduated from our courses to develop their careers across sectors and around the globe.

Working with policymakers

We continued to meet with policymakers to inform and influence their decisions which affect us all. This included training and support for local authorities through our Zero Carbon Britain Hub and Innovation Labs, working with the National Infrastructure Commission for Wales (NICW) to present new research on renewable energy in Wales to the Welsh Government, and providing expert advice to the Wales Net Zero 2035 Challenge Group, examining potential pathways to net zero.



Zero Carbon Britain

This has been our first full year, with renewed funding from The Moondance Trust and undergoing a new structure, with the Innovation Lab now as a stand-alone department within CAT, and training now sitting within the broader 'education and engagement' offer.

We used the beginning of the year to finalise three pieces of commissioned work and to reflect on the previous three years of the Moondance funded project and the outcomes and experiences to date of the Innovation Lab.

The team have successfully completed several pieces of commissioned work for organisations such as the Local Government Association, National Infrastructure Commission for Wales, Arts Council Wales and Natural Resources Wales, developing key relationships and skills which will support and enable a sustainable future for the Innovation Lab.

Innovation Lab

The Innovation Lab received £100,000 in January 2024 from the Moondance Foundation, which is the second instalment from a total of £300,000 awarded over three years, to continue the work of the Innovation Lab.

Key activities in 2023/24 included:

Sustainability Standards Lab

The Sustainability Standards Lab was an internal process attended by key individuals from CAT, as well as external engineering and architectural consultants, to identify desired sustainability standards for CAT moving forwards, which would inform our application for Mid Wales Growth Deal funding for the site redevelopment project.

Transformational Leadership Lab

We successfully ran an innovation lab on Transformational Leadership in partnership with Hawkwood Centre for Future Thinking, which was attended by a wide range of individuals from the private, public and third sector. This lab was in direct response to the findings from our previous three years of Moondance funded labs, which indicated that poor governance and leadership act as a key barrier to achieving net zero.

Ecological Health in Neighbourhoods

The Ecological Health in Neighbourhoods programme is a project led by Civic Square, in partnership with Centric Lab and CAT's Innovation Lab.; it is a 9-month peer-to-peer learning journey for people interested in addressing systemic challenges to create neighbourhoods that are life-sustaining and provide people and nature with health, dignity and justice.

Planned Retrofit of the Civic Square Hub

We worked with Civic Square to produce a technical feasibility report for the retrofit of their site in Birmingham. This report will be informed by an innovation lab that explores what is possible regarding retrofit of the existing site and energy generation. The first site visit has been carried out.

Local Policy and Innovation Partnership Scheme

Following an approach by Aberystwyth University to be a partner within a funding bid to UK Research and Innovation (UKRI), the successful Local Policy and Innovation Partnership Scheme began in January 2024. The Innovation Lab has a key role to play in the 3-year project, which aims to support inclusive and sustainable development towards a wellbeing economy in Rural Wales.

Pathfinders Project

We were approached by the Joseph Rowntree Foundation to be one of only twenty-two organisations to take part in their flagship 'Pathfinders' project, through which we have worked with the other selected organisations who are recognised as being at the forefront of doing the difficult and important work of reimagining and redesigning the world they want to live in, to achieve deep, transformative change.

ZCB Training

Our Zero Carbon Britain training continues to be offered, now as part of our short course offer.

Key training events this year have included:

- Two-day Zero Carbon Britain (ZCB) training on site – our first in person ZCB course since before the pandemic. We welcomed delegates to the CAT site for content

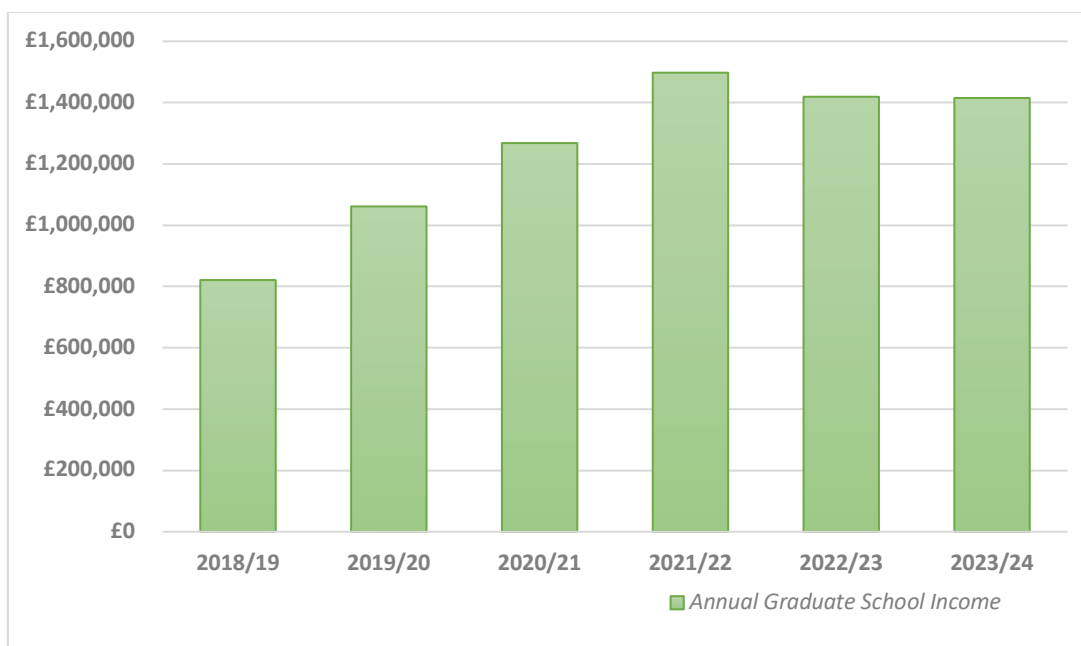


delivered by the ZCB team as well as guest speakers including representatives from the Transition Movement, Civic Square and the South-East Climate Alliance. The theme of the two days was very much about empowering communities.

- Energy 4 all – we delivered an online session for members of Westmill Wind and Solar and ran sessions at the Energy4all annual conference.
- Carbon Literacy for Local Authorities – we continued to run the highly successful Carbon Literacy training for Local Authorities with bespoke sessions for Powys County Council, Publica and the Somerset Alliance of Local Councils, as well as general courses attracting a range of Local Authority participants. We have now worked with over 250 councils across the project.
- Other training provided this year included Carbon Literacy for the Housing Sector, the newly developed Carbon Literacy for Communities, and for organisations such as Coed Lleol (Small Woods) and Civic Square.
- We joined the British Retail Consortium Summer School offering presentations, workshops and a panel event as part of the Planet Pillar.



Graduate School of the Environment (GSE)



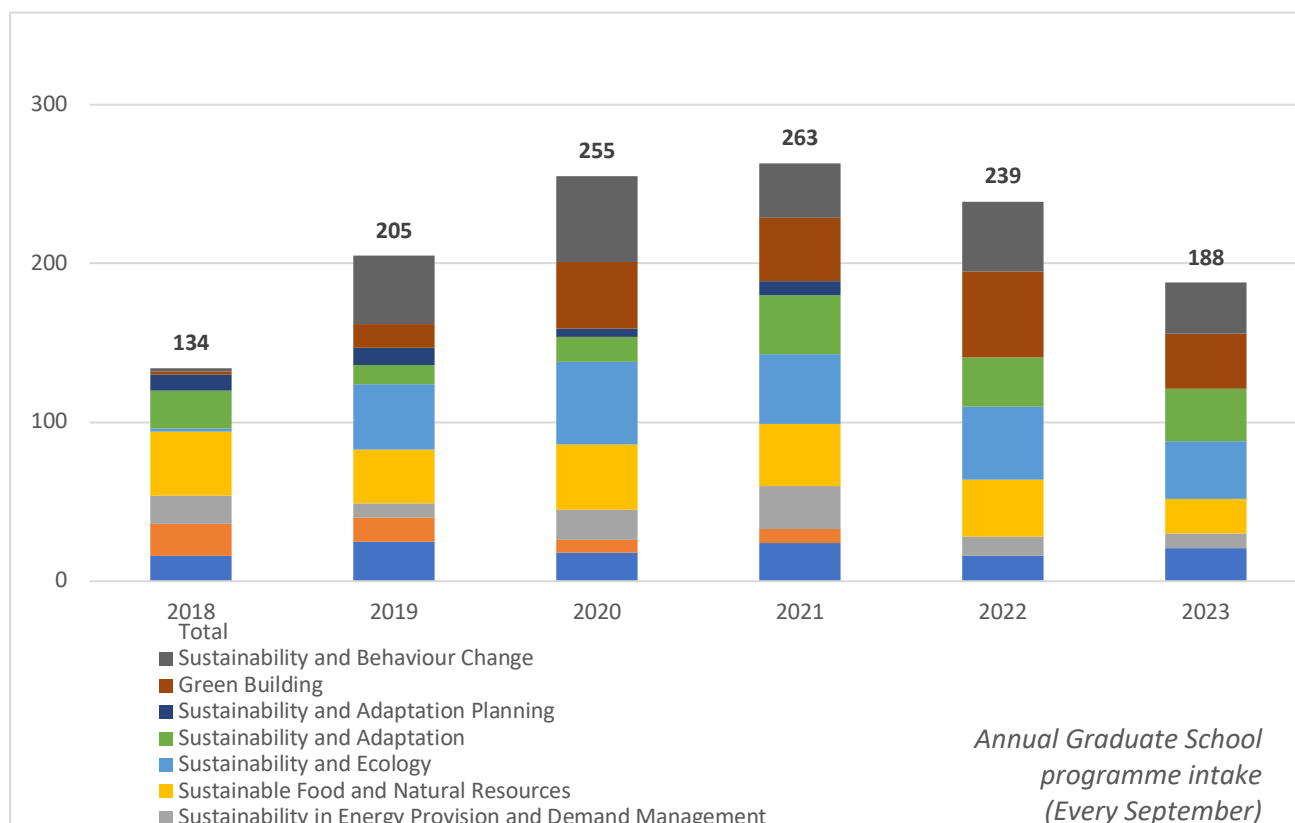
The wider Higher Education (HE) environment in the UK has proved challenging over the last 18 months. Restrictions imposed on overseas visa requirements have limited the overall number of students at postgraduate level across the UK. This has seen similar providers to CAT exit from the market, and other universities being more aggressive in recruiting students to courses. Other universities have also instituted cuts to staffing, and reduced courses in certain areas. Allied to this there has been a need to ready for proposed changes in the regulation of Architecture degrees and Welsh Higher Education sector.

Despite these wider HE issues the Graduate School has continued to make progress and it was another busy year. Following a desk-based review of course fees in 2022-23 it had been determined to bring fees more into agreement with the wider HE marketplace. M.Arch fees were left unchanged due to the relatively small student cohort and price sensitivities. But fees for Masters students were raised by 20% for home and overseas students as it was felt that recent increases had not addressed CATs own increasing costs and had fallen behind the wider HE Masters market.

Through raising fees and national sluggishness in the post-graduate market, we expected to see some

reduction in student intake but still recruited 188 students down from 239 in 2022. Recruitment remained balanced across the programmes offered by our two validating universities. The three Masters courses validated by the University of East London (UEL) saw 91 students enrolling, with 93 joining the three courses validated by Liverpool John Moores University (LJMU). Our highest recruiting courses are in (UEL) Sustainability and Adaptation, which reflects the planned improvements within the UEL course validation in 2022, and LJMU Ecology related programmes.

Our student profile remains mature (Masters student: average age 39, M.Arch 26) and well qualified on entry with almost a third of Masters students already holding a postgraduate qualification and all our M.Arch students holding a prior relevant undergraduate degree. In comparison to most other HE providers, many more of our students are in full time employment and/or have caring responsibilities. Our gender mix has become more female, at around 60% where previously it was fairly even between male and female, but we continue to struggle to attract an ethnically diverse cohort with the majority self-classifying as white.



The MSc student intake in September 2023 was split 58:42 part time / full time, which was very similar to last year. The high number of part time students is one of the strengths of our provision and reflects the flexibility of our Masters programmes, which supports part time participation and affordability particularly within the wider cost of living crisis. Full-time students often convert to part-time during the year to also take advantage of this flexibility.

Our high number of part time MSc students means that all our Masters students take an average of around three years to complete their course. From an educational viewpoint though, quicker progression is beneficial, and a longer-term target is completion in an average of 30 months, however the three-year time scale means that income from the student intake will continue to be reflected financially over several years.

Despite the number of overseas applications to Masters courses slightly falling, the numbers of enrolled overseas students showed a slight increase on recruitment from last year, 44 as opposed to 42. This suggests that our offer, and conversion

strategies for overseas students remains effective but there is still work to be done to target more overseas students in the first instance. Of the overseas students 21 were from EU countries with the remainder from the rest of the world, and so for the first time we recruited more students from non-EU countries than EU. This may be a lingering effect of Brexit and the attitude of European students to studying in the UK.

Following the introduction of a new curriculum in the 2022 UEL review, the M.Arch student recruitment increased slightly to 21 new students, mostly Full Time, whilst the overall cohort was 37 students, which has been relatively consistent over the last few years. This means that the majority of M.Arch students' progress through the course in two years. The part time M.Arch route remains a small minority of our enrolled students, due to the reduced funding availability for the part time M.Arch study compared to the full-time route but recruited a few extra students this year. However, the part time route retains its value as it provides an alternative route for students who would otherwise withdraw from the course due to external pressures such as problems with finance and illness.



This year, we expanded our catalogue of Graduate School courses to include our new research based, Masters in Research (MRes) Sustainability and Adaptation course, the first of its kind in Wales, and developed plans for a new horticulture course in partnership with Aberystwyth University and the National Botanic Garden of Wales. The MSc in Sustainable Horticulture has now been approved by Aberystwyth University and CAT will provide around a third of this programme. We look forward to receiving the first cohort of new students in the near future.

In Spring 2024 we successfully re-validated and refreshed the curricula of our programmes with Liverpool John Moores University (LJMU). As these courses had previously proved successful there were no changes to the titles of our degree programmes, and so we will continue to deliver programmes in Sustainable Food and Natural Resources, Sustainability and Ecology, and Sustainability and Behaviour Change with LJMU. Students entering the academic year beginning in September 2024 will be the first to see delivery of the revised curricula. Following last year's review of our UEL validated programmes in 2023 the number of curricula changes required for the LJMU were fewer, but the revalidation allowed us to consolidate the effectiveness of our LJMU programmes to agree with those changes brought in for UEL validated courses. Students who were progressing through the older versions of LJMU programmes will retain the opportunity to complete their original programmes over the next two to three years but wherever possible will be transferred to the new versions of courses.

Following the COVID pandemic and the current cost of living crisis there remains some inertia in the return of Masters students to onsite study at CAT, rather than studying by distance from home. Pre COVID the numbers studying MSc modules on site were around 60% whilst afterwards they are nearer 40-50% depending on the studied module. M.Arch students are still obligated to study all modules on site. To address this, we have instituted a new accommodation policy which encourages students to stay on site rather than study by distance learning or stay in the local area rather than at CAT, in order to activate a discount. It is too early to fully assess the success of this policy, but it shows promise, and we will continue to operate it through until the end of the 2024-25 academic year. However, it is apparent that outside of the Graduate School, the strained external

environment and higher financial costs on students, particularly mature students with higher commitments, continues to exert unavoidable pressures upon student learning.

One of the main highlights of the year came in In July 2023, when we celebrated our largest-ever graduating class, and for the first time had to hold two events on the same day to accommodate all students. Judy Ling Wong CBE, the Honorary President of the Black Environment Network, provided an inspiring keynote address, and in total 144 students graduated at the event, with the majority, joining us either online or on-site at CAT for their graduation ceremony. Since the Graduate School formed in 2007, over 2,000 people have now graduated from our courses to develop their careers across green employment sectors all around the world.

In June 2023 we hosted a Graduate Symposium for the first time in several years. There were a variety of talks from ex-students on their post CAT experiences with topics varying from: PhD studies in activism and Welsh Farming communities; creating successful businesses in sustainable building materials; and managing software teams in large construction companies to improve efficiencies and drive environmental awareness. It was a busy but fulfilling day, the feedback from alumni was great and following its success it is likely that this will be just the first of such events.

In March 2024 we hosted a festival for the Students Climate Action Network (StuCAN), which is the student wing of the Architects Climate Action Network (ACAN). This was the first student festival that StuCAN have put together, and we saw around 60 architecture students from around the country and beyond (a small contingent joined from Republic of Ireland) gathering at CAT. They were treated to a series of keynote talks on sustainability in Architecture, drawing workshops, CAT tours and networking opportunities. It was a successful weekend, with fantastic feedback, with some external students saying it was their best experience ever as an architecture student.

Externally, the Architects Registration Board (ARB) have now published some of the results of their consultation into changes in graduate Architectural education. This will involve a move away from the



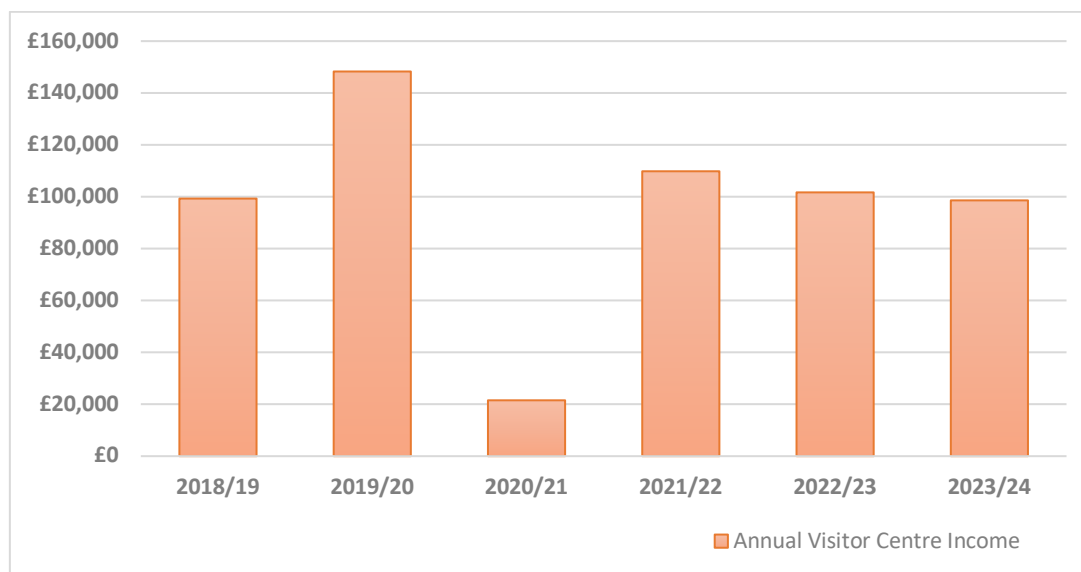
older part I, II and III qualifications routes to a more competency-based approach which will likely merge aspects of parts II and III qualification outputs. There will also be a new risk-based quality assurance of qualifications, overseen by a new Accreditation Committee. The new quality assurance route includes a new fee structure for providers. Amongst the new competencies the climate emergency is seen as an emerging and future challenge which we support and are well placed to deliver. As the Graduate School's M.Arch programme is a part II degree, once the final plans are released, we will be required to review our curriculum in time for a September 2027 intake. However, the new proposals from the ARB may also allow CAT to support the professional training (currently known as part III) within architectural practice prior to meeting full architect status, thereby meeting a need that our alumni have often asked for.

The 2023-24 academic year should have seen the dissolution of the Higher Education Funding Council Wales (HEFCW), which is the regulating body for Higher Education in Wales, and replacement by a new body Medr (which is Welsh for skills, capacity or to be able to), which will have a broader remit than HEFCW. Medr aims to provide stewardship for the whole tertiary education and research sectors, bringing together responsibility for overseeing Wales' higher and further education, apprenticeships and research and innovation all in one place. However, delays in finalising its structures to better support post-16 learners mean that Medr's formal launch will be delayed to summer-August 2024. We have continued to work with HEFCW during the transition of regulatory powers to Medr, and with other Welsh Alternative Providers we have responded to consultations to ensure our voice is heard as Medr develops. Consequently, we expect further regulation requirements to become clearer over the next three years.

In conclusion, the changes made to courses through revalidation over the last two years mean that delivery has brought operational efficiencies whilst maintaining a high student experience and ensuring that our courses remain relevant. The external Higher Education environment and continued cost of living crisis mean that there will be ongoing challenges to the Graduate School, but we remain well placed to face them and help to deliver a net-zero future for an increasing number of graduates.



CAT Eco Centre & Engagement



The Eco Centre, based at CAT's Llwyngwern Quarry site has two functions. The first is to provide an inspiring and immersive learning environment where students and visitors can gain understanding of some of the practical solutions needed to help address climate change and biodiversity loss. Secondly, it offers a safe and enjoyable site experience for those visiting whether for the day or longer overnight stays.

The 2023 summer season was CAT's last day visitor season ahead of the planned redevelopment following the decision in the autumn to concentrate resources on CAT's visiting educational audience and its own students. The summer programme revolved around curating practical activities and conversations through the site ranger team supported by our volunteers, a model at the centre of CAT's future interpretation plans. It also helped us deliver programmes, with visiting education and corporate groups and organisations such as Civic Square who are working to deliver neighbourhood transition in inner city Birmingham.

School engagement continued to recover over the year and bookings for a new workshop called Bold Futures began to take off. Developed from CAT's Zero Carbon Britain research, the session encourages pupils to imagine a future where we have risen to the challenge of the climate and biodiversity emergency and what that world would be like. They then go on to explore the behaviour change needed to realise this vision and identify actions they can take away and do immediately, the aim being to increase their agency and reduce climate anxiety. The workshop can be tailored for a wide variety of audiences including university groups.

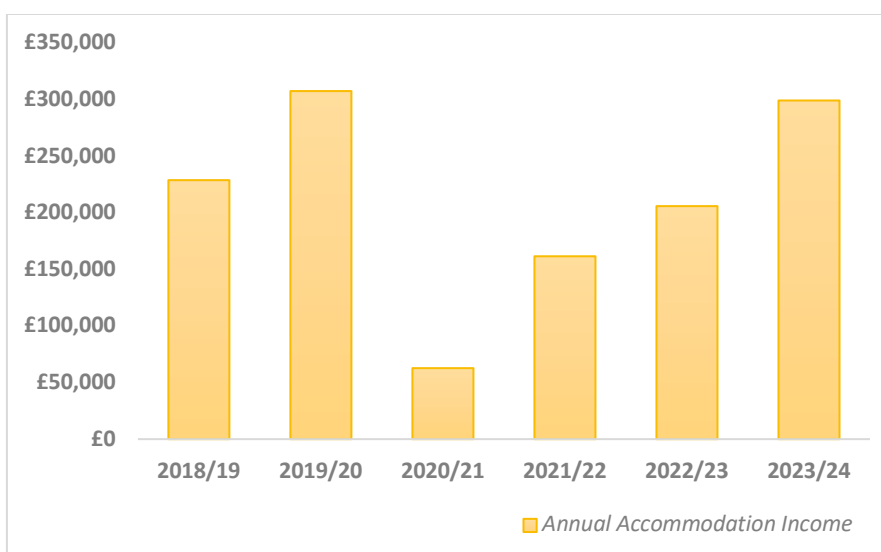


Visitor Services



In 2023-24, we faced continued economic challenges due to various external factors, resulting in lower visitor numbers and spend per head. Recruitment remained difficult, with very few applicants for seasonal roles. Two part time railway operators returned who had experience gained during the previous season. Due to financial constraints, we were unable to recruit for the vacant Visitor Services Manager role. This resulted in caretakers and reception staff reporting directly to Head of Visitor Services. Caretakers have been allocated individual specialisms to ensure that key tasks are completed. Monthly team meetings and establishing an improved rota system has also improved team cohesion.

To reduce operating costs and avoid duplication of roles, reception relocated from WISE to the station building at our main car park. Consolidation of roles enabled two colleagues to operate this facility throughout the week and at weekends. This location enabled guests to make use of the railway to arrive on site and reduce pressure on the limited parking at WISE. Guests arriving after 5pm would check in at WISE reception with the caretaker on duty. Whilst there were some advantages to this method of operation it did have an impact upon the ease with which guests already staying on site could gain assistance during the day.





Mail order and retail income reduced compared to previous years however, combining roles has generated a substantial payroll saving.

Management of staffing levels to effectively cater for guests and visitors was particularly challenging due to fluctuating demand. Significant cost increases continued throughout the year for food and beverages particularly. We encouraged competition amongst our suppliers and secured some products at a reduced cost for an extended period. We have increased bulk production and storage of standardised homemade menu options.

Key items of equipment also required urgent replacement adding to budgetary pressures. We are continuing to review and streamline our retail offer considering market conditions and competition. Rapidly rising energy and transport costs contributed to two consecutive increases in our laundry contract. Providing staffing cover for long term absences increased payroll costs throughout Visitor Services departments.

Much of the summer was spent identifying and evaluating options for restructuring, enabling greater efficiencies and establishing improved financial resilience for the organisation. This process of consultation and subsequent implementation of changes commenced in November and was completed in March. This was achieved through a combination of voluntary redundancies and reduction in minimum contracted hours combined with adjustments to some roles.

Efficiencies in our caretaking team have been made by implementing changes to our overnight procedures, removing the requirement for a sleeping shift. This has been achieved by linking our fire alarms to a control centre, automating night-time emergency notification to the Fire Service and keyholders. We can digitally access our CCTV system and our key card system to remotely programme keys if required. Information provided to guests has been improved with clear emergency procedures and contact details.



Fundraising and Membership



Against the continuing challenging context of the cost-of-living crisis and increasing number of people feeling the consequences of increased energy costs and inflation, CAT's overall fundraising income has grown. Our 50th birthday celebrations created a number of opportunities to communicate and engage with our funders, with our work and funding needs continuing to resonate, particularly those concerns around net zero, energy and cost savings. We have a loyal and understanding membership who recognise the value of our work, and we remain ever grateful for the support from our members and funders.

Individual giving

The first Members Conference to be held on site since the Covid Pandemic was an opportunity to welcome back supporters, engage them in different areas of our work and update on our development plans. This was really well received, and planning has commenced for a similar event next year.

Legacies and Major Gifts

The members conference also re-engaged several major funders, with around £10k secured during, and immediately post conference as a result of their participation. Individuals also supported our Big Give Appeals. In total over £200k was gifted from major donations in this financial year, with some significant

gifts to fund specific areas of CAT's work or given as core funding to enable our work. We continue to steward these supporters by updating them on our future plans but equally have benefitted from some high value unsolicited gifts, which are welcome amongst all our other efforts. We have also benefitted through the work of these individuals, who have helped steward and encouraged other Trusts and Individuals to support our work.

CAT were able to grow legacy income in 2023-24. CAT is continuing to explore and develop our work in this area, with development of a specific webpage and brochure to support our ask. Similarly, we are improving our understanding of the probate process and estate distribution and some of the potential delays inherent in this process. There are positive indications of several future gifts in the pipeline for the next financial year.

Trusts

With staff turnover across the team, CAT prioritised recruitment of a dedicated Trusts and Foundations fundraiser, who was recruited in June 2023. With this dedicated support CAT was able to increase the value of funding secured from this key source. This has been helped by several vital, smaller gifts. We received continued generous support from The



Marmot Trust and The Moondance Foundation, with continuation of their multi-year support for CAT's public engagement and The Innovation Lab. We now have the capacity to steward more Trusts and Foundations to regular giving and hopefully, larger gifts in the future.

Statutory Funding

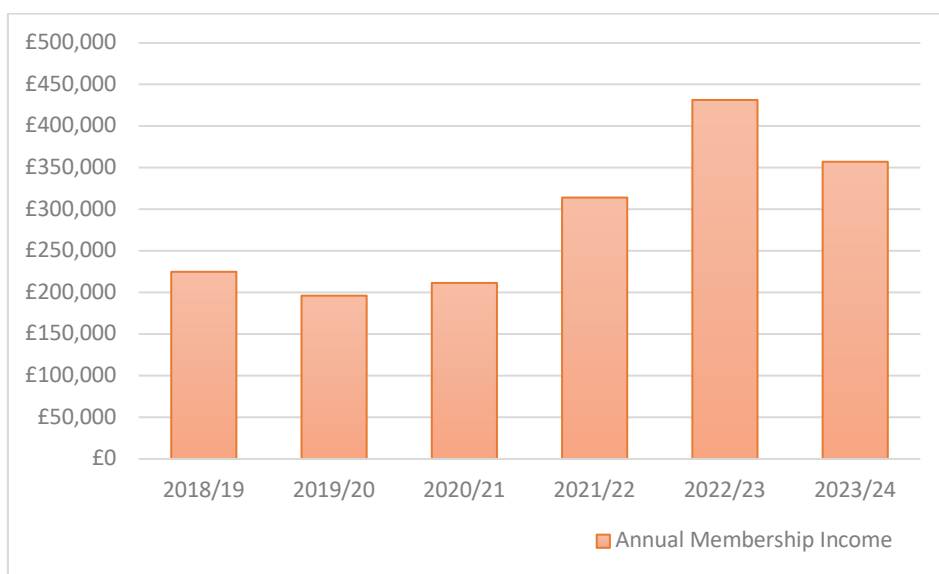
The anticipated scale of the successor funds to last years Community Renewal Fund was disappointingly much less than anticipated with maximum potential value of £250,000 rather than £2.5 million. However, CAT secured three UK Government Shared Prosperity Funds during the financial year. The first was £50,000 funding for further feasibility studies to support the development work required for the Mid Wales Growth Deal (MWGD). This enabled us to bring the Master planning team back to site to support us in further revision to enable CAT to submit an Outline Business Case. The two other Shared Prosperity Fund (SPF) grants are supporting our education work. One of value £143k is focused on supporting Green Skills Training for 400 people within Powys and the other of £56k is for a focused numeracy course under the SPF Multiply theme. These were awarded late in the financial year with project development work only commencing in February 2024, and as these are based on a cost-reimbursable basis so funds will be received as an when claims are submitted for the associated costs incurred. We also secured funding

from the Welsh Council of Voluntary Associations (WCVA) to fund a volunteer coordinator role in CAT for next year. There are several other fund opportunities in the pipeline, however some shift in the statutory funding landscape is anticipated with a change in UK government post year-end.

In the next year, CAT will launch the public phase of our capital campaign to secure the remaining investment required to deliver our plans for the site redevelopment. As this campaign develops and funding is secured, our Outline Business Case should be formally approved. This will enable the next stage of the project, with tendering of works before commencing capital work early in the next financial year.

Good practice in fundraising

CAT remains committed to upholding the highest standards in our fundraising, always adhering to the Fundraising Regulator's Code of Fundraising Practice, data protection laws, and our own thorough policies and procedures. We monitor our fundraising activity closely to ensure our value for money, compliance and ethical standards go above and beyond these requirements. We do not currently employ any third-party professional fundraising services to conduct public fundraising for us. We did not receive any complaints about our fundraising practices during this financial year.





Financial Review

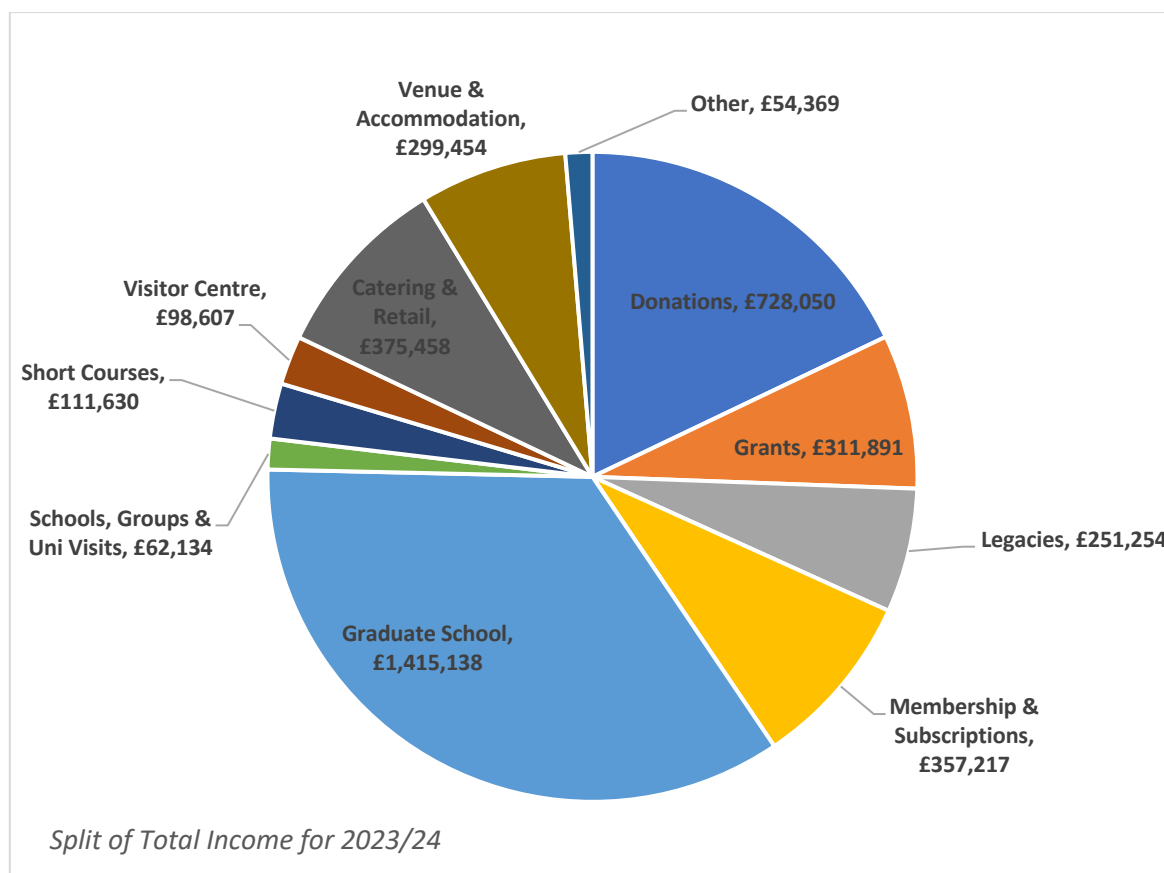
In 2024 total income reduced to £4.065 million, compared to £4.515 million in 2023. This is largely represented by a reduction in restricted donations and grants, which reduced by just under £540,000, while total unrestricted income increased by just over £89,000.

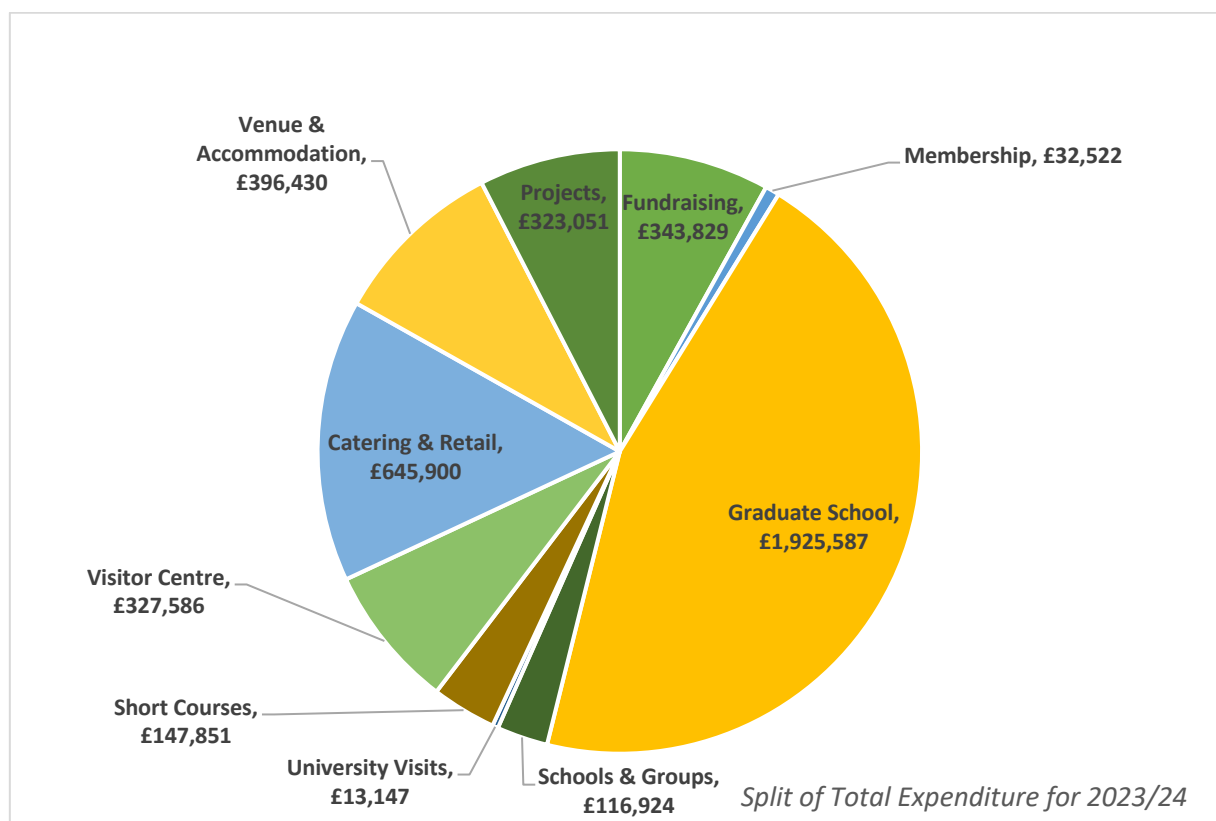
One of the major factors that contributed towards the increased restricted income last year was a large grant of £500,000 towards a project for developing our learning and education resources, £256,844 from the UK Community Renewal Fund, and an anonymous donation of £125,000 towards the redevelopment of the site.

Due to the reduction in restricted income in 2024, the level of unrestricted income as a percentage of total income was back to its typical level of 90% compared to 75% in 2023.

Total unrestricted fundraising and membership income rose to £1.235 million, compared to £1.201 million in 2023. This increase is largely represented by an increase in legacy gifts.

Total income from charitable activities increased to £2.416 million, compared to £2.361 million in 2023.





Total expenditure reduced to £4.273 million, compared to £4.725 million in 2023. The reduction in total expenditure largely relates to restricted expenditure, which was higher in the previous financial year in line with the increase in restricted income for new projects in 2022/23, such as the UK Community Renewal Fund Grant.

Unrestricted expenditure reduced slightly to £3.950 million compared to £3.990 million in 2023. In response to rising costs and reduced visitor numbers, in November 2023, we made the difficult decision to close the visitor centre to day visitors (see note 23). Whilst we may have seen some cost savings from this towards the end of the financial year, the true cost savings will not come into effect until 2024/25, due to redundancy payouts up to March 2024.

Net staff costs increased to £2.754 million compared to £2.724 million in 2023. Whilst wages and salaries reduced by 1.61%, total staff costs increased due to redundancies as a result of the visitor closure, and a termination settlement payment. Pension costs also increased by 14.94%, due to an increase in teacher's pension contributions, as well as an increase to the employer contribution to the basic staff pension scheme, which increased from 3% to 5% in April 2023, as a result of the external Pay & Progression

review that took place during the 2022/23 financial year to review staff pay and benefits and implement a new grading system.

Governance and support costs increased to £1.56 million compared to £1.52 million in 2023 (see note 7). The increase is represented by an increase in employment costs in support departments, which includes redundancy payments. All staff were also given a 4% inflationary pay rise in April 2023 and some staff received an incremental pay rise in September 2023 following the Pay & Progression review and implementation of the new grading system. Other support costs reduced in 2023/24.

Capital expenditure was only £4,400 compared to £184,000 in 2023. The majority of the capital expenditure in 2023 related to architectural and building services for the site redevelopment, which was funded by the restricted UK Community Renewal Fund.

Restricted funds increased at a similar level to the previous year by £34,000, compared to £36,000 in 2023. The increase is represented by additional restricted grants and donations received in the year towards new and existing projects.



Unrestricted funds reduced to £0.738 million compared to £0.980 million in 2023.

The net balance sheet total reduced to £1.335 million compared to £1.543 million in 2023.

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. These are usually instant access accounts but may also include fixed term deposits of up to one year where cash flows permit.

Reserves Policy

Reserves are considered necessary to protect CAT's activities by providing a financial provision which mitigates for the unpredictable external environment and makes sufficient provision for future cash flow requirements. The policy also provides part of the framework for future strategic planning and decision-making. The development of an effective reserves policy will help to limit the impact of any risk upon the continuing operations of the charity.

When considering an appropriate level of reserves, the trustees will consider:

- the risk of unforeseen emergency or other unexpected need for funds
- covering unforeseen day-to-day operational costs, for example employing temporary staff to cover a long-term sick absence
- a fall in a source of income or the ending of a funding source
- planned future commitments, that cannot be met by future anticipated income alone, for example plans for a major capital investment project
- the need to fund potential deficits in a cash budget, for example money may need to be spent before a funding grant is received
- The financial risks identified determine the amount of reserves the charity targets to hold.

When deciding on the reserves amount the trustees will take into account the following:

- a minimum of one month's salary bill.
- the policy of budgeting and forecasting to keep a minimum balance of unrestricted cash at all times.
- within the charity's annual budget, a contingency amount of between 1% and 3% of income should be built into the overall budget which should be held as a contingency to support future requirements and any in year uncertainties.
- the need to create budget surpluses to plan for any future large project investment such as facilities development or building condition improvement.
- any uncertainty, turbulence or expected reduction in funding arrangements as a result of future planned changes or funding cuts.

Based on this policy, a target of £300,000 of free reserves has been set. At the year end, unrestricted reserves stood at £738,452 (2023: £980,419) but were mostly represented by fixed assets and working capital. There were no free reserves at the year-end as a result of the additional challenges we have faced over the last few years. Our plans continue to be focused on strengthening CAT's overall financial position and building free reserves.

Going Concern

The Charity uses 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.

Cash flows and cash flow forecasts have been and continue to be monitored and controlled closely and carefully by our Co-CEOs and senior management team, and periodically through the year at our Board, Organisational Development Committee (ODC) and Audit Finance and Performance Committee (AFPC) meetings. Between meetings, our senior team also hold regular meetings with the Chairs of those committees to discuss the latest financial position. Our forecast of cash flow until March 2026 indicate that we will be able to continue to manage our cash flows through this period. This relies on meeting income targets, principally relating to graduate school income and enhanced revenue fundraising. While plans are in place and the charity has a good



track record of securing funding at all levels, including large individual donations and legacies from some of our wealthy supporters, realisation of these targets will be an important factor in meeting cash forecasts in the next year.

The financial statements show a negative net movement in funds since 2021 and negative free reserves. The balance sheet also moved from having a net current assets position to net current liabilities between 2023 and 2024. However, CAT has financial commitments from supporters which will allow the Charity to begin to improve this situation over the coming year. We also have a change programme to improve our fundraising reach and processes in the short-term and a pipeline of new courses in the graduate school.

CAT has experienced a number of turbulent years going back to the early 2010s but has always been able to find a way to weather them. At the current time, there are several positive factors which put CAT in a stronger position looking forwards than it has been for a number of years. These include:

- Progress with plans for the redevelopment of our site.
- Commitments to CAT from major donors, funders and public sector organisations.
- The worldwide pressure to move to Net Zero and a growing recognition of the biodiversity crisis.

Key to the redevelopment of our site is funding from the Mid Wales Growth Deal (MWGD) and associated matched funding. Momentum has grown significantly in the past few months, with the recent approval of the Outline Business case by the MWGD. The board considers this to be key to the long-term success of CAT, both financially as it will enhance our ability to generate revenue from the site, and in meeting the charity purpose. We have letters from the MWGD confirming award of funding to CAT, and it is likely that we will receive the initial tranche of funds early in 2025 and are likely to be able to start work on the first part of the redevelopment in April 2025. However, the funding profile and the impact of this on shorter-term cash flows and revenues is not yet confirmed.

We continue to receive significant donations and legacies, and the wide range of services provided by CAT gives us diverse trading income where we are not reliant on a single income stream. In addition, we have secured several specific additional grants and donations to carry out further work on our redevelopment plans and improve facilities at our visitor centre. These also contribute to our core costs. With the publicity around the redevelopment of the site, we have growing numbers of enquiries from organisations wanting to support and partner with us, although we recognise that future fundraising income can never be certain.

Despite the challenges described above, financial commitments from supporters, the range of opportunities to develop and extend our services and recent developments in the capital fundraising campaign, along with the rapidly growing demand for climate action and increased support from funders, gives us confidence that we can continue to strengthen our activities and our financial position.

On this basis, the trustees are satisfied 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

In 2024–25, we will continue to push forward with our ambitious redevelopment plans. We'll be building a robust case for project funding – including moving forward within the Mid Wales Growth Deal process, seeking approval for our Outline Business Case. We also plan to engage additional funders to secure £12m over several funding rounds to match-fund £13m investment earmarked within the Mid Wales Growth Deal. We remain committed to revitalising both our visitor experience and educational facilities to grow the CAT community and empower more changemakers.

While developing these future plans, we will maximise the difference we can make right now, by building on our key strengths – skills training and education. We will continue to deliver and expand our postgraduate degrees programme, run a range of short courses, and welcome group visits that inspire a new generation to take action.

In the year ahead, we will be implementing two Shared Prosperity Fund projects with a focus on green skills and broadening our educational reach. These projects will be opportunities to pilot and test approaches to inform our skills training and education work and the design of facilities planned within our site redevelopment project.

Funded by the Shared Prosperity Fund, we will run courses in Applied Numeracy aimed at adults in Powys who have not achieved a grade C or above at GCSE. The courses will give people confidence in mathematics by exploring real world examples through the lenses of sustainable construction, renewable energy and ecology.

There are also several strands to our new Green Skills Shared Prosperity Fund funded project. We will be:

- hosting a free schools' event for 16 to 18-year-olds in Powys, providing participants with hands-on experience in the fields of sustainable construction, renewable energy, horticulture and ecology, and the opportunity to explore career journeys.
- running three new Carbon Literacy short courses and offering bespoke training opportunities aimed at individuals, community groups, town and community

councils, social enterprises, organisations and businesses within Powys.

- launching free evening Carbon Literacy classes for Powys residents and Powys-based community groups and organisations.

Alongside this, we will welcome even more groups to CAT – schools, colleges, universities, community groups, organisations and businesses – to help them build their knowledge and develop their skills.

Students will continue to gain practical experience in a range of subjects relating to sustainability at our Graduate School of the Environment, with even more modules to choose from and new inspirational guest speakers from around the globe.

We will also continue to develop our range of short courses, empowering people through learning onsite and remotely online. Our Zero Carbon Britain Hub and Innovation Labs will help more councils, businesses and organisations to recognise and overcome the barriers to net zero. And through our website and outreach work we will make even more useful resources available for anyone looking to make more sustainable choices at home, work or school.

This year, the Rural Wales Local Policy and Innovation Partnership, a partnership with Aberystwyth University funded by the UKRI, will use CAT's Innovation Lab methodology to address rural challenges and support inclusive and sustainable development towards a wellbeing economy in Wales, with lessons learned for other rural communities across the UK.

With our current strategy period coming to an end in 2025, we will be taking the opportunity to review and refresh our strategic objectives and priorities, with input from a wide range of stakeholders. This will enable us to continue making the biggest impact possible towards a safer, healthier and fairer future.

The ongoing support of the CAT community is essential to make all this possible. Thank you for sharing our belief in the power of positive solutions at such an important time in the climate and nature crisis.



Structure, Governance and Management

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, each year one-third of the Board members retire and may offer themselves for re-election. New trustees are appointed by special resolution of the Board.

During the year, the Board continued to look to increase its capacity and skill set. The Board is always keen to consider new applications, however, the current Board of Trustees and their range of skills and experience is considered broadly appropriate for the current needs of the charity.

The Board currently operates with three committees. These are now all permanent: Organisational Development Committee (ODC); Audit Finance and Performance Committee (AFPC). The third was originally set up as a 'task and finish' group: IT Steering Committee (ITSC). The ITSC was made a permanent committee by the Board in December 2020 recognising the ongoing importance of IT development to the charity.

Management Structure

The current Senior Management Team ('SMT' - see page 6) which has been built up over recent years is now considered to be the most appropriate structure to take the organisation forward.

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 Co-CEO's 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 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.

Individual risk registers are also maintained as deemed necessary for certain areas of CAT's activities including IT, and in some cases for individual projects.

The Board are currently engaged in a series of discussions to review their approach to risk and establish their risk 'appetite' going forward.



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 main risks currently identified are:

Risk	Mitigation
Cash flow & finance; organisation viability; economic climate	Co-CEOs, SMT and trustees regularly review forecasts and management information. Various scenarios are modelled. Plans are updated as circumstances develop. AFPC keep finances under regular review. Steps are being taken to maximise income and control costs wherever possible.
Site infrastructure: Need for repairs and refurbishment to older, bespoke-built areas	The capital plan is kept under review and updated with a focus on operationally critical work. The major capital fundraising campaign is progressing. Onsite maintenance staff are developing their skills and sharing knowledge to boost in-house capacity and cover. Use of online 'T100' system for assessing, recording, and monitoring risks.
Financial; Growth: Fall in graduate school student numbers	Ongoing courses and more pro-active promotion. Online virtual open days. Impact of students on H&S to be focus of ongoing planning.
Staffing levels: Retention and recruitment	Regular SMT meetings focus on key areas and prioritise tasks. SMT members disseminate plans to teams. Ongoing development of IT infrastructure to improve efficiencies. Wide-ranging Pay & Progression review by external consultants nearing completion.



Trustees' Responsibilities in Relation to the Financial Statements

The trustees are responsible for preparing the Trustees' Annual 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;
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

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.

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The directors' annual report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

On behalf of the Board of Trustees

.....

Ben Summers (Chair)

Date 31 January 2025



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 2024

Opinion

We have audited the financial statements of The Centre for Alternative Technology Charity Limited (the 'charitable company') for the year ended 31 March 2024 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (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 2024 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on The Centre for Alternative Technology Charity Limited's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the trustees' annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual 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; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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 charitable 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, the Audit Finance and Performance Committee and board of trustees, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance.



- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud.
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.

- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available 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 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 and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Fleur Holden (Senior statutory auditor)

Date 31 January 2025

for and on behalf of Sayer Vincent LLP,
Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG



Financial Statements

Statement of Financial Activities

(including an Income and Expenditure Account) for the Year Ended 31 March 2024

	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2024	Total 2023
Income from:		£	£	£	£	£
<i>Donations and legacies:</i>						
Donations		641,818	86,232	-	728,050	853,463
Grants	3	-	311,891	-	311,891	744,244
Legacies		236,254	15,000	-	251,254	124,322
Memberships & Subscriptions		357,217	-	-	357,217	431,492
		1,235,289	413,123	-	1,648,412	2,153,521
<i>Charitable Activities:</i>						
Graduate School		1,415,138	-	-	1,415,138	1,419,199
Schools & Groups		38,758	-	-	38,758	11,201
University Visits		23,376	-	-	23,376	13,550
Short Courses		111,630	-	-	111,630	79,074
Eco Store & Mail Order		51,996	-	-	51,996	65,810
Visitor Centre		98,607	-	-	98,607	101,690
Café & Bar		323,462	-	-	323,462	276,405
Venue & Accommodation		299,454	-	-	299,454	206,051
Training & Consultancy		47,609	-	-	47,609	182,655
		2,410,030	-	-	2,410,030	2,355,635
<i>Other Income:</i>						
Miscellaneous Income		6,403	-	357	6,760	5,816
Total Income		3,651,723	413,123	357	4,065,203	4,514,972



Statement of Financial Activities (continued)

(including an Income and Expenditure Account) for the Year Ended 31 March 2024

	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2024	Total 2023
Expenditure on:		£	£	£	£	£
<i>Raising funds:</i>	5					
Fundraising		343,829	-	-	343,829	498,575
Membership		32,522	-	-	32,522	40,580
		376,351	-	-	376,351	539,155
<i>Charitable Activities:</i>	6					
Graduate School		1,925,587	-	-	1,925,587	1,972,804
Schools & Groups		116,924	-	-	116,924	71,475
University Visits		13,147	-	-	13,147	8,172
Short Courses		147,851	-	-	147,851	106,093
Eco Store & Mail Order		83,039	-	-	83,039	85,867
Visitor Centre		327,586	-	-	327,586	361,021
Café & Bar		562,861	-	-	562,861	507,433
Venue & Accommodation		396,430	-	-	396,430	338,556
Projects		-	323,051	-	323,051	734,761
Miscellaneous		-	-	-	-	143
		3,573,425	323,051	-	3,896,476	4,186,325
Total Expenditure		3,949,776	323,051	-	4,272,827	4,725,480
Net (expenditure)/income before transfers		(298,053)	90,072	357	(207,624)	(210,508)
Net transfers between funds		56,085	(56,085)	-	-	-
Net movement in funds		(241,967)	33,987	357	(207,624)	(210,508)
Total funds brought forward at 1 April 2023		980,419	542,713	19,759	1,542,891	1,753,399
Total funds carried forward at 31 March 2024	16	738,452	576,700	20,116	1,335,267	1,542,891

The statement of financial activities includes all gains and losses recognised in the year. All the above amounts derive from continuing activities.



Balance Sheet at 31 March 2024

	Notes	2024		2023	
		£	£	£	£
Fixed Assets					
Tangible Assets			2,838,042		2,885,395
Investments			100		100
			2,838,142		2,885,495
Current Assets					
Stocks		19,045		33,825	
Debtors		599,569		834,894	
Cash at bank		426,487		441,173	
		1,045,101		1,309,892	
Creditors: amounts falling due within one year		(1,074,092)		(1,143,163)	
Net Current Assets			(28,991)		166,729
Total Assets less Current Liabilities			2,809,152		3,052,224
Creditors: amounts falling due after more than one year			(1,473,885)		(1,509,333)
Net Assets			1,335,267		1,542,891
Funds of the Charity					
Endowment Funds			20,116		19,759
Restricted Funds			576,700		542,713
Unrestricted Funds			738,452		980,419
Total Funds			1,335,267		1,542,891

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: ...31 January 2025.....

and signed on their behalf by:

.....
Ben Summers (Chair) Registered Charity Number: 265239

• Company Number: 1090006



Statement of Cash Flows for the Year Ended 31 March 2024

		2024		2023
	Notes	£		£
Cash flows from operating activities:				
Net income/(expenditure) for the year		(207,624)		(210,508)
Investment income receivable		(6,403)		(4,714)
Interest payable		125,123		83,444
Depreciation of tangible fixed assets		51,751		64,200
Decrease/(Increase) in stocks		14,870		(17,958)
Decrease/(Increase) in debtors		235,325		(103,760)
(Decrease)/Increase in creditors		(58,863)		41,204
Net cash provided by/(used in) operating activities		154,089		(148,092)
Cash flows from financing activities:				
Repayment of borrowing		(45,655)		(57,292)
Net cash provided by/(used in) investing activities		(45,655)		(57,292)
Cash flows from investing activities:				
Investment income receivable		6,403		4,714
Interest payable		(125,123)		(83,444)
Capital Expenditure		(4,400)		(184,102)
Net cash provided by/(used in) investing activities		(123,120)		(262,832)
Change in cash and cash equivalents in the year		(14,686)		(468,216)
Cash and cash equivalents at the beginning of the year		441,173		909,389
Cash and cash equivalents at the end of the year		426,487		441,173
ANALYSIS OF CASH AND CASH EQUIVALENTS AND OF NET DEBT				
		At 1 April 2023	Cash flow	At 31 March 2024
		£	£	£
Net cash:				
Cash at bank and in hand		441,173	(14,686)	426,487
Debt:				
Loans due within one year		(54,724)	10,207	(44,517)
Loans due in more than one year		(1,509,333)	35,338	(1,473,885)
Total		(1,122,884)	30,969	(1,091,915)



Notes to the Accounts

1. ACCOUNTING POLICIES

a. Statutory Information

Centre for Alternative Technology Charity Limited (CAT) is a charitable company limited by guarantee and is incorporated in England & Wales. The registered office address is Llwyngwern Quarry, Pantperthog, Machynlleth, Powys, SY20 9AZ.

b. 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.

c. 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.

Cash flows have been monitored very carefully and closely in recent years due to additional financial pressures from rising costs and interest rates, and reduced consumer spending due to cost-of-living pressures. This careful control, coupled with a focus

on reducing costs and increasing income where possible, 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.

d. Income

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 receipt basis.

e. 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.

f. 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.

g. 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.

h. Expenditure

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.

i. 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 contribution of 3% (2023: 3%) 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.

j. Leases

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

k. 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

l. Investments

Investments in subsidiaries are measured at cost less impairment.

m. 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.

n. 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.

under the circumstances.

o. 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.

p. 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.

q. 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.

r. 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.

s. 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



2. DETAILED COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Funds	Funds	Funds	2023
Income from:	£	£	£	£
<i>Donations and legacies:</i>				
Donations	645,463	208,000	-	853,463
Grants	-	744,244	-	744,244
Legacies	124,322	-	-	124,322
Memberships & Subscriptions	431,492	-	-	431,492
	1,201,277	951,244	-	2,153,521
<i>Charitable Activities:</i>				
Graduate School	1,419,199	-	-	1,419,199
Schools & Groups	11,201	-	-	11,201
University Visits	13,550	-	-	13,550
Short Courses	79,074	-	-	79,074
Eco Store & Mail Order	65,810	-	-	65,810
Visitor Centre	101,690	-	-	101,690
Café & Bar	276,405	-	-	276,405
Venue & Accommodation	206,051	-	-	206,051
Training & Consultancy	182,655	-	-	182,655
	2,355,635	-	-	2,355,635
<i>Other Income:</i>				
Miscellaneous Income	5,464	-	352	5,816
Total Income	3,562,376	952,244	352	4,514,972



2. DETAILED COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2023
Expenditure on:	£	£	£	£
<i>Raising funds:</i>				
Fundraising	498,575	-	-	498,575
Membership	40,580	-	-	40,580
	539,155	-	-	539,155
<i>Charitable Activities:</i>				
Graduate School	1,972,804	-	-	1,972,804
Schools & Groups	71,475	-	-	71,475
University Visits	8,172	-	-	8,172
Short Courses	106,093	-	-	106,093
Eco Store & Mail Order	85,867	-	-	85,867
Visitor Centre	361,021	-	-	361,021
Café & Bar	507,433	-	-	507,433
Venue & Accommodation	338,556	-	-	338,556
Projects	-	734,761	-	734,761
Miscellaneous	143	-	-	143
	3,451,564	734,761	-	4,186,325
Total Expenditure	3,990,719	734,761	-	4,725,480
Net (expenditure)/income before transfers	(428,343)	217,483	352	(210,508)
Net transfers between funds	181,066	(181,066)	-	-
Net movement in funds	(247,277)	36,417	352	(210,508)
Total funds brought forward at 1 April 2022	1,227,696	506,296	19,407	1,753,399
Total funds carried forward at 31 March 2023	980,419	542,713	19,759	1,542,891



3. GRANTS

Grants receivable during the year comprise:

	Unrestricted	Restricted	2024 Total	Unrestricted	Restricted	2023 Total
	£	£	£	£	£	£
Grants for Zero Carbon Britain						
Jam Today	-	-	-	-	30,000	30,000
A funder wishing to remain anonymous	-	25,000	25,000	-	25,000	25,000
Moondance	-	100,000	100,000	-	150,000	150,000
Grants for Education and Research						
Ethel & Gwynne Morgan Trust	-	15,000	15,000	-	-	-
Mindsets and Missions	-	-	-	-	2,000	2,000
Bold Futures	-	8,253	8,253	-	12,500	12,500
Other Grants						
Powys County Council (Community Renewal Fund)	-	50,000	50,000	-	256,844	256,844
Canonesses	-	107,385	107,385	-	267,900	267,900
Powys County Council (Shared Prosperity Fund)	-	4,253	4,253	-	-	-
The Ratcliffe Foundation	-	2,000	2,000	-	-	-
Total Grants Received	-	311,891	311,891	-	744,244	744,244



4. NET INCOME AND EXPENDITURE FOR THE YEAR

This is stated after charging:

	2024	2023
	£	£
Auditor's remuneration – external audit (excluding VAT)	20,275	18,950
Depreciation	51,751	64,200
Operating leases - land	550	550
Termination settlement payment	9,000	-
Redundancy payments	35,977	-

5. EXPENDITURE ON RAISING FUNDS

	Direct costs	Employment costs	Support costs (note 8)	2024 Total	Direct costs	Employment costs	Support costs (note 8)	2023 Total
	£	£	£	£	£	£		
Fundraising	72,644	146,658	124,527	343,829	126,835	215,218	156,522	498,575
Memberships	9,881	-	22,641	32,522	10,043	-	30,537	40,580
	82,526	146,658	147,168	376,352	136,878	215,218	187,059	539,155

6. EXPENDITURE ON CHARITABLE ACTIVITIES

	Direct costs	Employment costs	Support costs (note 8)	2024 Total	Direct costs	Employment costs	Support costs (note 8)	2023 Total
	£	£	£	£	£	£		
Graduate School	280,558	840,609	804,420	1,925,587	355,670	828,385	788,750	1,972,805
Schools & Groups	10,467	74,901	31,555	116,924	1,221	56,749	13,504	71,474
University Visits	1,350	5,150	6,646	13,146	-	4,715	3,456	8,171
Short Courses	36,088	51,264	60,498	147,850	24,089	44,951	37,054	106,094
Eco Store & Mail Order	31,559	-	51,480	83,039	24,330	4,479	57,058	85,867
Visitor Centre	3,456	129,416	194,715	327,586	5,410	139,994	215,617	361,021
Café & Bar	157,351	278,433	127,077	562,861	151,986	235,812	119,636	507,434
Venue & Accommodation	51,938	203,166	141,326	396,430	40,548	198,643	99,365	338,556
Expenditure on other projects	-	-	-	-	-	-	142	142
	572,767	1,582,939	1,417,717	3,573,423	603,254	1,513,728	1,334,582	3,451,564



7. ANALYSIS OF GOVERNANCE AND SUPPORT COSTS

	Employment costs	Other costs	2024	Employment costs	Other costs	2023
	£	£	£	£	£	£
Administration	268,494	345,419	613,913	183,863	365,500	549,363
Finance	106,801	43,730	150,531	117,892	76,603	194,495
Estates	193,318	170,421	363,739	198,199	219,093	417,292
Information Technology	73,999	48,518	122,517	66,418	35,713	102,131
Marketing	180,607	81,825	262,432	120,783	73,378	194,161
Depreciation	-	51,753	51,753	-	64,200	64,200
	823,219	741,666	1,564,885	687,155	834,487	1,521,642

	Admin	Finance	Estates	IT	Marketing	Depreciation	Total
	£	£	£	£	£	£	£
Graduate School	322,259	59,211	145,495	64,313	182,141	31,001	804,420
Schools & Groups	20,087	1,622	-	4,009	4,988	849	31,555
University Visits	1,790	978	-	357	3,009	512	6,646
Short Courses	32,524	4,670	-	6,491	14,368	2,445	60,498
Eco Store & Mail Order	4,251	2,176	36,374	848	6,692	1,139	51,480
Visitor Centre	25,211	4,126	145,495	5,031	12,692	2,160	194,715
Café & Bar	58,424	13,535	36,375	11,657	X	7,086	127,077
Venue & Accommodation	69,770	12,529	-	13,924	38,542	6,561	141,326
Fundraising	73,183	36,739	-	14,605	X	X	124,527
Memberships	6,414	14,945	-	1,282	X	X	22,641
Total allocated 2024	613,913	150,531	363,739	122,517	262,432	51,753	1,564,885



7. ANALYSIS OF GOVERNANCE AND SUPPORT COSTS (continued)

	Admin	Finance	Estates	IT	Marketing	Depreciation	Total
	£	£	£	£	£	£	£
Graduate School	297,577	81,786	166,917	55,322	145,232	41,915	788,749
Schools & Groups	9,597	645	-	1,784	1,146	331	13,503
University Visits	749	781	-	139	1,387	400	3,456
Short Courses	18,610	4,557	-	3,460	8,092	2,335	37,054
Consultancy	-	43	-	-	77	22	142
Eco Store & Mail Order	2,410	3,792	41,729	448	6,735	1,944	57,058
Visitor Centre	24,817	5,860	166,917	4,614	10,406	3,003	215,617
Café & Bar	45,378	15,929	41,729	8,436	X	8,163	119,635
Venue & Accommodation	50,863	11,874	-	9,456	21,086	6,086	99,365
Fundraising	94,578	44,361	-	17,583	X	X	156,522
Memberships	4,782	24,866	-	889	X	X	30,537
Total allocated 2023	549,361	194,494	417,292	102,131	194,161	64,199	1,521,638

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 & Membership that have costs allocated directly).
Depreciation	In proportion to income (for trading units only).

(X: Excluded from allocation)



8. TRUSTEES AND EMPLOYEES

No Remuneration was paid or waived by any trustee during the year (2023: £nil)

Total expenses reimbursed to trustees were £95 (2023: £1,653). This relates to a training course and the total expenses were claimed by 1 trustee (2023: 4).

Employee costs during the year were:

	Notes	2024		2023
		£		£
Wages and salaries		2,302,620		2,340,378
Social Security		203,672		207,365
Pension (Defined contribution schemes)		202,528		176,210
Termination settlement payment		9,000		-
Redundancy payments	24	35,977		-
		2,753,797		2,723,953

The average number of employees during the year, calculated on a headcount basis, was:

	2024		2023
	Number		Number
Fundraising	4		4
Membership	-		-
Charitable activities	94		105
	98		109

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

	2024		2023
	Number		Number
£60,000 - £70,000	3		3
	3		3

The emoluments of key management staff were £354,629 (2023: £340,144), including Employer's National Insurance and Pension Contributions.



9. TANGIBLE FIXED ASSETS

	Freehold Land and Buildings	Assets under construction	Plant and Machinery	Fixtures and Fittings	Computer Equipment	Motor Vehicles	Total
	£	£	£	£	£	£	£
Cost:							
At 1 April 2023	2,900,640	135,498	791,545	67,630	22,623	-	3,917,936
Additions	-	-	-	4,400	-	-	4,400
Disposals	-	-	-	-	-	-	-
At 31 March 2024	2,900,640	135,498	791,545	72,030	22,623	-	3,922,336
Depreciation							
At 1 April 2023	157,589	-	788,881	65,170	20,902	-	1,032,542
Charge for the year	48,396	-	1,296	1,040	1,020	-	51,752
Disposals	-	-	-	-	-	-	-
At 31 March 2024	205,985	-	790,177	66,120	21,922	-	1,084,294
Net book value:							
At 31 March 2024	2,694,655	135,498	1,368	5,820	701	-	2,838,042
At 31 March 2023	2,743,051	135,498	2,664	2,460	1,721	-	2,885,394

The value of land included in 'Freehold land and buildings', which is not depreciated, is £384,527 (2023: £384,527).

10. INVESTMENTS

The Charity holds 100% of the share capital (100 £1 shares) and voting rights in its dormant subsidiary, C.A.T Alternative Technology Trading Ltd.

11. STOCK

	2024	2023
	£	£
Retail	8,566	11,846
Publications	4,188	6,350
Café & Bar	6,291	15,629
	19,045	33,825



12. DEBTORS

Amounts falling due within one year

	Note	2024		2023
		£		£
Trade debtors		300,015		426,615
Prepayments		69,410		45,941
Accrued income		229,744		361,938
Other		400		400
		599,569		834,894

13. CREDITORS

Amounts falling due within one year

	Note	2024		2023
		£		£
Trade creditors		371,622		304,382
Tax and social security		43,184		46,865
Loans		44,517		54,724
Other creditors		136,534		163,373
Accruals		182,916		191,855
Deferred income		294,759		381,201
VAT Liability		560		762
		1,074,092		1,143,162

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

13a. DEFERRED INCOME

	Note	2024		2023
		£		£
Balance at the beginning of the year		381,201		211,327
Amount released to income in the year		(1,628,070)		(1,392,726)
Amount deferred in the year		1,541,628		1,562,600
Balance at the end of the year		294,759		381,201



14. CREDITORS

Amounts falling due after more than one year

	2024		2023
	£		£
Loans	1,473,885		1,509,333

15. LOANS

Analysis of loan repayments

	2024		2023
	£		£
Amounts falling due:			
within one year	44,517		54,724
between two and five years	153,641		197,896
after five years	1,320,244		1,311,437
	1,518,402		1,564,057

The loans are secured by a fixed and floating charge over all of the charity's property and assets both present and future. Remaining loan terms range from 3 years to 21 years with interest rates ranging from 2.5% fixed to 3.5% above base rate.

16. FUNDS: MOVEMENTS IN THE YEAR

A) Endowment funds

	Balance at 1 April 2023	Income & Gains	Expenditure & Losses	Transfers	Balance at 31 March 2024
	£	£	£	£	£
Josh Brown Bursary Fund	19,759	357	-	-	20,116

	Balance at 1 April 2022	Income & Gains	Expenditure & Losses	Transfers	Balance at 31 March 2023
	£	£	£	£	£
Josh Brown Bursary Fund	19,407	352	-	-	19,759



16. FUNDS: MOVEMENTS IN THE YEAR (Continued)

B) Unrestricted Funds

	Balance at 1 April 2023	Income & Gains	Expenditure & Losses	Transfers	Balance at 31 March 2024
	£	£	£	£	£
General Fund	980,419	3,651,723	(3,949,776)	56,085	738,452

	Balance at 1 April 2022	Income & Gains	Expenditure & Losses	Transfers	Balance at 31 March 2023
	£	£	£	£	£
General Fund	1,227,696	3,562,376	(3,990,719)	181,066	980,419

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

C) Restricted Funds

	Balance at 1 April 2023	Income & Gains	Expenditure & Losses	Transfers	Balance at 31 March 2024
	£	£	£	£	£
T Howell Bursary	1,559	-	-	-	1,559
Sir John Houghton Bursary Fund	39,234	-	(7,039)	-	32,195
Zero Carbon Futures	5,000	-	-	-	5,000
Ethel and Gwynne Morgan Trust	9,522	15,000	(6,113)	-	18,409
ZCB Hub & Innovation Lab	103,612	100,000	(87,861)	(34,167)	81,585
Woodland Management	-	2,000	(2,000)	-	-
Cynefin	75,000	50,000	(94,736)	-	30,264
K Chambers Rose Jessica-Maia	10,227	-	(1,831)	-	8,397
Anonymous	54,060	35,000	(12,770)	-	76,290
Canonesses	230,000	107,385	(90,510)	(16,875)	230,000
Mindsets and Missions	2,000	-	-	-	2,000
Bold Futures	12,500	8,253	(175)	-	20,578
The Big Give	-	40,100	(445)	-	39,655
Acoustics Project	-	15,000	-	(3,000)	12,000
WCVA – Volunteering Wales	-	11,132	-	(1,670)	9,462
Anonymous	-	25,000	(15,693)	-	9,307
Shared Prosperity Fund (SPF100)	-	2,125	(1,923)	(202)	-
Shared Prosperity Fund (SPF108)	-	2,128	(1,956)	(172)	-
	542,713	413,213	(323,051)	(56,085)	576,700



16. FUNDS: MOVEMENTS IN THE YEAR (Continued)

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

Fund Name	Purpose
T Howell Bursary	To fund educational visits to CAT by schools from six specific counties of North Wales.
Sir Joh Houghton Bursary Fund	Bursary fund for GSE students.
Zero Carbon Futures	To develop new materials for teaching based on Zero Carbon Britain research for use by Engagement Team.
Ethel & Gwynne Morgan Trust	To assist a successful student applicant with CAT Graduate School course fees.
ZCB Hub & Innovation Lab	To continue to develop the Zero Carbon Britain project, looking at how the UK can transition rapidly to a Zero Carbon future.
Community Renewal Fund	Grant funding for the Green Heart of Wales/Zero Carbon Wales project to redevelop the site plan and visitor experience.
K Chambers Rose Jessica-Maia	To assist a successful student applicant with CAT Graduate School course fees.
A fund wishing to remain anonymous	To assist successful student applicants with CAT Graduate School course fees. Open to two students per year.
Canonnesses	To redevelop the Straw Bale Theatre and funding for two education staff posts to develop a high-quality learning experience.
Mindsets and Missions	To support involvement in the Mindsets and Missions Learning Programme.
Bold Futures	To support a project to undertake values-led work that involves underrepresented audiences.
The Big Give	Green Match Fund 2024
Acoustics Project	To fund materials and building costs for Graduate School Acoustics Project
WCVA – Volunteering Wales	A grant towards the staff costs of the Volunteering Manager
A fund wishing to remain anonymous	A grant towards the staff costs of the Knowledge and Outreach Co-ordinator
Shared Prosperity Fund	Grant funding for the Growing Green Skills capacity in Powys project
Woodland Management	A grant to support woodland maintenance and habitat restoration work



17. ANALYSIS OF ASSETS BETWEEN FUNDS

Fund balances are represented by:

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds
	£	£	£	£
Tangible fixed assets	2,838,042	-	-	2,838,042
Fixed asset investments	100	-	-	100
Net current assets	(625,807)	576,700	20,116	(28,991)
Creditors due after more than one year	(1,473,885)	-	-	(1,473,885)
Net assets at 31 March 2024	738,450	576,700	20,116	1,335,266

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds
	£	£	£	£
Tangible fixed assets	2,885,395	-	-	2,885,395
Fixed asset investments	100	-	-	100
Net current assets	(395,743)	542,713	19,759	166,729
Creditors due after more than one year	(1,509,333)	-	-	(1,509,333)
Net assets at 31 March 2023	980,419	542,713	19,759	1,542,891

18. OPERATING LEASE COMMITMENTS

Annual commitments under operating leases are as follows:

	2024		2023
	£		£
Expiry date:			
within one year	660		660
	660		660

19. CAPITAL COMMITMENTS

The Charity had no capital commitments outstanding at the year-end (2023: none)



20. ULTIMATE CONTROLLING PARTY

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

21. 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.

22. RELATED PARTY TRANSACTIONS

The Trustees and Senior Management team are not aware of any related party transactions that require disclosure.

23. VISITOR CENTRE

In November 2023, we made the difficult decision to close the visitor centre to day visitors following a challenging time for the Charity sector in the UK and a number of other factors including rising costs and reduced visitor numbers to Wales post-pandemic. As a result of this, 8 redundancies were made in the year-ended 31st March 2024, 7 of which were voluntary. CAT remains open for students, group visits, events and courses, and is committed to securing funding to support the proposed redevelopment plans to enable the visitor centre to reopen.

Accounts



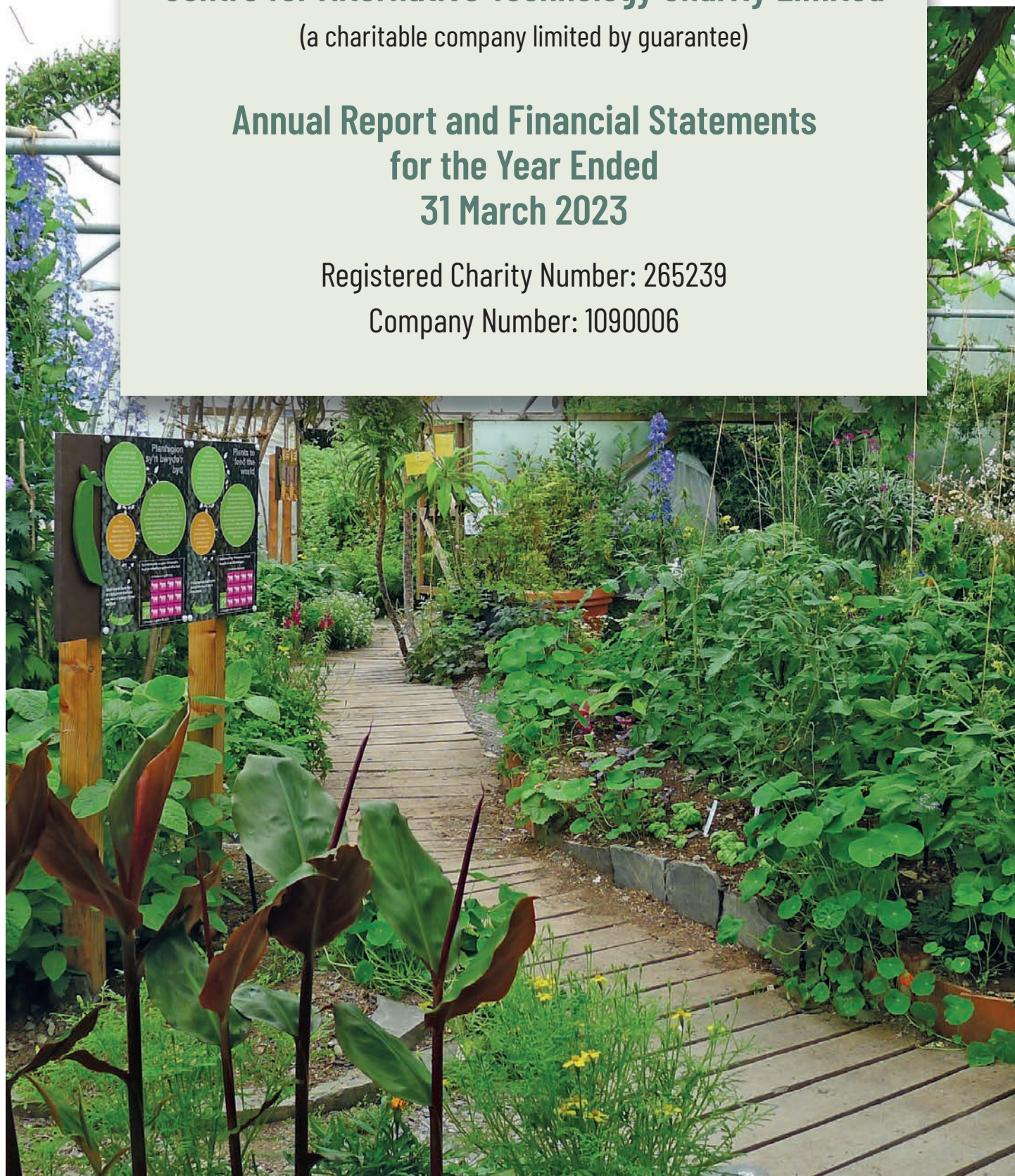
Centre for Alternative Technology Charity Limited

(a charitable company limited by guarantee)

Annual Report and Financial Statements for the Year Ended 31 March 2023

Registered Charity Number: 265239

Company Number: 1090006





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Chair's Statement

Everything, everywhere, all at once

In March 2023, the Intergovernmental Panel on Climate Change (IPCC) published the final instalment of their Sixth Assessment Report, setting out the devastating impacts already being felt around the world and delivering a “final warning” on the need for immediate action to prevent irreversible damage to the planet's life support systems.

UN secretary general, António Guterres, called it, “a clarion call to massively fast-track climate efforts by every country and every sector and on every timeframe. Our world needs climate action on all fronts: everything, everywhere, all at once.”

Here at the Centre for Alternative Technology (CAT), we're busy scaling up our work to help more people to meet this challenge.

In 2022-23, we moved forward with plans that will allow us to inspire, inform and enable many more people to play their part.

These plans include a new sustainable skills hub, expanded and updated training facilities, increased accommodation, and an inspirational new visitor experience at our Mid Wales eco centre alongside an expanded digital outreach programme, which will allow us to increase our reach and deliver education and training to many more people. The period covered by this review saw us continuing with the initial research, stakeholder engagement, site surveys, business planning and first drafts of architectural drawings.

Taking a regenerative approach, the project will see many existing buildings refurbished to the highest modern energy standards. New buildings will be both highly energy efficient and built using low impact materials and methods. We'll also be looking at ways to actively enhance the biodiversity of the site, protecting the wildlife and wild spaces that are already here and creating additional habitats across the site.

Look out for updates in 2023-24 as we further develop plans and begin work on some of the key

elements. (See page 27 for more on our future plans.)

Meanwhile, CAT's Graduate School of the Environment had another 239 new students joining a CAT Masters degree in September 2022. We now have over 2,000 graduates working across a wide range of sectors, bringing deep expertise in ways of addressing the climate and nature crisis, from low impact construction and renewable energy to food systems and social change. In 2022-23 we announced a new Masters degree, Research in Sustainability and Adaptation, and a new PhD partnership with Aberystwyth and Cardiff University. (See page 12 for more on the Graduate School of the Environment.)

Other new training programmes and courses running this year included a Retrofit Masterclass for the building industry, aimed at building skills and knowledge in sustainable whole house retrofit, and online Zero Carbon Britain training for communities and for the housing sector.

Our Zero Carbon Britain Hub and Lab continued to go from strength to strength, reaching the incredible milestone of having worked with more than half of the UK's local authorities as well as working with the Church in Wales and the Church of England, amongst many more organisations, providing training and support for the transition to zero carbon. (See page 9 for more on our Zero Carbon Britain training.)

Our Innovation Lab also worked with a range of influential organisations, bringing stakeholders together to work to better understand barriers to action and to co-create effective ways forward. (See page 9 for more on the Innovation Lab.)

This is just a snapshot from a busy year. Other projects include an incredible collaboration with theatres and young people across Wales through the GALWAD creative arts programme, an inspiring new partnership with community



organisers Civic Square and the Tyfu Dyfi project, aimed at increasing local food resilience.

In 2023 CAT celebrates its 50th anniversary – five decades of environmental innovation and education. As the year under review drew to a close, we were getting ready to host a series of special events to mark this incredible milestone and to look forward to the next chapter as we work together to take on urgent action on the climate and nature crisis.

As UN secretary general, António Guterres says, we need urgent action on all fronts – everything, everywhere, all at once. As CAT enters its 50th

year, we're ready to help make this happen, working with all of the volunteers, members, supporters, learners, graduates and visitors who make up CAT's incredible network of changemakers.

The cost-of-living crisis coupled with reduced visitor numbers in Wales post-pandemic, has brought financial challenges to CAT, as well as the Charity sector as a whole, in 2022-23. Whilst we have been able to navigate through these challenges in 2022-23, through finding ways to reduce costs and increase income, this will require continued focus in 2023-24. Thank you for your support.

Andrew Pearman

Interim Chair

Date 15/12/23





Remembering Sally Carr

a tribute to our late Chair of Trustees

In June 2023 we lost our dear friend and CAT's Chair of Trustees, Sally Carr. Sally has been an incredible force for good in CAT for almost 40 years, initially as a volunteer before joining as a member of staff and then as a trustee, becoming Chair in April 2022. She was widely loved and respected, and a source of inspiration and wise counsel for so many of us. Throughout the year under review, and for many years before, Sally helped steer the organisation with gentle strength and quiet wisdom. We miss her more than we can say.





Trustees' Report for the Year Ended 31 March 2023

Trustees, Officers and Advisers

The trustees present their report and the audited financial statements for the year ended 31st March 2023.

Reference and administrative information set out on page 6 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association, the requirements of a directors' report as required under company law, and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

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:

- Dr Sara (Sally) Carr (Chair of Board of Trustees until June 2023)
- Andrew Pearman (Vice Chair and Chair of IT Committee, appointed as Interim Chair June 2023)
- Andrew Menzies (retiring on 31st December 2023)
- Roger Thomas (Chair of Organisational Development Committee)
- Anthony (Tony) Gross
- Kalyani Gandhi-Rhodes
- Sonya Bedford
- Theresa Löber
- Kevin Gould (Chair of Audit Finance and Performance Committee)
- Rhiannon Turner (appointed as Vice Chair June 2023)

- Siobhan Riordan (Resigned on 30th April 2022)
- Ben Summers (appointed 23rd October 2023)
- Sian Thomas (appointed 23rd October 2023)

Company Secretary:

Paul Booth

Key Management Personnel:

The Senior Management Team during the year consisted of:

- Paul Booth (Co-CEO and Director of Finance and Operations)
- Eileen Kinsman (Co-CEO and Head of Development)
- John Challen (Head of Eco Centre)
- Ed Parsons (Head of Visitor Services)
- Dr Adrian Watson (Head of School)

Principal Bankers: Triodos Bank, Deanery Road, Bristol, BS1 5AS

Auditor: Sayer Vincent LLP, Invicta House, 108-114 Golden Lane, London, EC1Y 0TL

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 5th January 1973 and changed its name to Centre for Alternative Technology Charity Limited on 28th June 1990. It is governed by its Memorandum and Articles of Association dated 5th January 1973, as amended by resolutions on 21st May 1990, 8th September 2003, 4th December 2008, 13th September 2010 and 4th February 2021.

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 recycling, 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'.

Vision

Our vision is a sustainable future for all humanity as part of a thriving natural world.

Mission

The Centre for Alternative Technology (CAT) exists to inspire, inform and enable humanity to respond to the climate and biodiversity emergency.

Activities

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

- Operating a visitor centre open to the general public to showcase environmental solutions (temporarily closed to day visitors from November 2023).
- Providing educational opportunities at its visitor centre.
- Providing postgraduate courses.
- Supporting local authorities, communities and Wother organisations through the Zero Carbon Britain Hub and Innovation Lab.
- Providing education for groups from schools, colleges and universities.
- 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

In 2022-23, we worked with people and organisations across Wales, the UK and beyond, exploring and sharing ways of addressing the climate and biodiversity crisis and creating a safer, healthier, fairer world for all. We also progressed plans to reach many more people with our transformational new development project.

Making plans to transform our eco centre, to inspire, inform and enable more people

This year we continued to work on our plans for a major redevelopment of the CAT eco centre, including a new sustainable skills hub, additional teaching and accommodation spaces, and a new visitor experience, alongside an expanded digital outreach programme. We undertook site surveys and research and gathered input from a wide range of stakeholders including local people, CAT members and supporters, students and visitors. All of this helped inform initial draft site plans and business planning.

Welcoming visitors and learners of all ages

Our engagement and education team welcomed a wide range of visitors and learners, including school, college, and university groups as well as individuals and families. Talks, tours, workshops and more delivered both at CAT and online helped to inspire, inform, and enable people of all ages to play their part in addressing the climate and nature crisis.

Supporting organisations through our Zero Carbon Britain Innovation Lab

Our Innovation Lab team supported a range of councils, community groups and organisations to explore barriers to taking action, and to work together on co-creating solutions. Key projects this year included working with the Local Government Association (LGA), co-creating guidelines to help local councils embed sustainability across all sectors. A partnership with the Arts Council of Wales and Natural Resources Wales saw the co-creation of a new 'Strategy for Climate Justice and the Arts'. The team also began work with the National Infrastructure Commission for Wales (NICW), alongside a number of other

organisations to research how an increase in renewable energy capacity in Wales can be delivered in a fair, just and collaborative way.

Providing training for local authorities and other organisations

Our Zero Carbon Britain team has now delivered training to over half the local authorities in the UK, as well as the Church in Wales, the Church of England, a wide range of community groups, and many other organisations. The year 2022-23 also saw the development of new training courses specifically designed for community organisations and the housing sector.

Welcoming new students to our Graduate School of the Environment

September 2022 saw 239 new students joining our postgraduate courses to gain an in-depth understanding of environmental issues and to explore how we can work towards a safer, healthier, fairer world for all. We announced a new Masters in Research programme to increase opportunities for original research that can help to deepen understanding of sustainability and adaptation, and a new partnership between CAT and Cardiff University and Aberystwyth University saw the launch of a new PhD opportunity.

Reaching an incredible milestone

In 2023 CAT celebrates its 50th anniversary – for half a century we've been exploring and sharing ways of working towards a sustainable future for all humanity as part of a thriving natural world. As we enter our 50th year, and the climate and nature crisis deepens, we remain unflinching in our determination to turn this vision into reality.

All thanks to our supporters

All this was possible because of the incredible generosity of our members and supporters. Over five decades, this inspirational network has been the lifeblood of CAT. A heartfelt thank you to each and every one of you for all that you do – we simply would not be here without your generous support and commitment.



Zero Carbon Britain

CAT's Zero Carbon Britain Hub and Innovation Lab has recently completed its third and final year of the Moondance funded three-year project.

The project builds on CAT's Zero Carbon Britain research to date, supporting councils, communities, and other organisations to take action on the climate and biodiversity emergency. It does this through provision of training and events and designing and delivering multi-stakeholder innovation labs to overcome barriers to transitioning to net zero.

The third year has been no quieter than the previous two, and we have continued to build on our strong track record, taking multiple enquiries for the training and the innovation lab.

Our latest evaluation report concludes:

"There is good evidence that the support provided by the CAT Zero Carbon Britain Hub and Innovation Lab project has led to councils and businesses, who have participated in training and labs, taking action on climate emergency declarations [...] It seems very likely that successful delivery of the Zero Carbon Britain Hub and Innovation Lab project means CAT is in a stronger position to support the transition to net zero."

Innovation Lab

The innovation lab has continued to build a strong reputation and having successfully delivered multiple impactful labs over the three years and surpassing all targets set for the Innovation Lab, the Moondance Foundation has awarded a further £300,000 over the next three years, to continue the work of the Innovation Lab. In addition to this the Innovation Lab was awarded £30,000 from Jam Today to further the work of the innovation lab.

Key activities in 2022-23 included:

SV Cymru Business Planning Innovation Lab

Having participated in the ZCB training, SV Cymru approached us wishing to better understand how

to implement their learnings from the training into their day-to-day work. We ran an innovation lab with 12 participants, including employees, volunteers, and representatives of partner organisations. Through the innovation lab we identified key actions for them to reach net zero and maximise their influence on others in relation to the climate and biodiversity crisis.

Future Wales Fellowship

We supported the Future Wales Fellowship; as part of the Creative Nature Programme, which is run in partnership by Arts Council Wales and Natural Resources Wales. The Future Wales Fellowship supported 8 Wales based artists to explore the climate crisis through art. CAT shared knowledge and expertise with the artists throughout the programme and in March 2023, hosted an event with over 65 people joining us to learn about the artists and their work.

Ashden Co-creation October 2022

We delivered a webinar for council representatives in the North-East on the principles of co-creation and ran a taster session of an innovation lab on retrofit. In this the participants identified the key barriers to addressing retrofit in the North-East and explored ways in which councils could work better together to address the issue.

Sustainability in Council Services Innovation Lab

In September 2022 we were commissioned by the Local Government Association to deliver an innovation lab to explore how to embed sustainability across council services. The innovation lab brought together approximately 75 representatives from different service areas and different councils across England. Through a series of workshops, we explored the different themes as set out by the Climate Change Committee for Local Authorities and produced a webinar containing guidance on how to embed each theme across council services, which representatives from over 200 councils attended. As a result, were invited to sit on the climate change panel at the LGA's 2023 national conference.



A Plan for Climate Justice in the Arts Sector

We were commissioned by Arts Council Wales and Natural Resources Wales to run an innovation lab to co-design a 'plan for climate justice in the arts sector', which would ultimately sit within the Arts Council's wider strategy. The lab brought over 90 participants together through a series of workshops to explore climate justice, decarbonisation, nature & biodiversity, ethical choices, creating change, and supporting artists.

NERC Discipline Hopping

We were again invited to partner with Aberystwyth University on a Natural Environment Research Council (NERC) funded discipline hopping project called 'Planetary Multispecies Politics in Action'. The project was delivered by members of the 'World We Want' Hub and after 3 months of exploring the notion of 'planetary multispecies politics in action', produced a series of films, poetry, prose and artwork, which was showcased at Aberystwyth University as part of their 150th birthday celebrations.

Mid Wales Renewable Energy Conversations

We were commissioned by the National Infrastructure Commission for Wales (NICW) to research the potential for renewables in mid-Wales, with a specific focus on community engagement. We worked alongside the Centre for Sustainable Energy and Dulas in exploring public perception of the local landscape and the potential development of renewable technologies in Ceredigion and Powys. Our findings and recommendations will contribute to a wider report that NICW will present to Welsh Government on the future of renewables in mid Wales.

ZCB Training

Our Zero Carbon Britain training programmes have built a strong reputation and continue to develop and grow.

Key training events in the year included:

Zero Carbon Britain (ZCB) two-day online training courses

Our ZCB two-day training courses took place in November 2022 and March 2023. The courses offered expert presentations on climate justice,

the work of the black and green ambassadors, as well as real life examples of ZCB in practice in Wedmore and Dorset. We offered bursary places to widen accessibility to our training which were offered through an application process.

ZCB: Local Energy Solutions

We were commissioned to develop and provide ZCB Local energy Solutions training, for the North-West Energy Hub, Lancashire County Council. We also offered a webinar to Westmill Wind and Solar as an introduction to work that we will be doing with the group later in 2023.

ZCB for the Church of England

Working closely with the Church of England environment team, we developed a bespoke two-day ZCB training course which included our core content alongside case studies and actions relevant to a church audience.

Carbon Literacy for Local Authorities

We developed bespoke Carbon Literacy training for Local Authorities including Wrexham, Medway and Durham. Following this training, we went on to develop and deliver 'Carbon Lite', a two-hour training course for front line staff at Medway Council and Wrexham Council purchased an additional 20 places for staff to join other training events. Carbon Literacy for the Housing Sector

We offered this as a new course on our programme and developed and delivered bespoke training for two Housing Associations, Poplar HARCA and Torus.

Carbon Literacy for the Church in Wales

We developed and delivered carbon literacy training for the Church in Wales working with over 100 participants from all roles in the Church, including Bishops, Diocesan staff and others. This training formed part of our development of 'Carbon Literacy for Communities' which we have adapted for other organisations, such as Bridgend Farmhouse, a community group in Scotland.

British Retail Consortium Summer School

We lead the Planet pillar section of the summer school, running face-to-face workshops and an exposition event, as well as delivering a presentation and panel event.



Local Government Association

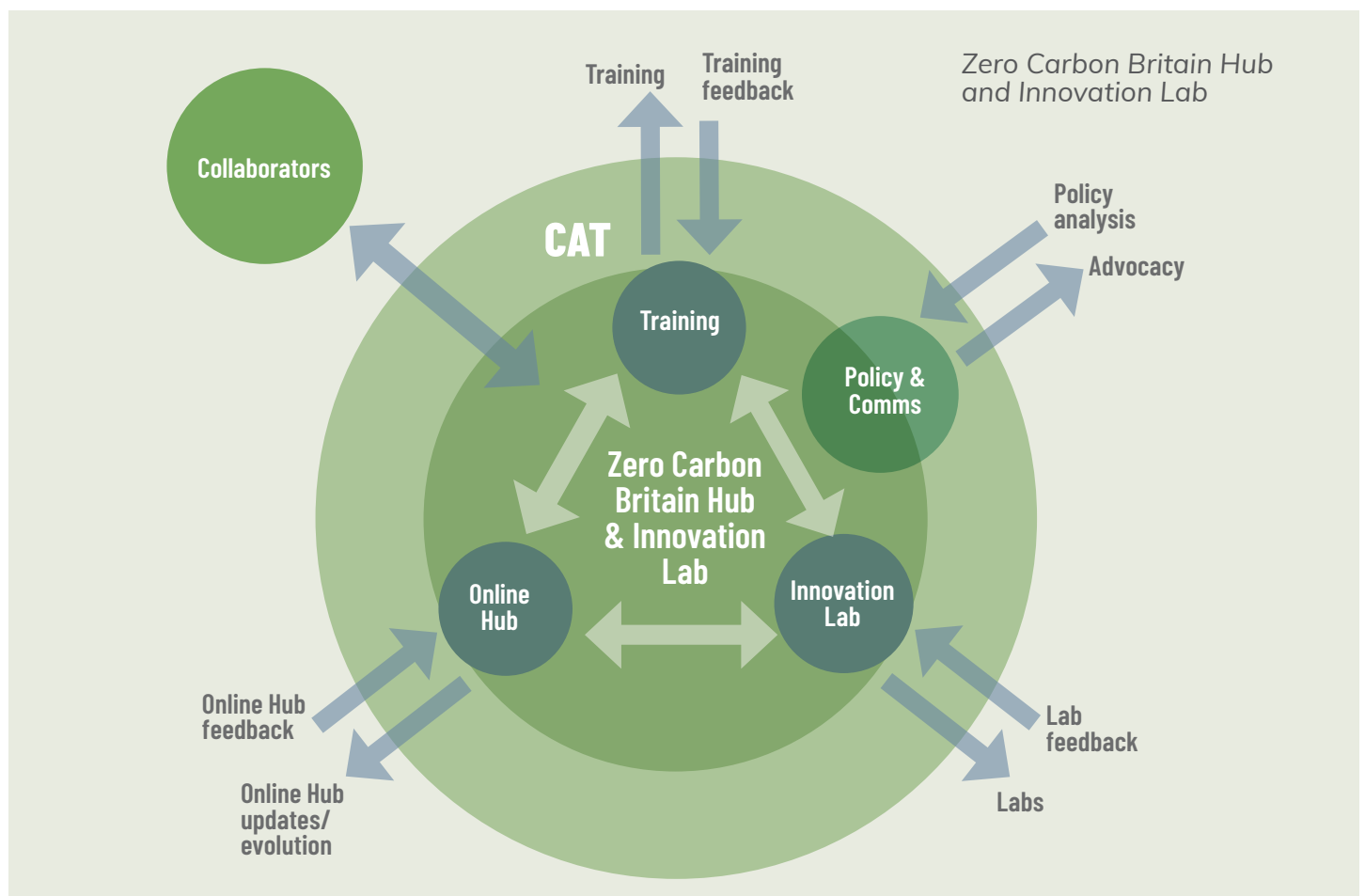
As part of the 'Leadership Essentials: Climate Emergency' programme, we delivered four lots of two-day training events, with carbon literacy content enriched and extended with workshops and external speakers. We then secured a contract to deliver eight additional two-day online training events, alongside a webinar and 'train the trainer' workshops.

ZCB Supporting CAT's wider work

Outside these two main areas of activity, extensive engagement has been ongoing with many councils, organisations, university groups and community groups requesting presentations or other forms of input from the Zero Carbon Britain team. This includes:

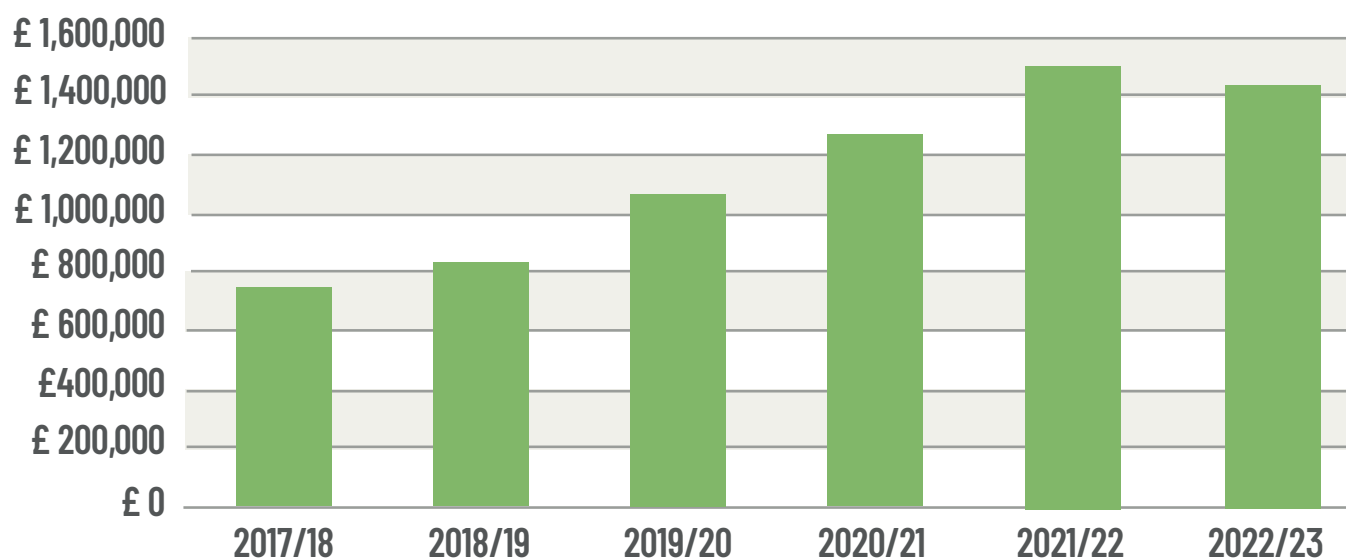
- Aberystwyth University Creative Exchange Group as part of the World we Want Hub
- Blueprint coalition
- Climate Cymru

- Advisory Board for Northern Ireland's Energy Strategy Board
- UCL panel - Summit on Sustainability in a Complex World
- RSAW conference at CAT
- Machynlleth climate action steering group and local energy event
- Civic Square partnership – multiple projects
- Pilot retrofit masterclass funded through the Community Renewal Fund
- Design Council – contribution to Design for Planet 2022
- Cumbria Action for sustainability workshop





Graduate School of the Environment (GSE)



Annual Graduate School Income

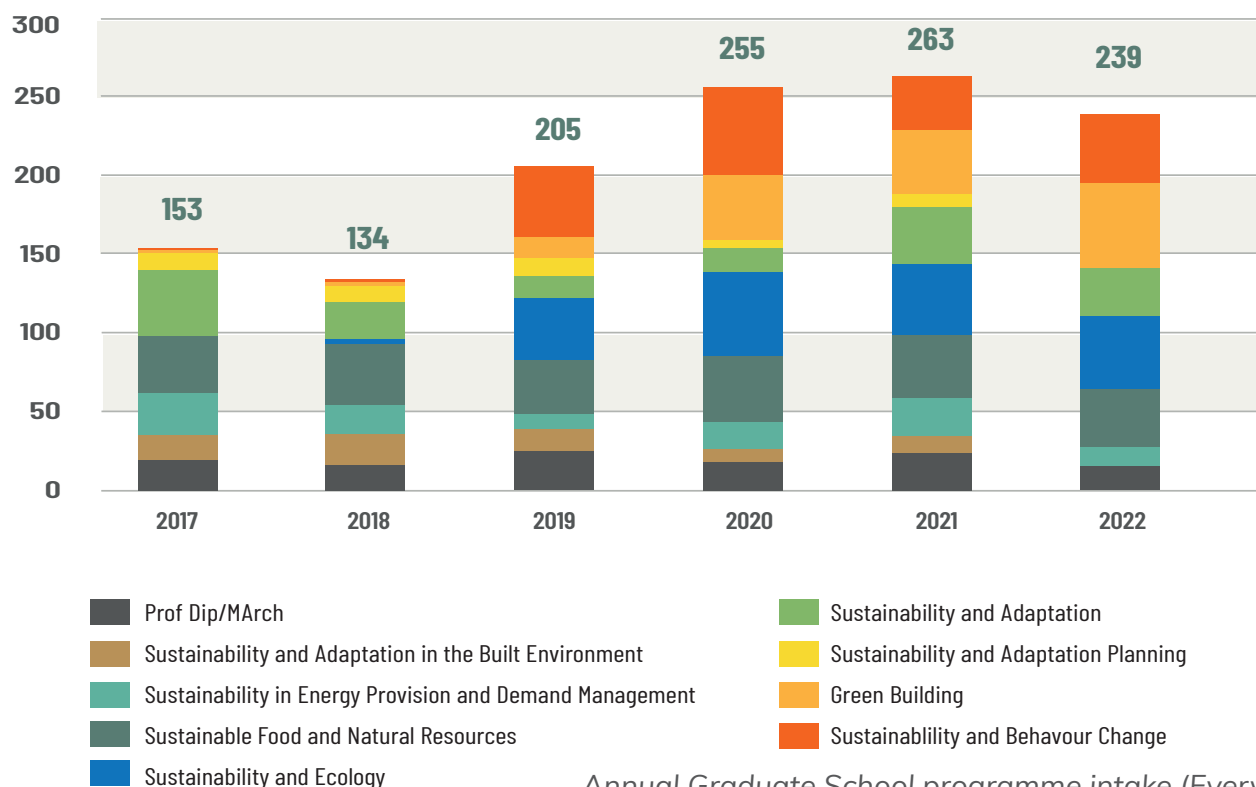
As the effects of the external COVID environment started to abate, 2022-23 saw CAT's Graduate School returning to site rather than relying on teaching purely by distance learning. This was a relief to both students and staff, although it was clear that some students still displayed some nervousness about returning to site and continued to study from home.

In September 2022 we consolidated our student numbers as the upper limit on intake is now largely constrained by programme quality priorities, staff, and physical resources. This is particularly evident where multiple modules are being delivered concurrently onsite and/or by distance learning. Maintaining the current high-quality student support and being able to release Graduate School staff to support other CAT initiatives is constrained by the additional workload required to deliver our programmes. The availability of onsite accommodation at the CAT site is also a key limiting factor to Graduate School development during some teaching periods.

Despite signs of national sluggishness in the post-graduate market, our suite of Masters and M.Arch

courses continued to show strength growing from an intake of 173 in 2019, to 239 in September 2022, just slightly down from our record 2021 intake. The MSc student intake in September 2022 was split 55:45 part time / full time and represents a slight shift toward full time study compared to last year. The high number of part-time students reflects the flexibility of our Masters programmes, which supports part-time participation, and often full-time students convert to part-time during the year to take advantage of this flexibility.

Our high number of part-time MSc students means that they take an average of around three years to complete their course. From an educational viewpoint though, quicker progression is beneficial and a longer-term target is completion in an average of 30 months, however the three-year time scale means that income from the student intake will continue to be reflected financially over several years. The larger MSc cohort meant that we recruited new staff including an additional programme leader for the Liverpool John Moores University (LJMU) courses to support the quality of our programmes and maintain our staff to student ratio.



Annual Graduate School programme intake (Every September)

M.Arch student recruitment decreased slightly to 16 new students, and the overall cohort was 40 students. Recruitment to the programme remains a challenge compared with MSc programmes, and hopefully the refreshed curriculum (see below) should prove more attractive to prospective students. The part-time M.Arch route only attracts a small minority of applicants and enrolled students, primarily due to student finance rules which offer reduced funding for the part-time M.Arch study compared to the full-time route. However, the part-time offer provides an alternative route for students who would otherwise withdraw from the course due to external factors. 2022 saw recruitment of a new course leader following relocation of the previous incumbent. Most significantly, prescription of the newly validated M.Arch programme by the Architectural Registration Board (ARB) was extended by a further five years to 2028. Prescription is required to ensure graduating students receive the necessary formal professional recognition, allowing them to eventually undertake part III training and become full architects, and is therefore essential for student recruitment. The ARB is currently consulting nationally about proposals to change graduate Architectural education for 2027 or 2028. We will maintain a

watching brief on these potential changes should they impact our M.Arch delivery. Finally, external feedback to the M.Arch course remains positive, with external examiners continuing to praise the Sustainable Architecture provision offered at CAT.

Recruitment was fairly balanced across the programmes offered by the two validating universities. The three Masters courses validated by the University of East London (UEL) saw 110 students enrolling, with 122 joining the three courses validated by Liverpool John Moores University (LJMU). Our highest recruiting courses are in (UEL) Green Building and (LJMU) Ecology related programmes.

Despite the number of overseas applications falling, forty-two overseas students were recruited, a slight decrease on forty-four last year, but a similar proportion to previous years. Of the overseas students twenty-eight were from EU countries with the remainder from the rest of the world. This suggests that our offer for overseas students remains effective, but a strategy to target more overseas students may prove advantageous. The application for an overseas student visa sponsorship is planned for September 2024 entry now that the effects of the COVID pandemic on international student movements



appear to have passed. This will require some negotiation with local accommodation providers to ensure overseas students have accommodation for the full academic year rather than staying onsite at the CAT site.

Our student profile remains mature (Masters student: average age 36, M.Arch 25) in comparison to other HE providers, with many of our students in full-time employment and/or have caring responsibilities. Although the numbers of students enrolling on modules and progressing met our forecasts, a consequence is that onsite attendance continued to suffer as students struggled with the ongoing indirect and direct impacts of COVID and cost of living crisis requirements although this also reflects on the major improvements that the Graduate School has made to distance learning provision over the last three years. To support the students with health and financial difficulties they faced, the Graduate School introduced additional external pastoral support resources in 2021. Its continued success and cost effectiveness means that this will be maintained throughout academic year 2023-24, however it is clear that, outside of the Graduate School, the strained external environment continues to exert unavoidable pressures upon student learning.

In March 2022 the Quality Assurance Agency for Higher Education (QAA) conducted its four yearly Gateway Quality Review (Wales) of CAT on behalf of Higher Education Funding Council Wales (HEFCW). We received formal notification of the outcomes in June 2022. The main purpose of the review was to investigate the higher education provision and to make judgments as to whether academic standards and quality meet UK expectations. The QAA is a body that reviews Higher Education against the expectations of its UK Quality Code and provide advice and guidance for governments and regulatory agencies (HEFCW). Our review stated that 'academic standards are reliable, meet UK requirements, and are reasonably comparable' - the highest judgement available to CAT through the review process. The outcomes are available to view at: <https://www.qaa.ac.uk/reviewing-higher-education/quality-assurance-reports/Centre-for->

Alternative-Technology. This outcome provides confidence that the Graduate School's teaching, attention on academic quality and standards, and postgraduate qualifications are comparable to those available from any UK university.

Following the re-validation and refreshing of curricula of our programmes with University of East London in February 2022, the academic year beginning in September 2022 was the first delivery of several of the newly validated courses. In the validation the UEL M.Sc courses were rationalised to make efficiencies in course delivery, provide more of a focus to named courses and remove programmes which had relatively poor recruitment in recent years. Students who were progressing through the previous programmes will retain the opportunity to complete their programmes over the next three years but wherever possible were transferred to the new versions of courses.

The main practical visible difference between courses for students on old courses rather than the new, is a changed approach to support for the final dissertation which aims to improve the confidence of students undertaking research and therefore improve the final retention of students on the full Masters courses.

The Sustainability and Adaptation programme was reconfigured into a broader holistic degree programme offering the students the most flexibility in option choice, with the aim of arresting the decline in its recruitment. The Green Building and Sustainability in Energy Production and Demand Management programmes were given more focussed curricula whilst remaining within the overall Masters course framework. Sustainability Adaptation and Planning; and Sustainability in the Built Environment programmes were both withdrawn with relevant subject material being incorporated into the curricula of the new degree structures. As the M.Arch only went through minor validation changes its delivery was relatively unchanged, although we have now established three modules during the year where M.Arch and MSc students can be co-taught for the first time in several years.

An M.Res Sustainability and Adaptation



programme was also validated to offer those students who wish to pursue a research-based environmental career a suitable vehicle to do so. Several CAT alumni have furthered their research aspirations by taking PhDs at other institutions, and many have asked if CAT is able to consider this type of course as a possible route. This is not expected to recruit high numbers of students and recruitment was deferred until September 2023. It is hoped that the introduction of the M.Res is seen as a precursor to developing a full research offer in the Graduate School.

The courses validated by Liverpool John Moores University: Sustainability and Behaviour Change, Sustainable Food and Natural Resources and Sustainability and Ecology, were largely unaffected by the changes to our UEL validated courses and will undergo their planned revalidation in Spring 2024. As LJMU courses remain strong recruiting courses, the focus of the revalidation will be to refresh and update the curricula and ensure the focus of the courses is clearer.

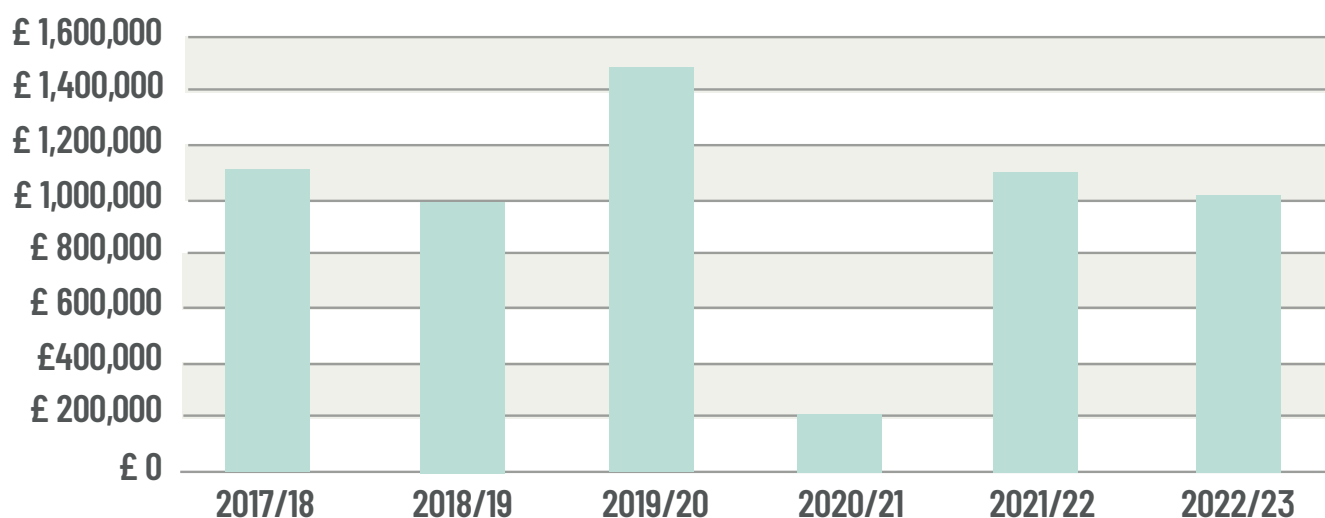
Upcoming shortly, in the 2023-24 academic year, HEFCW will be disbanded and incorporated into a new strategic authority for overseeing all aspects

of Tertiary Education and Research in Wales, the Commission for Tertiary Education and Research (CTER). It is unclear exactly how CTER will differ from HEFCW, although we now have additional reporting duties regarding our students proposed over the next few years. Welsh Government will be consulting in Autumn 2023 to seek views on the regulations they need to make to enable CTER establish a register of tertiary education providers. Whilst there will be challenges with a new regulator it is hoped that the changes will also provide new opportunities for developing the Graduate School as well.

Overall, the incorporation of operational course delivery changes and enhancing our student support meant that the student experience remained high as recognised by the QAA. The Graduate School continued to maintain its impact in delivering sustainability skills and knowledge in accordance with CAT's mission and values. The upcoming year will be challenging. The ongoing economic environment will continue to impact postgraduate education nationally and the revalidation of our LJMU programmes will provide an opportunity to ensure our courses remain relevant and help to deliver a net-zero future.



CAT Eco Centre & Engagement



Annual Visitor Centre Income

The Eco Centre occupies the Llwyngwern Quarry site and works to support an inspiring and immersive learning environment for visitors, students, and learners. It nurtures a focus on the concepts and practical solutions needed to help address the challenge of climate change and biodiversity loss. Whilst numbers are still recovering towards pre-pandemic levels, this year provided the opportunity to test and develop new engagement initiatives and to continue within existing resources to improving the site ahead of the planned major developments.

A Living Landscape

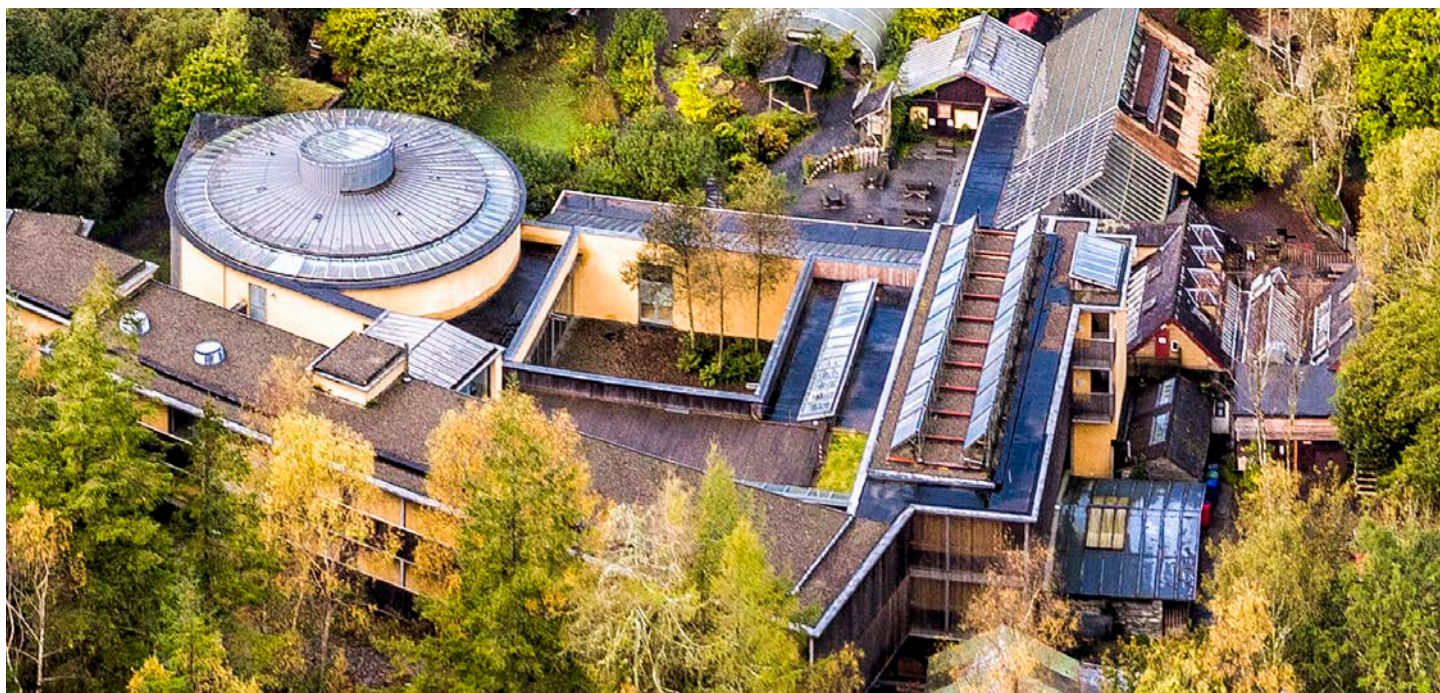
The site's biodiversity and lush gardens were the focus for much of the visitor engagement offer across the 2022-23 visitor season. Working together, the site engagement ranger team shared their knowledge and enthusiasm through activities such as pond dipping, pollinator surveys and bird call walks linked to biodiversity friendly growing ideas such as 'grow your own bird food' and drought tolerant planting. Engaging and working with visitors, they also created a series of mini gardens around the site that could be recreated in the any small space with found materials including downspout gardens complete with mini ponds.

The need to replace a footbridge across one of the site ponds provided an opportunity to showcase the imagination and skills of CAT's architecture students on site during the annual summer 'build week'. Concepts were pitched, and votes cast, and the winning design selected and built by the students supported by the Estates and engagement team. The result is a beautiful, covered timber bridge that allows visitors to enjoy views of the sites pond ecology, even on the wettest of days.

Learning at CAT

Education is a powerful tool to create lasting change. CAT exists to educate and train people in practical and radical solutions to address the climate and ecological emergency and its Learning and Education team helps deliver these solutions. The goal is to empower learners of all ages to reduce anxiety and increase agency whether through personal actions, engagement with others or through career choices. This is delivered through our educational activities for schools and universities and other groups, a year-round programme of short courses and training derived from CAT's Zero Carbon Britain research.

The CAT site and its facilities, lends themselves



to the creation of inspiring, immersive visit programmes where engagement with experienced practitioners, practical demonstration, and hands-on participation work to embed and enrich learning.

Funding has allowed CAT to appoint a new Learning and Education manager to lead on the creation of renewed and distinctive schools programme, both on site and online. A key goal has been to build on CAT's experience delivering zero carbon future visioning training for councils, communities, and organisations and develop it for CAT's education group audience. This has been made possible by funding through the Bold Futures programme administered by the Association of Science & Discovery Centres and Museum Association. Through early 2023 it made possible trials with a range of groups, especially non-traditional and underrepresented audiences. This was incredibly valuable in shaping the future of the CAT education offer, staff agency and in support of the site redevelopment.

The CAT short course programme provides short practical 'deep dive' learning experiences based on key sustainable themes for householder's organisations and those looking to gain new skills and knowledge on a break in Mid-Wales. Research and innovation were again made possible thanks to funding, this time via the Community Renewal

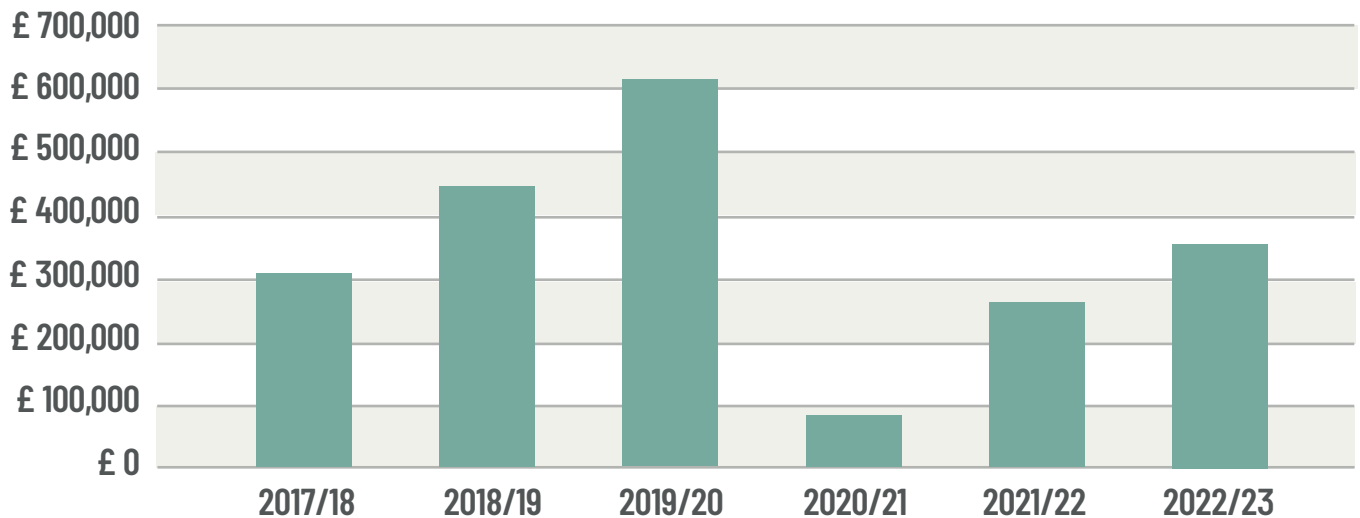
Fund. In collaboration with the Seven Wye Energy Agency, a short course 'masterclass' model was developed and trialled to deliver retrofit upskilling for people already working in construction related trades and professions in Powys. The course involved hands-on learning for the participants based around a whole house assessment approach that allows appropriate solutions to be tailored to particular housing stock and contexts. Again, the experience gained is helping shape future course and facilities development.

Managing the Estate

The CAT estates team care for the site building, energy and water infrastructure and the sites gardens and ecological systems, and the teams site knowledge ensured they played an important role in stakeholder consultation for the redevelopment project. This was particularly so from the point of view of the site electricity supply, water and waste management and ecology. Not only are these essential to the resilient operation of the site but they are vital elements of the sites teaching value. Ahead of future developments work continues to sustain the existing site. Among the work delivered was the installation of a new building management system in the WISE building and a main site tree risk assessment survey and consequent tree safety works programme.



Visitor Services



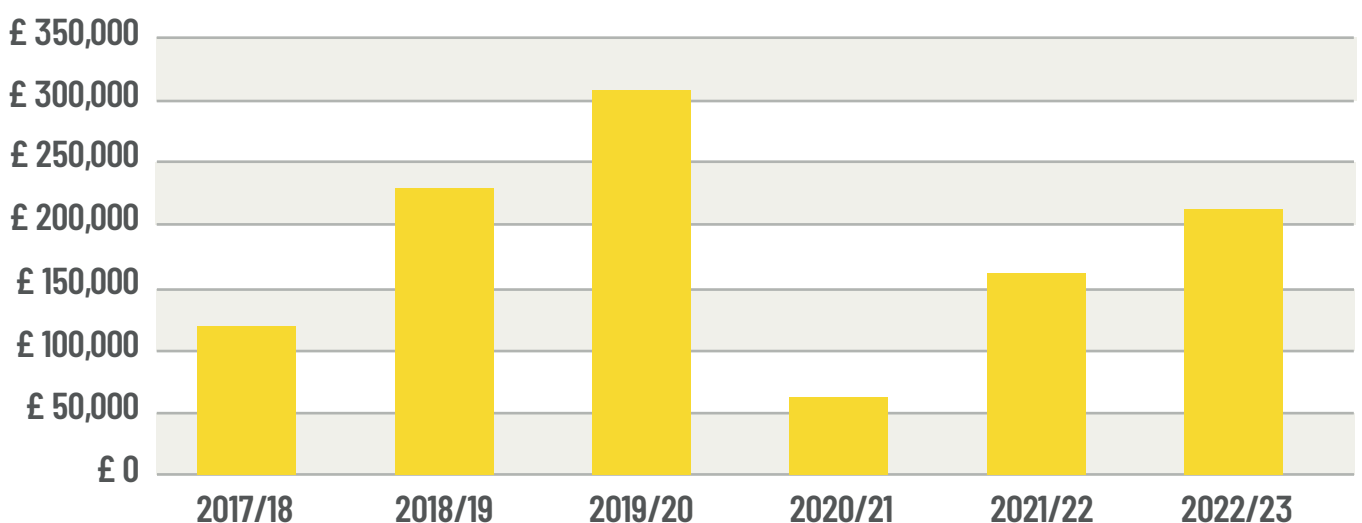
Annual Retail Income (Eco-store, Mail Order, Café and Bar)

Internal restructuring enabled us to appoint a Food, Beverage, and Retail Manager (moving from their previous retail focussed role) along with an Assistant Manager and team of Supervisors to enable us to have clear leadership for each shift, every day. We have worked with a specialist catering consultant who has reviewed our procedures and provided essential training for our team. Recruitment has continued to be a significant challenge this year.

We have developed a good working relationship with Powys Senior Environmental Health Officer and were successful in achieving a level 4 rating in

our most recent inspection. We have made further improvements which should result in us returning to level 5 in our next inspection.

Costs have increased substantially during the year, in particular food, significantly beyond inflation. We have reviewed and streamlined our menu, focusing on standardised homemade options, recognising a shift in customer behaviour with less demand for multiple hot food options, improving our offer to reduce wastage. We need to develop our strategy further for different audiences. It is important that our offer is tailored to some groups, ensuring that



Annual Accommodation Income



they can enjoy high quality familiar food. Portion control and consistency has been improved alongside development of our corporate offer. We are keen to use more produce grown on site however quantity and continuity of supply present challenges. Repair and replacement of some of our kitchen equipment has added additional cost pressures.

Post-pandemic changes in customer behaviour and expectations have proved problematic, numbers of our own students staying on site has reduced alongside fewer corporate groups and lower visitor numbers than expected. Worsening economic conditions during the year have added additional pressures. Our costs for catering and accommodation are out of proportion to income levels.

Restructuring and efficiency savings have commenced with rationalisation of our two reception functions into a single point from March 2023, along with removal of Visitor Services Assistant roles. Railway operations have also been restructured with a part-time lead operator assisted by one full-time and one part-time

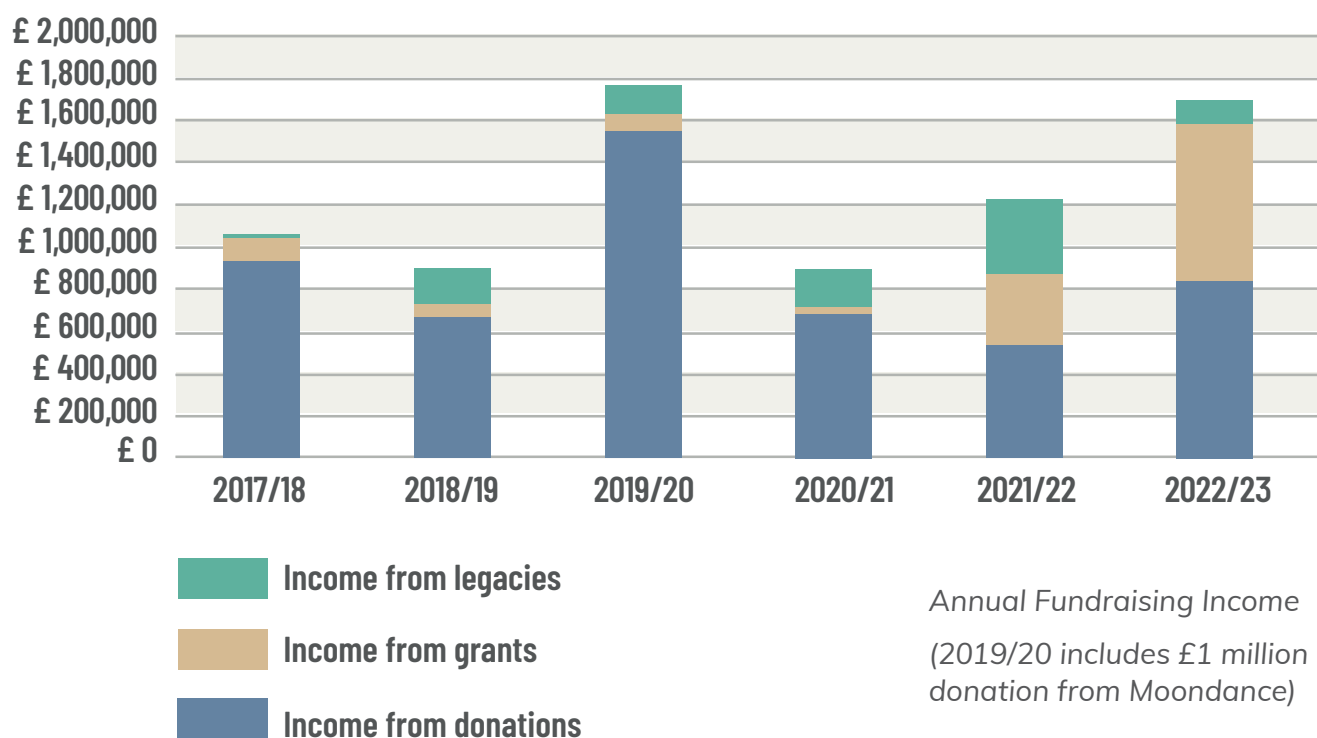
operator. Our lead operator provides technical expertise and ensures that operating procedures are being followed by all. Additional pre-season training has ensured the operation of the railway with very few faults.

Amalgamating our on-site retail and catering offer in one location has enabled us to reduce staffing costs substantially. As an efficiency measure, we didn't produce a printed Christmas catalogue for our Eco store, instead relying on email marketing, along with a smaller mailshot to selected customers, which was much more effective and less costly. We have streamlined our offer, ensuring that what we sell is relevant to our mission and focusing upon our most profitable products. We have undertaken some competitor analysis, some of whom ceased trading during this year and are also investigating potential collaborators.

We have sought to develop a sense of shared endeavour amongst our team with a focus upon exceeding customers' expectations and providing consistently excellent service. Capital investment is required to upgrade and improve much of our accommodation and visitor facilities.



Fundraising and Membership



Throughout the 2022-23 financial year, whilst people and organisations everywhere struggled due to the effects of the cost-of-living crisis, so did the charities they support. CAT's supporters continued to work together to build and share solutions to the climate and nature crisis, and we are extremely grateful for all the support we received during this challenging time.

Individual giving

We raised £93,000 from 1,675 donations and membership payments in response to our quarterly appeals, and £59,000 from responses to our Clean Slate mailings. At the end of the year CAT had 7,153 members, 5,409 of whom were paying for membership (a slight increase on the previous year), with the remainder having taken up an offer of 'free membership for a year'.

Legacies and Major Gifts

We've received over £120,000 in legacy gifts in 2022-23 and hosted two close legacy supporters on site. We have been collating stories and experiences from our legacy pledgers to share in

Clean Slate. We received a gift of £20,000 by a kind supporter who brought forward their legacy.

Amongst numerous significant gifts by major supporters, we received high level gifts of: £40,000 as a generous response to our core funding needs, £20,000 to support our major capital development project, and £17,000 as part of a matched giving platform. A major grant of £500,000, towards our education and engagement work, as well as refurbishment of a key learning space on site, was received in August 2022. We received a gift of £100,000 towards core costs from an anonymous donor in January 2023. Another anonymous donation of £250,000 was agreed in March 2023 and received shortly after the year-end, half of which was to contribute towards the site redevelopment plans.

We were fortunate to receive visits from several major donors on site, to meet with staff, and celebrate their impact.

Our generous bursary major donors continued to help widen participation for students otherwise less able to access our graduate school courses.



Trusts

CAT was fortunate to receive support from a number of charitable trusts during the year including: £150,000 from the Moondance Foundation towards our Zero Carbon Britain Hub, as part of a generous £300,000 pledge over three years; £25,000 towards a staff post in the Zero Carbon Britain Hub and a very generous gift from the Marmot Trust towards both our Green Match Fund Campaign and our Zero Carbon Britain Hub. We received kind support from The Oakdale Trust and The Bernard Piggott Charitable Trust, £5,000 from the Ethel & Gwynne Morgan Trust for a student bursary and £3,000 by The Stone Garth Fund. We received a gift of £30,000 from Jam Today towards our Zero Carbon Britain Innovation Lab.

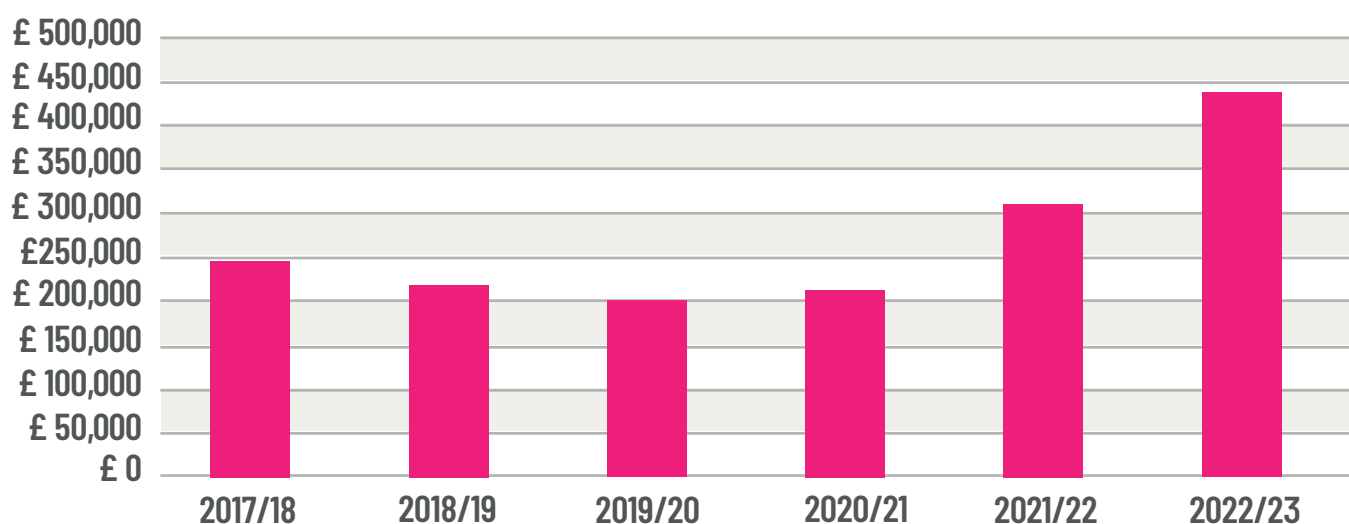
Statutory Funding:

The Community Renewal Fund from Powys County Council awarded in November 2021, continued into 2022-23 with funding for site feasibility and planning work to support CAT's redevelopment plans. Funding was also provided

to the partner Severn Wye Energy Agency for their component. This enabled us to successfully navigate the first strategic gateway under the Mid-Wales Growth Deal. Although new statutory funding opportunities of £2.5m value were expected in 2022, these remained in the pipeline with delays in government decisions and allocations to local councils. This pipeline will be targeted in the next financial year.

Good practice in fundraising

CAT remains committed to upholding the highest standards in our fundraising, always adhering to the Fundraising Regulator's Code of Fundraising Practice, data protection laws, and our own thorough policies and procedures. We monitor our fundraising activity closely to ensure our value for money, compliance and ethical standards go above and beyond these requirements. We do not currently employ any third-party professional fundraising services to conduct public fundraising for us. We did not receive any complaints about our fundraising practices during this financial year.



Annual Membership Income



Financial Review

In 2023 total income increased to £4.51 million, compared to £3.80 million in 2022. This is largely represented by an increase in restricted donations and grants, which increased by just under £527,000, while total unrestricted income increased by just under £191,000.

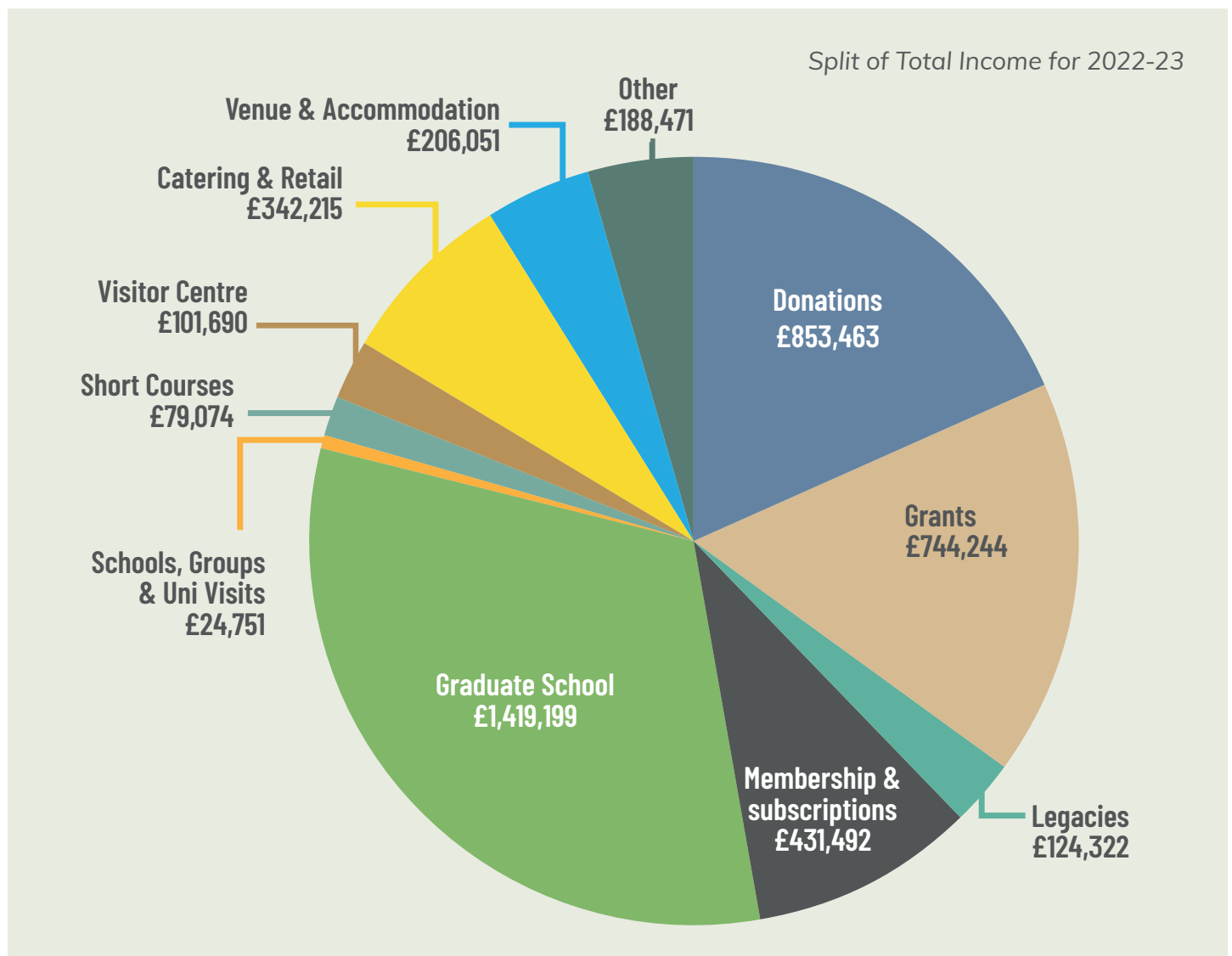
One of the major factors that contributed towards the increase in restricted income was a large grant of £500,000 towards a project for developing our learning and education resources, of which £232,000 was deferred at the year-end and will be recognised as costs are incurred over the three-year funding period. We also received £150,000

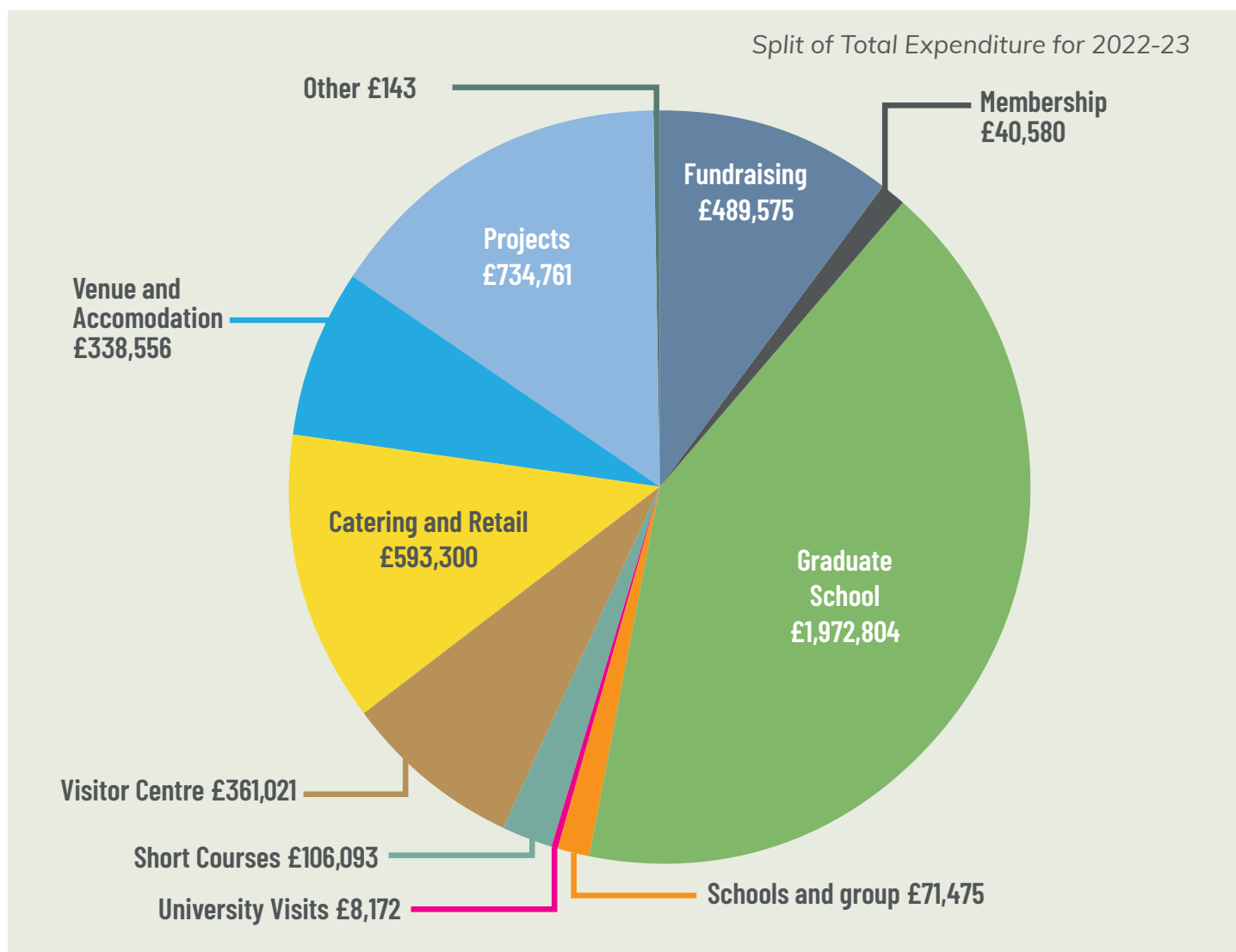
from Moondance for the ZCB Hub & Innovation Lab, £256,844 from the UK Community Renewal Fund and an anonymous donation of £125,000 towards the redevelopment of the site.

Due to the increase in restricted income, the level of unrestricted income as a percentage of total income fell to 79% compared to 89% in 2022.

Total unrestricted fundraising and membership income rose to £1.20 million, compared to £1.14 million in 2022.

Total income from charitable activities increased to £2.36 million, compared to £2.23 million in 2022. This was the first financial year since the





Covid-19 pandemic that we have been fully operational for the whole year, therefore income in most areas increased, as expected. However, visitor centre income reduced slightly to £101,690, compared to £109,828 in 2022.

Income from our graduate school also reduced to £1.42 million, compared to £1.50 million in 2022. Student intake was slightly down in the academic year starting September 2022 and some students dropped out during the year. We expect that this, along with the drop in visitor centre income, is likely to be due to cost-of-living pressures on students and visitors.

Total expenditure rose to £4.73 million, compared to £3.85 million in 2022. This is partly due to an increase in expenditure on restricted fund projects in line with the increase in restricted income for

new projects, such as the UK Community Renewal Fund Grant, for which the funding period came to a close in January 2023.

However, the increase in total expenditure is mainly represented by unrestricted expenditure. Whilst we would expect expenditure to increase in line with income, and due to being fully operational again for the whole financial year, expenditure increased at a much higher rate. Unrestricted expenditure in 2023 increased by 18%, while unrestricted income only increased by 6%. Along with many other charities, organisations, and individuals, we have been impacted by the cost-of-living and inflation crisis and as a result have faced increased costs, along with income being lower than expected due to cost-of-living pressures on our visitors and supporters.



We have been monitoring the cash flow on a weekly basis and are continuing to look at ways we can reduce costs and increase income in order to tackle these additional challenges.

Total staff costs increased to £2.72 million compared to £2.31 million in 2022. Several factors contributed to the increase in staff costs. Firstly, in 2021-22 we were operating on a limited basis as Covid-19 government restrictions were still in place for part of the year, which meant that staff costs in relation to seasonal staff and those working variable hours, were much less than they were in 2022-23.

In addition to this, pay increases in line with rising inflation rates and the national living wage came into effect in April 2022. A pay rise to GSE academic staff was also implemented in September 2022. Finally, an additional payment of £250 was paid to each member of staff in December 2022 to help with 'cost-of-living' pressures.

An external review of pay and progression took place throughout 2022-23, which involved an assessment of all roles and assigning a grade to each role. While the outcomes of the review and implementation of the new grading system will not begin to come into effect until April 2023, the consultancy fees relating to this have contributed to increased administrative support costs in the 2022-23 financial year.

Governance and support costs increased to £1.52 million compared to £1.29 million in 2022 (see note 8). Again, this is partly due to inflationary rates and partly due to being fully operational again in 2022-23.

Capital expenditure increased to just over £184,000 compared to only £3,000 in 2022. However, the majority of this (over £135,000) related to architectural and building services for the site redevelopment, which was funded by the restricted UK Community Renewal Fund. Around £44,000 of the capital expenditure related to an essential replacement of the WISE Building Management System.

Restricted funds showed a net increase of

£36,000 in the year, compared to a reduction of £170,000 in 2022. The increase is represented by additional restricted grants and donations received in the year towards new and existing projects.

Unrestricted funds reduced to £0.98 million compared to £1.23 million in 2022, which is a reflection of the increased costs mentioned above.

The net balance sheet total reduced to £1.54 million compared to £1.75 million in 2022. This is largely due to the deferred grant of £232,000 included within creditors, which will be released to income over the next two years.

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. These are usually instant access accounts but may also include fixed term deposits of up to one year where cash flows permit.

Reserves Policy

The Board of Trustees reviewed its Reserves Policy in 2021 and introduced a new policy based around an assessment of internal and external risks, and operational and cash flow considerations. This replaces the previous policy of aiming for a level of reserves equivalent to three months' operating costs.

Reserves are considered necessary to protect CAT's activities by providing a financial provision which mitigates for the unpredictable external environment and makes sufficient provision for future cash flow requirements. The policy also provides part of the framework for future strategic planning and decision-making. The development of an effective reserves policy will help to limit the impact of any risk upon the continuing operations of the charity.



When considering an appropriate level of reserves, the trustees will consider:

- the risk of unforeseen emergency or other unexpected need for funds
- covering unforeseen day-to-day operational costs, for example employing temporary staff to cover a long-term sick absence
- a fall in a source of income or the ending of a funding source
- planned future commitments, that cannot be met by future anticipated income alone, for example plans for a major capital investment project
- the need to fund potential deficits in a cash budget, for example money may need to be spent before a funding grant is received
- The financial risks identified determine the amount of reserves the charity targets to hold.
- When deciding on the reserves amount the trustees will take into account the following:
 - a minimum of one month's salary bill.
 - the policy of budgeting and forecasting to keep a minimum balance of unrestricted cash at all times.
 - within the charity's annual budget, a contingency amount of between 1% and 3% of income should be built into the overall budget which should be held as a contingency to support future requirements and any in year uncertainties.
 - the need to create budget surpluses to plan for any future large project investment such as facilities development or building condition improvement.
 - any uncertainty, turbulence or expected reduction in funding arrangements as a result of future planned changes or funding cuts.
- Based on this policy, a target of £300,000 of free reserves has been set. At the year end, unrestricted reserves stood at £980,419 (2022: £1,227,696) but were mostly represented by fixed assets and working capital. There were no free reserves at the year-end as a result

of the additional challenges we have faced during the year to March 2023. Our plans continue to be focussed on strengthening CAT's overall financial position and building free reserves.

Going Concern

The Charity uses 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.

Cash flows and cash flow forecasts have been monitored and controlled closely and carefully by our Co-CEOs and senior management team, and periodically through the year at our Board, Organisational Development Committee (ODC) and Audit Finance and Performance Committee (AFPC) meetings. Between meetings, our senior team also hold regular meetings with the Chairs of those committees to discuss the latest financial position. Following a financially challenging time for the Charity Sector, a plan has been developed to achieve necessary cost savings and to focus on strengthening economically viable activities. The central element of the plan is to close our visitor centre to day visitors whilst continuing all other on-site activities. A full re-forecasting has been completed to incorporate this plan and the forecasts now indicate that our cash position will strengthen through to March 2025 and we will be able to meet our liabilities as they fall due.

Sustainability and the environment continue to be central to Government policy at all levels. The demand for places at our Graduate School continues to grow and we are developing plans to expand capacity. We remain committed to the proposed redevelopment plans for our visitor centre, which feature significant improvements for the visitor offer, including the expansion in size and nature of various activities and expansion of our accommodation. Future fundraising income can never be certain, but we have a history of loyal supporters and growing numbers of enquiries from organisations wanting to support and partner with us. The success of our ZCB Hub And Innovation Lab in growing its training and



consultancy work also bodes well for the future. This gives us confidence that we can continue to strengthen our activities and our financial position.

Overall, the range of opportunities to develop and extend our services, coupled with the rapidly growing demand for climate action, gives us confidence that we can strengthen our cash flows and build our reserves.

On this basis, the trustees are satisfied 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.

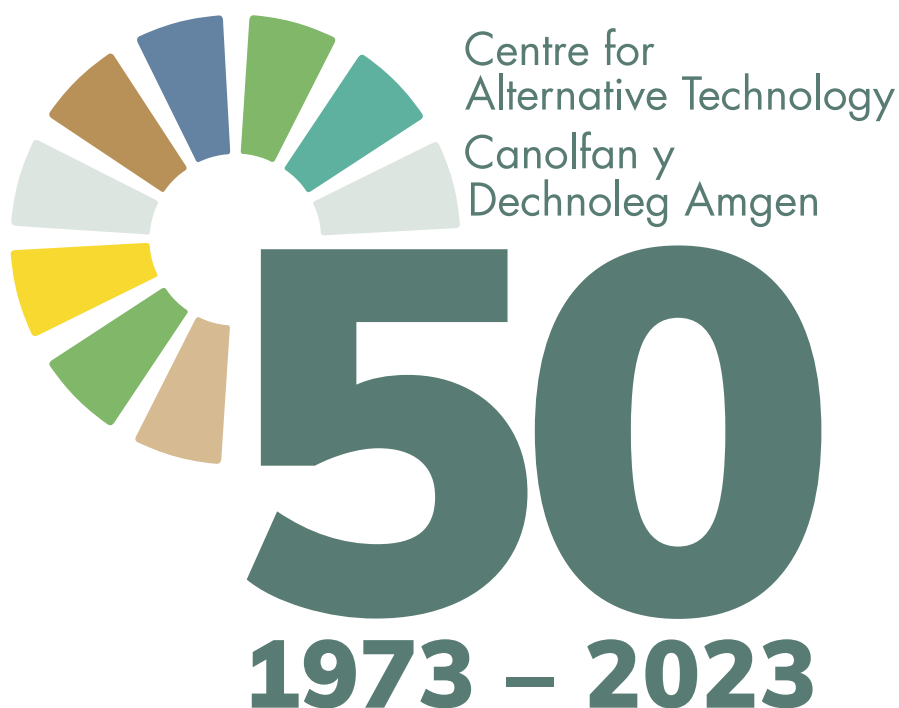
All trustees give their time freely and no Trustee received remuneration in the year. Details of trustees' expenses and related party transactions are disclosed in note 9 to the accounts.

The pay bands of the Co-Chief Executive Officers 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



In 2023 we celebrate CAT's 50th anniversary – for half a century, we've been exploring practical solutions, providing hands-on learning, and working together towards a better future for all. We'll be marking this incredible milestone with a series of special events showcasing our work on solutions to the climate and biodiversity crisis to a wide range of audiences.

The coming year will also see us further developing our ambitious plans for a new state of the art visitor experience and sustainable skills hub at CAT.

In spring and summer 2023 we will be appointing a master planning team – including an architect, services engineer, civil and structural engineer, ecological consultant, project manager and civil engineering consultant – to take the project into structural design phase.

The development is included in the portfolio of projects shortlisted for inclusion in the Mid Wales Growth Deal, and we expect to submit an Outline Business Plan in 2023 for the next decision gateway, as well as securing new funding from the Shared Prosperity Fund and other sources to allow us to move the project forward.

In due course, further pipeline funding from the National Lottery Climate Action Fund and other

bids will also enable continued support of the Zero Carbon Britain Hub and Innovation Lab as well as our educational outreach work.

The Graduate School of the Environment will continue to offer a high-quality unique learning experience in a range of subjects relating to sustainability, and the investment in new and improved teaching and accommodation facilities over the next few years will allow us to increase the number of places offered and expand our range of courses.

In the short term, our new MRes postgraduate degree will see its first intake in September 2023, allowing the Graduate School to offer research opportunities to students as a route into research careers, contributing to the development of knowledge and innovation to support action on the climate and biodiversity emergency.

None of this would be possible without the generosity of our supporters, and we plan to continue to grow our fundraising income, with the addition of a new Trust Fundraiser to allow us to seek additional grant funding. Following the pandemic we will be reintroducing our annual CAT Members' Conference after a three-year hiatus, which also coincides with our 50th anniversary celebrations.



Structure, Governance and Management



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, each year one-third of the Board members retire and may offer themselves for re-election. New trustees are appointed by special resolution of the Board.

During the year, the Board continued to look to increase its capacity and skill set. The Board is always keen to consider new applications, however, the current Board of Trustees and their range of skills and experience is considered broadly appropriate for the current needs of the charity.

The Board currently operates with three committees. These are now all permanent: Organisational Development Committee (ODC); Audit Finance and Performance Committee

(AFPC). The third was originally set up as a 'task and finish' group: IT Steering Committee (ITSC). The ITSC was made a permanent committee by the Board in December 2020 recognising the ongoing importance of IT development to the charity.

Management Structure

The current Senior Management Team ('SMT' - see page 6) which has been built up over recent years is now considered to be the most appropriate structure to take the organisation forward.

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 Co-CEO's 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 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.

Individual risk registers are also maintained as deemed necessary for certain areas of CAT's activities including IT, and in some cases for individual projects.

The Board are currently engaged in a series of discussions to review their approach to risk and establish their risk 'appetite' going forward.

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.

Risk	Mitigation
Cash flow & finance; organisation viability; economic climate	Co-CEOs, SMT and trustees regularly review forecasts and management information. Various scenarios are modelled. Plans are updated as circumstances develop. AFPC keep finances under regular review. Steps are being taken to maximise income and control costs wherever possible.
Site infrastructure: Need for repairs and refurbishment to older, bespoke-built areas	The capital plan is kept under review and updated with a focus on operationally critical work. The major capital fundraising campaign is progressing. Onsite maintenance staff are developing their skills and sharing knowledge to boost in-house capacity and cover. Use of online 'T100' system for assessing, recording, and monitoring risks.
Financial; Growth: Fall in graduate school student numbers	Ongoing courses and more pro-active promotion. Online virtual open days. Impact of students on H&S to be focus of ongoing planning.
Staffing levels: Retention and recruitment	Regular SMT meetings focus on key areas and prioritise tasks. SMT members disseminate plans to teams. Ongoing development of IT infrastructure to improve efficiencies. Wide-ranging Pay & Progression review by external consultants nearing completion.



Trustees' Responsibilities in Relation to the Financial Statements

The trustees are responsible for preparing the Trustees' Annual 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;
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

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.

Sayer Vincent LLP was appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The directors' annual report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

On behalf of the Board of Trustees

Andrew Pearman (Interim Chair)

Date 15/12/23



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 2023

Opinion

We have audited the financial statements of The Centre for Alternative Technology Charity Limited (the 'charitable company') for the year ended 31 March 2023 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (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 2023 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on The Centre for Alternative Technology Charity Limited's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the trustees' annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual 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; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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 charitable 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material



misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

We enquired of management, the Audit Finance and Performance Committee and board of trustees, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:

- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested

the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available 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 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 and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Fleur Holden (Senior statutory auditor)

Date 15/12/23

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL



Financial Statements

Statement of Financial Activities

(including an Income and Expenditure Account) for the Year Ended 31 March 2023

	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2023	Total 2022
		£	£	£	£	£
Income from :						
<i>Donations and legacies:</i>						
Donations		645,463	208,000	-	853,463	555,724
Grants	3	-	744,244	-	744,244	340,844
Legacies		124,322	-	-	124,322	356,104
Membership & Subscriptions		431,492	-	-	431,492	314,180
		1,201,277	952,244	-	2,153,521	1,566,852
<i>Charitable activities:</i>						
Graduate School		1,419,199	-	-	1,419,199	1,497,702
Schools & Groups		11,201	-	-	11,201	8,789
University Visits		13,550	-	-	13,550	5,080
Short Courses		79,074	-	-	79,074	80,057
Eco Store & Mail Order		65,810	-	-	65,810	79,965
Visitor Centre		101,690	-	-	101,690	109,828
Café & Bar		276,405	-	-	276,405	175,595
Venue & Accommodation		206,051	-	-	206,051	161,708
Training & Consultancy		182,655	-	-	182,655	66,064
		2,355,635	-	-	2,355,635	2,184,788
<i>Other income:</i>						
Miscellaneous Income		5,464	-	352	5,816	14,474
Exceptional Income	4				-	31,043
Total Income		3,562,376	952,244	352	4,514,972	3,797,157



Statement of Financial Activities (continued)

(including an Income and Expenditure Account) for the Year Ended 31 March 2023

	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2023	Total 2022
		£	£	£	£	£
Expenditure on:						
Raising funds:	6					
Fundraising		498,575	-	-	498,575	363,304
Membership		40,580	-	-	40,580	55,748
		539,155	-	-	539,155	419,052
Charitable activities:	7					
Graduate School		1,972,804	-	-	1,972,804	1,759,027
Schools & Groups		71,475	-	-	71,475	25,404
University Visits		8,172	-	-	8,172	21,910
Short Courses		106,093	-	-	106,093	98,912
Eco Store & Mail Order		85,867	-	-	85,867	143,021
Visitor Centre		361,021	-	-	361,021	272,005
Café & Bar		507,433	-	-	507,433	348,084
Venue & Accommodation		338,556	-	-	338,556	268,287
Projects		-	734,761	-	734,761	482,576
Miscellaneous		143	-	-	143	12,466
		3,451,564	734,761	-	4,186,325	3,431,692
Total Expenditure:		3,990,719	734,761	-	4,725,480	3,850,744
Net (expenditure)/income before transfers		(428,343)	217,483	352	(210,508)	(53,587)
Net transfers between funds		181,066	(181,066)	-	-	-
Net movement in Funds		(247,277)	36,417	352	(210,508)	(53,587)
Total funds brought forward at 1 April 2022		1,227,696	506,296	19,407	1,753,399	1,806,986
Total funds carried forward at 31 March 2023	17	980,419	542,713	19,759	1,542,891	1,753,399

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 38 to 55 form an integral part of these financial statements.



Balance Sheet as at 31 March 2023

			2023		2022
	Notes	£	£	£	£
Fixed Assets					
Tangible Assets	10		2,885,395		2,765,494
Investments	11		100		100
			2,885,495		2,765,594
Current Assets					
Stocks	12	33,825		15,867	
Debtors	13	834,894		731,134	
Cash at bank		441,173		909,389	
		1,309,892		1,656,390	
Creditors: amounts falling due within one year	14	(1,143,163)		(1,110,772)	
Net Current Assets			166,729		545,618
Total Assets less Current Liabilities			3,052,224		3,311,212
Creditors: amounts falling due after more than one year	15		(1,509,333)		(1,557,813)
Net Assets			1,542,891		1,753,399
Funds of the Charity	17				
Endowment funds			19,759		19,407
Restricted funds			542,713		506,296
Unrestricted funds			980,419		1,227,696
Total funds			1,542,891		1,753,399

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: 15/12/23

and signed on their behalf by:

.....
Andrew Pearman (Interim Chair)

Registered Charity Number: 265239 • Company Number: 1090006



Statement of Cash Flows for the Year Ended 31st March 2023

		2023		2022
	Notes	£		£
Cash flows from operating activities				
Net income / (expenditure) for the year		(210,508)		(53,587)
Investment income receivable		(4,714)		(3)
Interest payable		83,444		60,833
Depreciation of tangible fixed assets		64,200		65,325
(Increase)/Decrease in stocks		(17,958)		13,382
(Increase)/Decrease in debtors		(103,760)		(479,925)
Increase/(Decrease) in creditors		41,204		346,408
Net cash provided by / (used in) operating activities		(148,092)		(47,567)
Cash flows from financing activities:				
Repayments of borrowing		(57,292)		(63,138)
Cash inflows from borrowing		-		2,346
Net cash provided by / (used in) investing activities		(57,292)		(60,792)
Cash flows from investing activities:				
Investment income receivable		4,714		3
Interest payable		(83,444)		(60,833)
Capital expenditure		(184,102)		(2,805)
Net cash provided by / (used in) investing activities		(262,832)		(63,635)
Change in cash and cash equivalents in the year		(468,216)		(171,994)
Cash and cash equivalents at the beginning of the year		909,389		1,081,383
Cash and cash equivalents at the end of the year		441,173		909,389
ANALYSIS OF CASH AND CASH EQUIVALENTS AND OF NET DEBT				
		At 1 April 2022	Cash flow	At 31 March 2023
		£	£	£
Net cash:				
Cash at bank and in hand		909,389	(468,216)	441,173
Debt:				
Loans due within one year		(63,256)	8,532	(54,724)
Loans due in more than one year		(1,558,094)	48,761	(1,509,333)
Total		(711,961)	(410,923)	(1,122,884)



Notes to the Accounts

1. ACCOUNTING POLICIES

a. Statutory Information

Centre for Alternative Technology (CAT) is a charitable company limited by guarantee and is incorporated in England & Wales. The registered office address is Llwyngwern Quarry, Pantperthog, Machynlleth, Powys, SY20 9AZ.

b. 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.

c. 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.

Cash flows were monitored very carefully and closely throughout the COVID-19 pandemic and have continued to be monitored closely in

2022-23 and beyond due to additional financial pressures from rising costs and interest rates, and reduced consumer spending due to cost-of-living pressures. This careful control, coupled with a focus on reducing costs and increasing income where possible 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.

d. Income

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.

e. 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.



f. 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.

g. 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.

h. Expenditure

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.

i. 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 contribution of 3% (2022: 3%) 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

j. Leases

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

k. 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

l. Investments

Investments in subsidiaries are measured at cost less impairment.



m. 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.

n. 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.

o. 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.

p. 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.

q. 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.

r. 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.

s. 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. DETAILED COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2022
	£	£	£	£
Income from:				
<i>Donations & Legacies:</i>				
Donations	466,124	89,600	-	555,724
Grants	5,000	335,844	-	340,844
Legacies	356,104	-	-	356,104
Membership & Subscriptions	314,180	-	-	314,180
	1,141,408	425,444	-	1,566,852
<i>Income from charitable activities:</i>				
Graduate School	1,497,702	-	-	1,497,702
Schools & Groups	8,789	-	-	8,789
University Visits	5,080	-	-	5,080
Short Courses	80,057	-	-	80,057
Eco Store & Mail Order	79,965	-	-	79,965
Visitor Centre	109,828	-	-	109,828
Café & Bar	175,595	-	-	175,595
Venue & Accommodation	161,708	-	-	161,708
Projects	66,064	-	-	66,064
	2,184,788	-	-	2,184,788
<i>Other Income:</i>				
Miscellaneous Income	14,474	-	-	14,474
Exceptional Income	31,043	-	-	31,043
Total Income	3,371,713	425,444	-	3,797,157



2. STATEMENT OF FINANCIAL ACTIVITIES DETAILED COMPARATIVES (CONTINUED)

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2022
	£	£	£	£
Expenditure on:				
Raising funds:				
Fundraising	363,304	-	-	363,304
Membership	55,748	-	-	55,748
	419,052	-	-	419,052
Charitable Activities::				
Graduate School	1,759,027	-	-	1,759,027
Schools & Groups	25,404	-	-	25,404
University Visits	21,910	-	-	21,910
Short Courses	98,912	-	-	98,912
Eco Store & Mail Order	143,021	-	-	143,021
Visitor Centre	272,005	-	-	272,005
Café & Bar	348,084	-	-	348,084
Venue & Accommodation	268,287	-	-	268,287
Projects	-	482,576	-	482,576
Miscellaneous	12,466	-	-	12,466
	2,949,116	482,576	-	3,431,692
Other expenditure:				
Loss on disposal of fixed assets	-	-	-	-
Total expenditure	3,368,168	482,576	-	3,850,744
Net income / (expenditure)	3,545	(57,132)	-	(53,587)
Transfers between funds	112,403	(112,403)		
Net Movement in Funds	115,948	(169,535)	-	(53,587)
Total funds brought forward at 1 April 2021	1,111,748	675,831	19,407	1,806,986
Total funds carried forward at 31 March 2022	1,227,696	506,296	19,407	1,753,399



3. GRANTS

Grants receivable during the year comprise:

	Unrestricted	Restricted	2023 Total	Unrestricted	Restricted	2022 Total
	£	£	£	£	£	£
Grants for Zero Carbon Britain						
Marmot Charitable Trust	-	-	-		25,000	25,000
Jam Today	-	30,000	30,000			-
The 1970 Trust	-	-	-	5,000		5,000
HCD Memorial Trust	-	25,000	25,000		49,000	49,000
Moondance	-	150,000	150,000	-	-	-
Grants for Education and Research						
Ethel & Gwynne Morgan Trust	-	-	-		5,000	5,000
Mindsets & Missions		2,000	2,000		-	-
Bold Futures		12,500	12,500		-	-
Other Grants						
Powys County Council (Community Renewal Fund)	-	256,844	256,844		256,844	256,844
Canonesses		267,900	267,900			
Total grants received	-	744,244	744,244	5,000	335,844	340,844

4 EXCEPTIONAL INCOME

There was no Exceptional Income in the year to 31st March 2023. Exceptional Income of £31,043 in 2022 represents income receivable from the UK Government's Coronavirus Job Retention ('Furlough') Scheme in respect of furloughed staff.

5 NET INCOME AND EXPENDITURE FOR THE YEAR

This is stated after charging:

	2023		2022
	£		£
Auditor's remuneration – external audit (excluding VAT)	18,950		16,500
Depreciation	64,200		65,325
Operating leases – land	550		550



6. EXPENDITURE ON RAISING FUNDS

	Direct costs	Employment costs	Support costs (note 8)	2023 Total	Direct costs	Employment costs	Support costs (note 8)	2022 Total
	£	£	£	£	£	£	£	£
Fundraising	126,835	215,218	156,522	498,575	116,741	133,123	113,440	363,304
Memberships	10,043	-	30,537	40,580	28,716	-	27,032	55,748
	136,878	215,218	187,059	539,155	145,457	133,123	140,472	419,052

7. EXPENDITURE ON CHARITABLE ACTIVITIES

	Direct costs	Employment costs	Support costs (note 8)	2023 Total	Direct costs	Employment costs	Support costs (note 8)	2022 Total
	£	£	£	£	£	£	£	£
Graduate School	355,670	828,385	788,750	1,972,805	323,013	726,370	709,644	1,759,027
Schools & Groups	1,221	56,749	13,504	71,474	1,461	17,854	6,089	25,404
University Visits	-	4,715	3,456	8,171	-	17,358	4,552	21,910
Short Courses	24,089	44,951	37,054	106,094	21,595	42,885	34,432	98,912
Eco Store & Mail Order	24,330	4,479	57,058	85,867	64,638	22,175	56,208	143,021
Visitor Centre	5,410	139,994	215,617	361,021	8,331	95,942	167,732	272,005
Café & Bar	151,986	235,812	119,636	507,434	83,203	175,474	89,407	348,084
Venue & Accommodation	40,548	198,643	99,365	338,556	27,538	163,341	77,408	268,287
Expenditure on other projects	-	-	142	142	6,500	-	5,966	12,466
	603,254	1,513,728	1,334,582	3,451,564	536,279	1,261,399	1,151,438	2,949,116



8. ANALYSIS OF GOVERNANCE AND SUPPORT COSTS

	Employment costs	Other costs	2023	Employment costs	Employment costs	2022
	£	£	£	£	£	£
Administration	183,863	365,500	549,363	177,498	307,363	484,861
Finance	117,892	76,603	194,495	69,872	47,655	117,527
Estates	198,199	219,093	417,292	191,708	117,691	309,399
Information Technology	66,418	35,713	102,131	64,894	40,485	105,379
Marketing	120,783	73,378	194,161	140,217	69,202	209,419
Depreciation	-	64,200	64,200	-	65,325	65,325
	687,155	834,487	1,521,642	644,189	647,721	1,291,910

	Admin	Finance	Estates	IT	Marketing	Depreciation	Total
	£	£	£	£	£	£	£
Graduate School	297,577	81,786	166,917	55,322	145,232	41,915	788,749
Schools & Groups	9,597	645	-	1,784	1,146	331	13,503
University Visits	749	781	-	139	1,387	400	3,456
Short Courses	18,610	4,557	-	3,460	8,092	2,335	37,054
Consultancy	-	43	-	-	77	22	142
Eco Store	2,410	3,792	41,729	448	6,735	1,944	57,058
Visitor Centre	24,817	5,860	166,917	4,614	10,406	3,003	215,617
Café & Bar	45,378	15,929	41,729	8,436	X	8,163	119,635
Venue & Accommodation	50,863	11,874	-	9,456	21,086	6,086	99,365
Fundraising	94,578	44,361	-	17,583	X	X	156,522
Memberships	4,782	24,866	-	889	X	X	30,537
Total allocated 2023	549,361	194,494	417,292	102,131	194,161	64,199	1,521,638

Graduate School	265,074	57,115	123,759	57,611	160,221	45,864	709,644
Schools & Groups	3,733	335	-	812	940	269	6,089
University Visits	3,006	194	-	653	543	156	4,552
Short Courses	16,728	3,052	-	3,636	8,564	2,452	34,432
Consultancy	2,812	552	-	611	1,548	443	5,966
Eco Store	9,212	3,050	30,940	2,002	8,555	2,449	56,208
Visitor Centre	20,267	4,188	123,760	4,405	11,749	3,363	167,732
Café & Bar	38,110	6,697	30,940	8,283	X	5,377	89,407
Venue & Accommodation	40,244	6,167	-	8,746	17,299	4,952	77,408
Fundraising	73,311	24,196	-	15,933	X	X	113,440
Memberships	12,364	11,981	-	2,687	X	X	27,032
Total allocated 2022	484,861	117,527	309,399	105,379	209,419	65,325	1,291,910



8. ANALYSIS OF GOVERNANCE AND SUPPORT COSTS (continued)

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 & Membership 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 (2022: £nil).

Total expenses reimbursed to trustees were £1,653 (2022: £682).

This relates to travel and accommodation for attending meetings and the total expenses were claimed by 4 trustees (2022:5).

Employee costs during the year were:

	Notes	2023		2022
		£		£
Wages and salaries		2,340,378		1,975,761
Social Security		207,365		171,629
Pension (Includes Defined Contribution and Defined Benefit Schemes)		176,210		161,605
		2,723,953		2,308,995



9. TRUSTEES AND EMPLOYEES (continued)

The average number of employees during the year, calculated on a head count basis , was:

	2023		2022
	Number		Number
Fundraising	4		4
Membership	-		-
Charitable activities	105		95
	109		99

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

	2023		2022
	Number		Number
£60,000 - £70,000	3		3

The emoluments of key management staff were £340,144 (2022: £380,324), including Employer's National Insurance and Pension Contributions. This reduction mainly represents changes in the structure of the senior management team rather than changes in salaries.



10. TANGIBLE FIXED ASSETS

	Freehold land and Buildings	Assets under construction	Plant and machinery	Fixtures and Fittings	Computer Equipment	Motor Vehicles	Total
	£		£	£	£	£	£
Cost:							
At 1 April 2022	2,856,696	-	789,385	65,130	22,623	-	3,733,834
Additions	43,944	135,498	2,160	2,500	-	-	184,102
Disposals	-	-	-	-	-	-	-
At 31 March 2023	2,900,640	135,498	791,545	67,630	22,623	-	3,917,936
Depreciation:							
At 1 April 2022	111,381	-	778,417	61,794	16,750	-	968,342
Charge for the year	46,208	-	10,464	3,376	4,152	-	64,200
Disposals							
At 31 March 2023	157,589	-	788,881	65,170	20,902	-	1,032,542
Net book value:							
At 31 March 2023	2,743,051	135,498	2,664	2,460	1,721	-	2,885,394
At 31 March 2022	2,745,315	-	10,968	3,336	5,873	-	2,765,492

The value of land included in 'Freehold land and buildings', which is not depreciated, is £384,527..

11. INVESTMENTS

The Charity holds 100% of the share capital (100 £1 shares) and voting rights in its dormant subsidiary, C.A.T Alternative Technology Trading Ltd..



12. STOCK

	2023		2022
	£		£
Retail	11,846		4,280
Publications	6,350		5,769
Café & Bar	15,629		5,818
	33,825		15,867

13. DEBTORS

Amounts falling due within one year

	Note	2023		2022
		£		£
Trade debtors		426,615		448,879
Prepayments		45,941		50,254
Accrued income		361,938		227,705
VAT recoverable		-		3,895
Other		400		400
		834,894		731,133

14. CREDITORS

Amounts falling due within one year

	Note	2023		2022
		£		£
Trade creditors		304,382		486,150
Tax and social security		46,865		33,541
Loans		54,724		63,536
Other creditors		163,373		170,115
Accruals		191,855		146,103
Deferred income		381,201		211,327
VAT Liability		762		-
		1,143,162		1,110,772

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



14a. DEFERRED INCOME

	Note	2023		2022
		£		£
Balance at the beginning of the year		211,327		134,830
Amount released to income in the year		(1,392,726)		(1,484,597)
Amount deferred in the year		1,562,600		1,561,094
Balance at the end of the year		381,201		211,327

15. CREDITORS

Amounts falling due after more than one year

	2023		2022
	£		£
Loans	1,509,333		1,557,813

16. LOANS

Analysis of loan repayments.

	2023		2022
	£		£
Amounts falling due:			
within one year	54,724		63,536
between two and five years	197,896		238,882
after five years	1,311,437		1,318,931
	1,564,057		1,621,349

The majority of the loans are secured by a fixed and floating charge over all of the charity's property and assets both present and future. Remaining loan terms range from 4 years to 22 years with interest rates ranging from 2.5% fixed to 3.5% above base rate.



17. FUNDS: MOVEMENTS IN THE YEAR

A) Endowment fund

	Balance at 1 April 2022	Income & Gains	Expenditure & Losses	Transfers	Balance at 31 March 2023
	£	£	£	£	£
Josh Brown Bursary Fund	19,407	352	-	-	19,759

	Balance at 1 April 2021	Income & Gains	Expenditure & Losses	Transfers	Balance at 31 March 2022
	£	£	£	£	£
Josh Brown Bursary Fund	19,407	-	-	-	19,407

B) Unrestricted funds

	Balance at 1 April 2022	Income & Gains	Expenditure & Losses	Transfers	Balance at 31 March 2023
	£	£	£	£	£
General fund	1,227,696	3,562,376	3,990,719	181,066	980,419

	Balance at 1 April 2021	Income & Gains	Expenditure & Losses	Transfers	Balance at 31 March 2022
	£	£	£	£	£
General fund	1,111,748	3,371,713	(3,368,168)	112,403	1,227,696

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



17. FUNDS: MOVEMENTS IN THE YEAR (continued)

C) Restricted funds

	Balance at 1 April 2022	Income & Gains	Expenditure & Losses	Transfers	Balance at 31 March 2023
	£	£	£	£	£
T Howell Bursary	1,559	-	-		1,559
Sir John Houghton Bursary Fund	49,596	-	(5,066)	(5,297)	39,234
Zero Carbon Futures	5,000	-	-		5,000
Ethel and Gwynne Morgan Trust	10,563	5,000	(4,375)	(1,666)	9,522
ZCB Hub & Innovation Lab	274,803	231,000	(338,411)	(63,780)	103,612
Student Placement	-	-	(1,925)	1,925	-
Cynefin	97,625	408,844	(339,986)	(91,483)	75,000
K Chambers Rose jessica-Maia	17,150	-	(2,298)	(4,625)	10,227
Anonymous	50,000	25,000	(4,800)	(16,140)	54,060
Canonesses	-	267,900	(37,900)	-	230,000
Mindsets and Missions	-	2,000	-	-	2,000
Bold Futures	-	12,500	-	-	12,500
	506,296	952,244	(734,760)	(181,066)	542,713

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
T Howell Bursary	To fund educational visits to CAT by schools from six specific counties of North Wales.
Sir John Houghton Bursary Fund	Bursary fund for GSE students.
Zero Carbon Futures	To develop new materials for teaching based on Zero Carbon Britain research for use by Engagement Team.
Ethel & Gwynne Morgan Trust	To assist a successful student applicant with CAT Graduate School course fees.
GSE Green Buildings	To provide materials for the Graduate School's student 'Build Week'.
ZCB Hub & Innovation Lab	To support a student placement in a different department of CAT each year.
Ethel & Gwynne Morgan Trust	To assist a successful student applicant with CAT Graduate School course fees.
ZCB Hub & Innovation Lab	To continue to develop the Zero Carbon Britain project, looking at how the UK can transition rapidly to a Zero Carbon future.
Student Placement Fund	To support a student placement in a different department of CAT each year.
Community Renewal Fund	Grant funding for the Green Heart of Wales/Zero Carbon Wales project to redevelop the site plan and visitor experience.
K Chambers Rose Jessica-Maia	To assist a successful student applicant with CAT Graduate School course fees.
A fund wishing to remain anonymous	To assist successful student applicants with CAT Graduate School course fees. Open to two students per year.
Canonesses	To redevelop the Straw Bale Theatre and funding for two education staff posts to develop a high quality learning experience.
Mindsets and Missions	To support involvement in the Mindsets and Missions Learning Programme.
Bold Futures	To support a project to undertake values-led work that involves underrepresented audiences.



18. ANALYSIS OF ASSETS BETWEEN FUNDS

Fund balances are represented by:

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds
	£	£	£	£
Tangible fixed assets	2,885,395	0		2,885,395
Fixed asset investments	100			100
Stocks	33,825			33,825
Debtors	709,817	125,000	77	834,894
Cash at bank	3,778	417,713	19,682	441,173
Creditors due within one year	(1,143,163)			(1,143,163)
Creditors due after more than one year	(1,509,333)			(1,509,333)
Net assets at 31 March 2023	980,419	542,713	19,759	1,542,891
	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds
	£	£	£	£
Tangible fixed assets	2,765,494			2,765,494
Fixed asset investments	100			100
Stocks	15,867			15,867
Debtors	731,134			731,134
Cash at bank	223,521	666,461	19,407	909,389
Creditors due within one year	(950,607)	(160,165)		(1,110,772)
Creditors due after more than one year	(1,557,813)			(1,557,813)
Net assets at 31 March 2022	1,227,696	506,296	19,407	1,753,399

19. OPERATING LEASE COMMITMENTS

Annual commitments under operating lease are as follows:

	2023		2022
	£		£
Expiry date:			
Within one year	660		660
Between two and five years	-		-
	660		660



20. CAPITAL COMMITMENTS

The Charity had no capital commitments outstanding at the year-end (2022: none).

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 EVENT

In November 2023, we made the difficult decision to close the visitor centre to day visitors following a challenging time for the Charity sector in the UK and a number of other factors including rising costs and reduced visitor numbers to Wales post-pandemic. As a result of this, up to 14 positions are at risk of redundancy and the consultation period is ongoing. CAT remains open for students, group visits, events and courses, and is committed to securing funding to support the proposed redevelopment plans to enable the visitor centre to reopen.

Accounts



Centre for Alternative Technology Charity Limited

(a charitable company limited by guarantee)

Annual Report and Financial Statements for the Year Ended 31 March 2022

Registered Charity Number: 265239

Company Number: 1090006





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Chair's Statement

Four key climate change indicators set new records in 2021, with the World Meteorological Association reporting that greenhouse gas concentrations, sea level rise, ocean heat and ocean acidification all reached record highs.

The Intergovernmental Panel on Climate Change published findings which UN Secretary-General António Guterres called 'a code red for humanity' – unequivocal evidence of widespread, rapid and intensifying changes in the Earth's climate in every region and across the whole climate system. Many of these changes are unprecedented in thousands, if not hundreds of thousands of years. Some are 'irreversible over hundreds to thousands of years'.

Meanwhile, analysis from the Natural History Museum published in October 2021 found that the UK has lost half of its entire biodiversity since the Industrial Revolution.

Another year, another cacophony of klaxon calls for climate and nature.

It's hard reading, and it's utterly understandable that anyone who recognises the depth of the problem and the scale of the challenge feels a very real sense of fear for the future – for ourselves, for the most vulnerable, for our children and future generations, for our awe-inspiring natural world.

Turning that fear into action requires a vision of something better, and the tools, knowledge and skills to help turn the vision into reality. That's where CAT comes in. For nearly 50 years, CAT has focused on solutions to environmental issues – ways of living without fossil fuels, ways of being that can protect and enhance the natural world. From low impact building and renewable energy to sustainable food production and social change, CAT helps people to see what's possible and gives them the tools to help make change happen.

In 2021-22, we continued scaling up our work, reaching new audiences and working with more

people on the solutions we so desperately need. Our Zero Carbon Britain Hub and Innovation Lab launched a free online resource hub to help councils, communities and businesses take action on the climate and biodiversity emergency, and we offered our first courses in carbon literacy for local authorities. Our Innovation Lab team supported a range of councils and community groups to explore barriers to taking action, and to work together on co-creating solutions.

The CAT Graduate School of the Environment set new records of its own, with a higher student intake than in any previous year – over 250 students joining us to gain an in-depth understanding of environmental issues and potential solutions. Short courses, visitor days out, school, college and university visits, webinars, and more all contributed to inspiring, informing and enabling a wide range of people to take action towards a safer, healthier, fairer future for all as part of a thriving natural world.

And we're determined to do more, to go further. Every fraction of a degree of warming matters, every species lost is gone forever – that's why we're raising our ambitions with a transformational new project, launched at the end of 2021, to scale up our work and reach many more people. Plans include an inspirational new visitor experience to bring solutions to life, a sustainable skills hub to equip the workforce of the future, and expanded digital outreach to reach many more people.

This is the first set of accounts that I'm signing off as Chair of the Centre for Alternative Technology Charity Ltd, although I've been involved with CAT for over three decades: as a volunteer, staff member, trustee and Vice Chair. I'm so very proud of the achievements of this incredible organisation, and it is a real privilege to be stepping into the role of Chair at this pivotal moment.

None of the activities and impacts outlined in these pages would have been possible without



the stalwart support over the past decade of my predecessor as Chair, Mick Taylor, who stepped down at the end of the year, so I'd like to offer my thanks, and the thanks of the Board of Trustees, to Mick for everything that he has done for CAT over many years – *diolch o gallon i ffrind anhygoel*.

Thank you, too, to all of our incredible staff, volunteers, members, supporters, students, graduates and visitors, who inspire us every day to work together to build the better world that we all know is possible. *Diolch yn fawr iawn*.

Dr Sally Carr

Chair

Date 14/12/22





Trustees' Report for the Year Ended 31 March 2022

Trustees, Officers and Advisers

The trustees present their report and the audited financial statements for the year ended 31st March 2022.

Reference and administrative information set out on page 5 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association, the requirements of a directors' report as required under company law, and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

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:

- Dr Sara (Sally) Carr (Chair of Board of Trustees)
- Andrew Pearman (Vice Chair and Chair of IT Committee)
- Andrew Menzies
- Roger Thomas (Chair of Organisational Development Committee)
- Anthony (Tony) Gross
- Kalyani Gandhi-Rhodes
- Sonya Bedford
- Theresa Löber
- Kevin Gould (Chair of Audit Finance and Performance Committee)
- Rhiannon Turner (Appointed 9th February 2022)

- Siobhan Riordan (Resigned on 30th April 2022)
- Michael (Mick) Taylor (Resigned on 29th March 2022)
- Dr Rosetta Plummer (Resigned on 29th March 2022)

Company Secretary:

Paul Booth

Key Management Personnel:

The Senior Management Team during the year consisted of:

- Paul Booth (Interim Co-CEO from 1st January 2022 and Director of Finance and Operations)
- Eileen Kinsman (Interim Co-CEO from 1st January 2022 and Head of Development)
- Peter Tyldesley (Chief Executive Officer to 31st December 2021)
- John Challen (Head of Eco Centre)
- Ed Parsons (Head of Visitor Services)
- Dr Adrian Watson (Head of School)
- Sarah Jenkinson (Head of Policy & Communications to 3rd July 2021)

Principal Bankers: Triodos Bank, Deanery Road, Bristol, BS1 5AS

Auditor: Sayer Vincent LLP, Invicta House, 108-114 Golden Lane, London, EC1Y 0TL

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 5th January 1973 and changed its name to Centre for Alternative Technology Charity Limited on 28th June 1990. It is governed by its Memorandum and Articles of Association dated 5th January 1973, as amended by resolutions on 21st May 1990, 8th September 2003, 4th December 2008, 13th September 2010 and 4th February 2021.

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'.

Vision

Our vision is a sustainable future for all humanity as part of a thriving natural world.

Mission

The Centre for Alternative Technology (CAT) exists to inspire, inform and enable humanity to respond to the climate and biodiversity emergency.

Activities

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

- Operating a visitor centre open to the general public to showcase environmental solutions.
- Providing educational opportunities at its visitor centre.
- Providing postgraduate courses.
- Supporting local authorities, communities and other organisations through the Zero Carbon Britain Hub and Innovation Lab.
- Providing education for groups from schools, colleges and universities.
- 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

In 2021-22, we scaled up our work to reach new audiences and share the sustainable solutions that can help address the climate and biodiversity emergency.

Making plans to transform our eco centre, to inspire, inform and enable more people

This year saw us laying the groundwork for a major redevelopment of the CAT eco centre. We began creating detailed plans for a new visitor experience to bring practical solutions to life, a sustainable skills hub to equip the workforce of the future, and expanded digital outreach to open the doors of CAT to even more people all over the world.

Welcoming visitors and learners back to CAT

As COVID restrictions began to ease, we welcomed visitors and learners back to the CAT site. A new team of engagement rangers helped bring environmental solutions to life with a range of family activities and experience days, while school, college and university groups joined us at CAT for our unique immersive learning experience.

Supporting councils, communities and organisations through our Zero Carbon Britain Hub and Innovation Lab

We launched a free online resource hub to help organisations take action on the climate and biodiversity emergency, and offered our first courses in Carbon Literacy for local authorities. Our Innovation Lab team supported a range of councils and community groups to explore barriers to taking action, and to work together on co-creating solutions.

Welcoming more students than ever to our Graduate School of the Environment

More than 250 new students joined our postgraduate courses in September 2021 to gain an in-depth understanding of environmental issues and potential solutions. We refreshed our range of courses to help more people take action towards a safer, healthier, fairer future for all.

Helping to fill the sustainable skills gap

A new Retrofit Masterclass was developed to build knowledge and expertise within the building industry. We secured funding for a new partnership project providing sustainable skills training, supporting green jobs, and increasing understanding and knowledge of environmental solutions. And throughout 2021, we ran a wide range of in-person and online events and courses to help people build their sustainability skills.

Taking part in the COP26 climate negotiations

We joined the UN climate talks in Glasgow in November 2021 as official Observers, sharing knowledge and research with participants from around the world and making new connections and partnerships to increase our impact.

All thanks to our supporters

All this was possible because of the incredible generosity of our members and supporters. As the challenges of the pandemic continued and the cost-of-living crisis began to impact, you continued to support us generously. Thank you.



Zero Carbon Britain

CAT's Zero Carbon Britain Hub and Innovation Lab has recently completed its second year, and is now in its last year funded by the Moondance Foundation.

This three-year project builds on CAT's Zero Carbon Britain research to date, supporting councils, communities and other organisations to take action on the climate and biodiversity emergency. It does this through three main types of activity: development and maintenance of an online resource hub; provision of training and events; and designing and delivering multi-stakeholder innovation lab workshops to overcome barriers to transitioning to net zero.

The second year of the project saw a significant increase in activity, having spent much of the first year producing the strategy and developing the three strands of delivery. As a result of this increase in activity and ongoing demand for our services, we have been able to expand the team, adding additional research, training and administrative support.

Online Resource Hub

The online resource hub collates hundreds of diverse resources, from webinars to research reports, case study examples to template documents and networks to join. CAT's own webinars, short courses and MSc programmes are also listed to promote participation.

Final testing was carried out at the close of the financial year 2020-21, and the Hub was launched early the following financial year. We are currently reviewing the resource hub, to assess how to maximise its reach and impact.

Training

Our Zero Carbon Britain training programmes continued to develop at pace over the year. We continued to offer our two-day Zero Carbon Britain training, offering four programmes this year, bringing the total offered so far to 10. We further developed this looking at themed training, offering our first Zero Carbon Britain Local Energy Solutions

one-day training course online in May. We were then commissioned to deliver this as a bespoke training later in the year, for the NW Regional Energy Hub in Lancashire.

Participation in our two-day Zero Carbon Britain training course often leads on to further bespoke bookings; examples include the British Retail Consortium, Church of England and Local Government Association (LGA). We have widened access to this programme, offering 32 bursaries to enable attendance. We have also been successful in encouraging 'block bookings' from groups such as Science for Climate Action Network (SCAN) and Skills & Volunteering Cymru (SVC) for our ZCB two-day training as part of a training package which has enabled us to offer further training within our team capacity.

We collaborated with the Carbon Literacy Project and developed our own carbon literacy training for local authorities with Zero Carbon Britain content included in the training materials. This training was accredited by the Carbon Literacy Project, and we delivered two public courses this year. In addition, we were commissioned to deliver this training with bespoke content for 40 members of staff at the Royal Borough of Kensington and Chelsea. We are experiencing strong interest in these bespoke courses and have secured bookings into the next financial year.

We secured a contract through competitive tender (by invitation) to deliver training on behalf of the LGA. Initially we were commissioned to deliver two two-day programmes as part of their Leadership Essentials: Climate Emergency programme. We developed a bespoke training package for them, accredited by the Carbon Literacy Project and including additional content from our Zero Carbon Britain research and input from external speakers. This was very well received, and we secured an extension of this contract to deliver a further four two-day programmes before the end of March 2022. We were also invited to join the LGA Corporate Peer Challenge at Rossendale Borough Council, with a member of the team being trained



as a corporate peer and leading the climate line of enquiry on the Council's review, an in-person event at their offices.

We have now reached over 100 councils through our training offer. Our two-day Zero Carbon Britain training is now at 740 participants over 10 events. The team has trained 212 participants on the carbon literacy training and an additional 759 people this year through bespoke Zero Carbon Britain training events of shorter duration. We continued to offer a series of webinars in partnership with Ashden, now having attracted a total of 2,349 participants so far over the two years.

Innovation Lab

During this second year of operation the innovation lab has been busy, and by the end of the year had already surpassed original targets for the lab.

Key activities include:

The Staffordshire Councils lab

This has been completed, having run three full-day workshops with 32 representatives from 10 councils, two sessions with 10 CEOs and meetings with Councillors. A full report was produced and shared with all participants, with a public-facing report published in the following financial year.

Shropshire Climate Action Partnership (SCAP) Enterprise Lab

Between June and September 2021 we ran an innovation lab to explore how SCAP's enterprise working group could better engage businesses in SCAP's climate action plan. We worked with enterprise group members and representatives of 14 businesses from across Shropshire. We also worked alongside the CAT Graduate School, providing the lab as a focus for their Action Research module, through which six CAT students assisted with the lab. A full report has been produced and shared with SCAP.

Hawkwood Climate Action Lab

As part of Hawkwood's fourth climate action lab, we delivered a mini innovation lab to assist 38 participants with their climate action plans. The lab enabled participants to consider not only the immediate actions they can take, but also the ways in which they can

influence others to take action. A report presenting the findings was shared with Hawkwood.

Land Use Lab

Whilst it has been decided to postpone our Land Use Lab, there has been significant action throughout year two in developing this lab, and in November 2021 we delivered a mini lab at the Wales Real Food and Farming Conference. Thirty-three participants worked together to explore the barriers in the current system impacting on the land use sector getting to net zero, and potential interventions and solutions to overcome these barriers. In addition to this, multiple positive relationships have been developed with organisations working across the sector.

NERC Discipline Hopping

Between January and March 2022 we collaborated with Aberystwyth University on a Natural Environment Research Council (NERC) funded project that saw five poets immersed in life at CAT in order to inform their poetry writing. The poets received Zero Carbon Britain training, had multiple themed tours of the CAT site and a practical workshop, attended several lectures, took part in a facilitated deep dive to develop their ideas, and were given access to Graduate School lecturers and other relevant staff to further develop their work. In early April they presented their poetry to students and staff and were very well received.

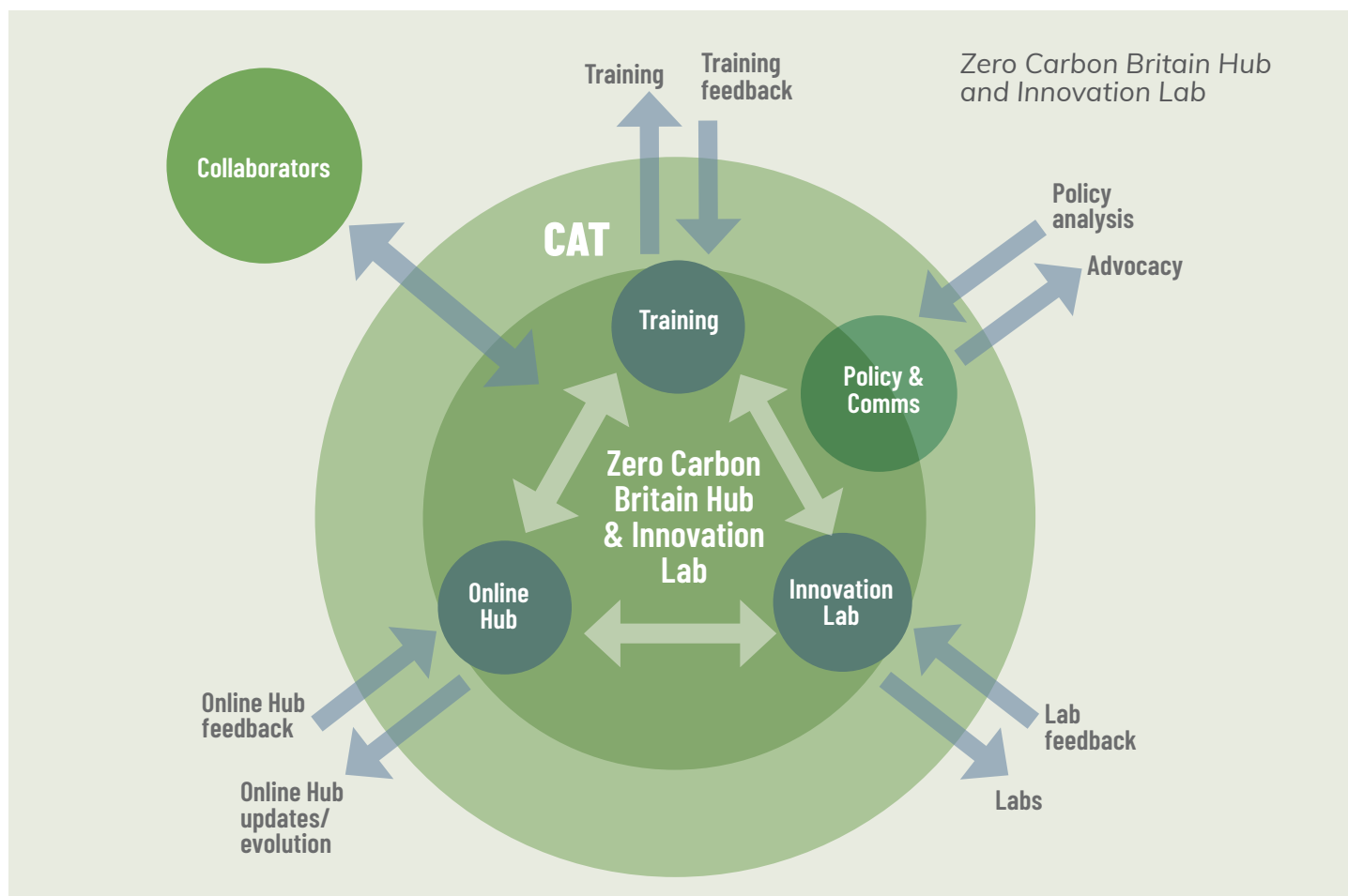
Supporting CAT's wider work

Outside these three main areas of activity, extensive engagement has been ongoing with many councils, organisations, university groups and community groups requesting presentations or other forms of input from the Zero Carbon Britain team. This includes:

- Behaviour Change Panel as part of Wales Climate Week / COP Cymru
- Aberystwyth University Creative Exchange Group
- Blueprint coalition
- Climate Cymru
- Advisory Board for Northern Ireland's Energy Strategy Board



- Machynlleth climate action steering group and local energy event
- Barrow & Hereford Citizen's Assemblies
- UCL Bartlett
- Birmingham Architectural Students
- Llaisygoedwig conference at CAT
- ZCB for University of West England (UWE)
- Educational visits – ZCB presentations and workshops University College London (UCL) (4 separate groups), Packwood House, Coventry Uni, Worcester Uni, Harper Adams
- WEEN conference
- Bangor University ZCB workshop
- Nottingham University ZCB workshop
- Collective.Cymru at CAT
- Developed and delivered workshop for the BERA Education of Environmental Sustainability
- Co-authored a research paper on education for environmental sustainability, now published in BERA Research Intelligence
- Developed and delivered educational workshops with local Machynlleth school, Bro Hyddgen, to meet the requirements of the new curriculum for Wales
- Filmed interviews for media eg ITV news
- Presentation on wider education work for ZC Dorset
- Delivery of online schools' workshops for South Yorkshire Climate Conference and Our Space, Our Future.

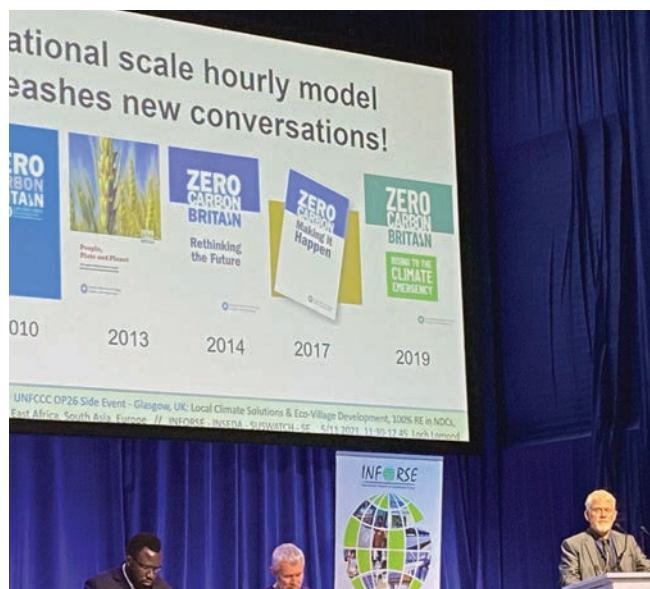




COP26

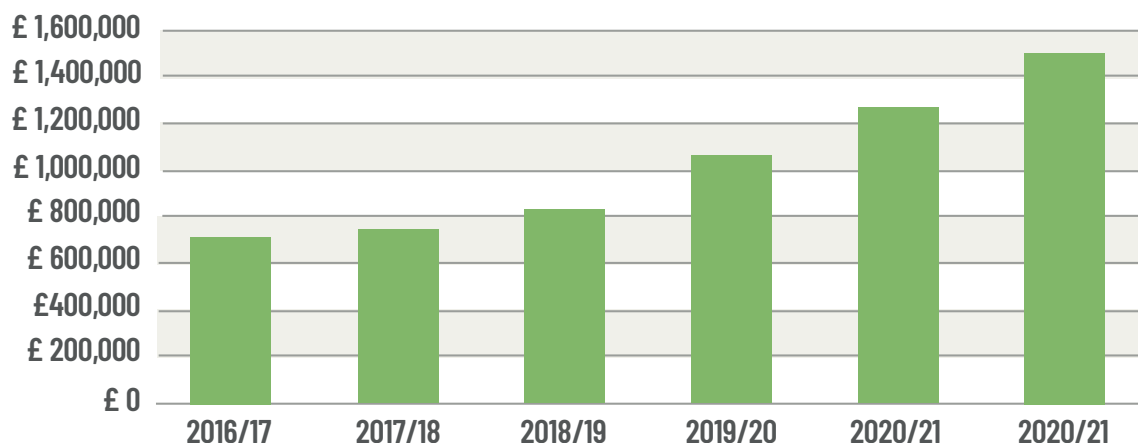
In November 2021, a team from CAT attended the COP26 UN climate talks in Glasgow as official observers. As well as attending talks and building networks, contributions to the event included:

- Participating on a Welsh Government panel discussion on distributed leadership, alongside First Minister Mark Drakeford, Lord Deben and Poppy Stowell-Evans.
- Presenting Zero Carbon Britain at an official COP26 side-event in collaboration with the International Network for Sustainable Energy (INFORSE).
- Sharing updates and campaigns with CAT followers, members and supporters, including webinars and blogs.
- Taking part in the Design Council's Design for the Planet two-day event.
- Presenting ZCB at official COP26 side-event in collaboration with the International Network for Sustainable Energy (INFORSE).
- Presenting ZCB at ZC community event for Denbighshire County Council.
- Attending the launch event for the British Educational Research Association (BERA) "Education for Environmental Sustainability group" manifesto.





Graduate School of the Environment (GSE)

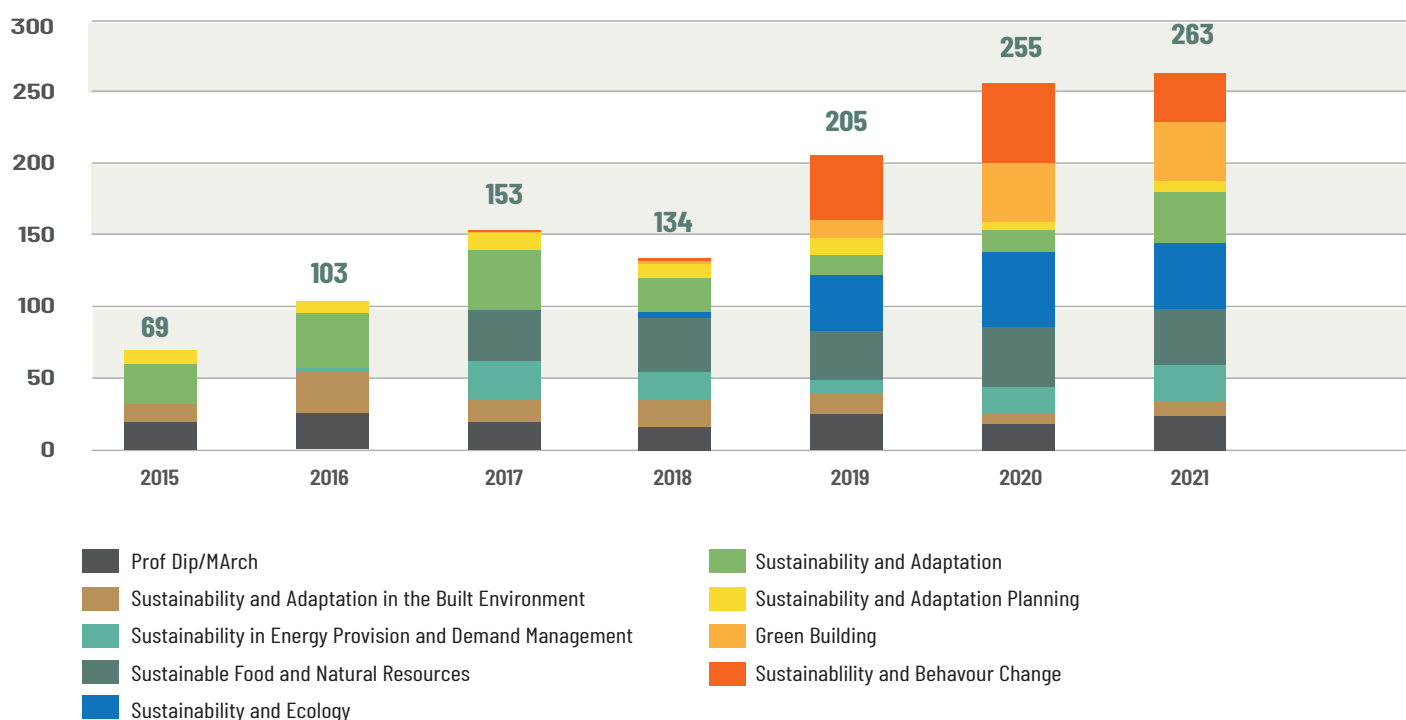


Annual Graduate School Income

Despite the continued external COVID environment, 2021-22 saw CAT's Graduate School maintaining the recent growth in student recruitment and achieving our key objective to maintain and grow student numbers to record levels. Whilst there were early concerns that COVID, and potentially Brexit, would adversely affect recruitment, our suite of MSc courses in Sustainability and Adaptation continued

its growth from an intake of 173 in 2019, to 236 in September 2021, although the upper limit is now largely restricted by programme quality priorities, staffing availability and physical resources, notably accommodation at the CAT site.

The MSc student intake in 2021 was 55:45 part time / full time, with a slight shift toward full time compared to the previous year. The high number of part time



Annual Graduate School programme intake (Every September)



students reflects the flexibility of our programmes, which supports part time participation, and many full-time students converted to part time during the year as the COVID pandemic continued. The high number of part time students means that MSc students typically take an average of around three years to complete their course, which means that this growth in student intake will continue to be reflected financially over several years.

MArch student recruitment increased slightly to 22 new students, and the overall cohort grew to 44. Despite this being one of the overall larger MArch cohorts, recruitment to the programme remains a challenge compared with MSc programmes. The part time MArch route still has not attracted many students, primarily due to student finance rules which offer reduced funding for part time MArch students, but it still provides an alternative route for students who would otherwise withdraw from the course due to external factors. 2021 saw recruitment of a new course leader following retirement of the previous incumbent, and external feedback to the MArch course remains positive, with external examiners continuing to praise the Sustainable Architecture provision offered at CAT.

We had a long waiting list of 114 students for the MSc programmes, which we couldn't accommodate. It is likely that many of these prospective students were attracted to CAT by its expertise in distance learning during the pandemic. These students were all on waiting lists for one of four programmes: Sustainability and Ecology, Sustainability and

Behaviour Change, Sustainable Food and Natural Resources and Green Building.

Recruitment was balanced across the programmes offered by the two validating universities. The five courses validated by the University of East London saw 120 students enrolling, with 116 joining the three courses validated by Liverpool John Moores University. This reversed a trend of the last few years, which made it easier to balance staff resources across the programmes and provided more of a balance to the students on the programmes and the reliance of recruiting to the new courses validated since 2019. This balance of courses is most in line with CAT's externally perceived strengths in sustainability, design and renewable energy.

Thirty-five overseas students were recruited, making up 15% of the student intake – a similar proportion to previous years. A planned application for an overseas student visa sponsorship had to be put on hold again due to the pandemic.

The increase in student intake means that the Graduate School is now at the limits of capacity in its block delivery model. This is most evident where multiple modules are being delivered concurrently. Whilst still maintaining our current quality of student support and provision, the ability of Graduate School staff to support other CAT initiatives is now constrained through additional workload to deliver the degree programmes. Onsite accommodation is also a limiting factor during some teaching periods.



The COVID pandemic across the 2021/22 academic year presented continued operational challenges to course delivery, which the Graduate School responded to well. The academic team built upon the expertise they developed in 2020-21 and continued to provide a high-quality distance learning student experience. Student feedback continued to approve the approach to course delivery in these extreme circumstances, but understandably many of the students remain keen to return to teaching on the CAT site as soon as possible.

As our student profile is mature (average age 36) in comparison to most HE providers, attendance continued to suffer as they struggled with the direct and indirect impacts of COVID (such as family and work commitments). However, with the support of our external university partners and the academic and support staff, mechanisms were put in place to support their continuing study with as little impact as possible whilst maintaining academic standards. To further support the students with the additional difficulties they faced, the Graduate School introduced additional external pastoral support resources in 2021 which will be maintained throughout 2022-23. Its success and cost effectiveness mean that the Graduate School is likely to continue to employ this external provider in future years.

Overall, adopting operational course delivery changes and enhanced student support meant that the number of studied modules remained in line with our projections at the start of the year, and the Graduate School continued to have a real impact in delivering sustainability skills and knowledge. The continued uncertainty of the COVID-19 crisis means that there will likely remain significant challenges for the Graduate School to meet throughout 2022-23, although the planned return to teaching on site in March 2022 is a positive sign.

During 2021-22 there were two major external audits and reviews of Graduate School provision. The first review in February 2022 was the five-yearly partnership review and revalidation of CAT's collaborative programmes with the University of East London, and the second review was the four-yearly Gateway Quality Review (Wales) with the Quality Assurance Agency on behalf of HEFCW the Welsh HE regulatory authority. These two major activities focussed the Graduate School's attention on academic quality and process. Successful outcomes to these reviews provide strong foundations for the development of the Graduate School into the future.

The University of East London review in February 2022 was an opportunity to review and reset the working relationship with UEL. We also



took the opportunity to consolidate the range of programmes that CAT offers in order to improve focus and efficiency of delivery and refresh the curriculum to address changes in sustainability topics and staff expertise. As part of the reviewed curriculum, we added more support for the final dissertation to support more students completing the whole programme rather than withdrawing before the research element of the degree. At the event the MArch Sustainable Architecture and MSc courses in Sustainability and Adaptation, Green Building and Sustainability in Energy Provision and Demand Management were validated for five years. The Sustainability and Adaptation Planning and Sustainability and Adaptation in the Built Environment courses were withdrawn at the review, with relevant course materials incorporated into the curricula of the remaining courses. Existing students on the withdrawn courses will retain the opportunity to complete their programmes over the next three years.

An MRes Sustainability and Adaptation programme was also validated by the University of East London. This route is particularly suited for any student keen on pursuing a research-based environmental career. Several CAT alumni have furthered their research aspirations by taking PhDs at other institutions, and many have asked if CAT is able to consider as a possible route. The

introduction of the MRes is seen as a precursor to eventually developing a full research offer at CAT.

The Quality Assurance Agency for Higher Education (QAA) conducted a Gateway Quality Review (Wales) of CAT in March 2022. The main purpose of the review was to investigate the higher education provision and to make judgments as to whether academic standards and quality meet UK expectations. The QAA is an independent charity whose main work is to review Higher Education, against the expectations of the UK Quality Code and provide advice and guidance for governments, regulatory agencies and higher education institutions globally to benefit UK higher education and its international reputation.

Initial draft feedback of the review was an expression of confidence that 'academic standards are reliable, meet UK requirements, and are reasonably comparable' - the highest judgement available through the review process. The outcomes are available at:

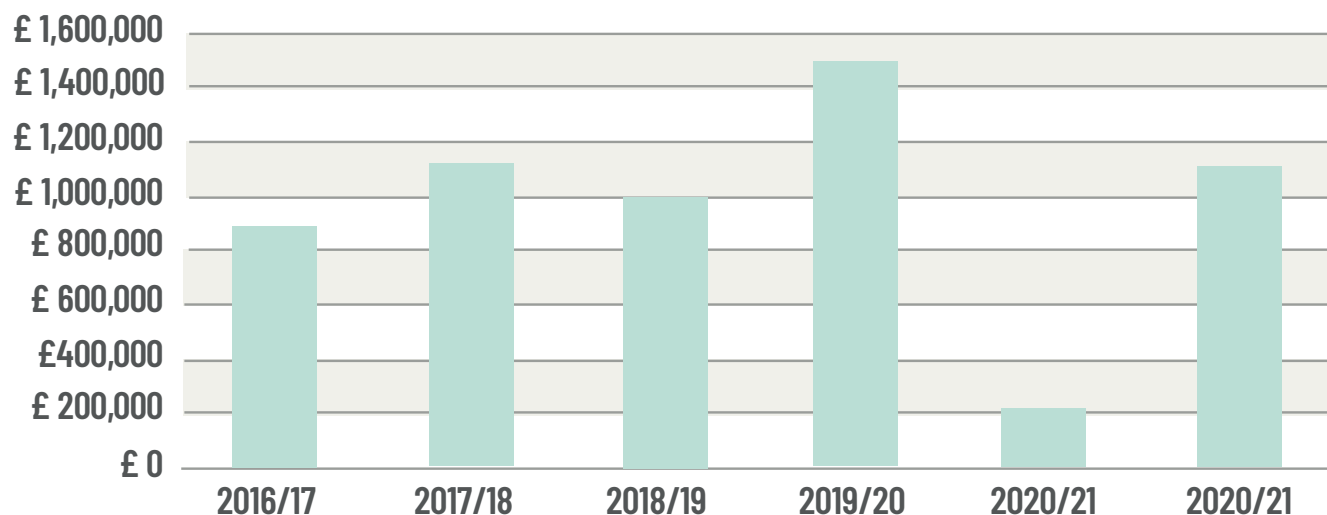
<https://www.qaa.ac.uk/reviewing-higher-education/quality-assurance-reports/Centre-for-Alternative-Technology>

This is an extremely positive outcome and provides confidence that CAT qualifications are comparable to those available from UK universities.





CAT Eco Centre & Engagement



Annual Visitor Centre Income

The course of the year saw the CAT site operation slowly emerge from the disruption caused by the COVID-19 pandemic. It also provided opportunities to experiment with new ideas to engage visiting public and learners with CAT's work and to consolidate front of house operations.

New beginnings

Central to the CAT site experience is the opportunity to engage with staff who have practical knowledge of the sustainable systems demonstrated and an enthusiasm to share that knowledge across varied audiences. In order to provide this opportunity consistently across the year, a new site team was devised and recruited for the 2021 season: the engagement rangers. Their role is to deliver site engagement including daily site tours, activities for visiting groups and practical short courses. The team were recruited to cover four key themes: renewable energy, biodiversity, sustainable gardening and building. The team's knowledge, flexibility and enthusiasm have had a big impact on CAT's engagement offer and they also support the upkeep of the site, working alongside our estates team.

Visitors and learners at CAT

A feature of the pandemic was the necessity to carefully manage the social distancing of

visitors and to capture contact details for track and trace, which involved the operation of a pre-booking system. Another impact of the COVID-19 restrictions was the much-reduced accommodation capacity on site due to the continued need to restrict site accommodation to single occupancy in the first part of the year. This was compounded by the need to spread Graduate School onsite teaching over more weeks a month to allow students to socially distance; this restricted the ability to accommodate large overnight groups, although this had much less effect on the short course programme.

Overall, the effect of these factors combined with general uncertainty around tourism meant that the total number of day visitors and visiting learners of all types was just over 40% of pre-pandemic totals. Throughout the year, the site team showed great resourcefulness to ensure site users had the best experience possible.

As the year progressed, we saw the steady return of university group visits. They were especially keen to give their students the chance to experience the practical sustainable solutions exhibited at CAT, bought to life through the range of practical activities, tours and lectures used to build bespoke programmes.

We took the opportunity to convert two of our



popular short courses, Eco-refurbishment and Compost Toilets to a digital format; this was very successful, and we will continue to develop this option. We also trialled this format for a university visit and delivered online sessions for primary and secondary schools as part of schools' conferences and events.

Meeting the demands of the sustainable skills agenda forms a key element in CAT's development plans, including expanding the range of accredited training on offer. In January 2022 a Sustainable Skills Manager was recruited to support this development, with an initial focus on sustainable woodland management and building retrofit. A key element of this was the development of a pilot programme retrofit masterclass, funded by the UK Government through the UK Community Renewal Fund.

Site developments

Ahead of any major site development, every opportunity was taken to add to the existing site for visitors and learners. Over the summer of 2021 a new air source heat pump working display was added. This allowed the site rangers to more

easily talk about this very important technology on their site tours and it also supported the delivery of 'Renewables for Householders' short courses and modules delivered by the Graduate School. Elsewhere new composting displays fulfilled the same role in the gardens and a new garden activity area provide a covered base for family garden activities and a new short course on gardening for wildlife.

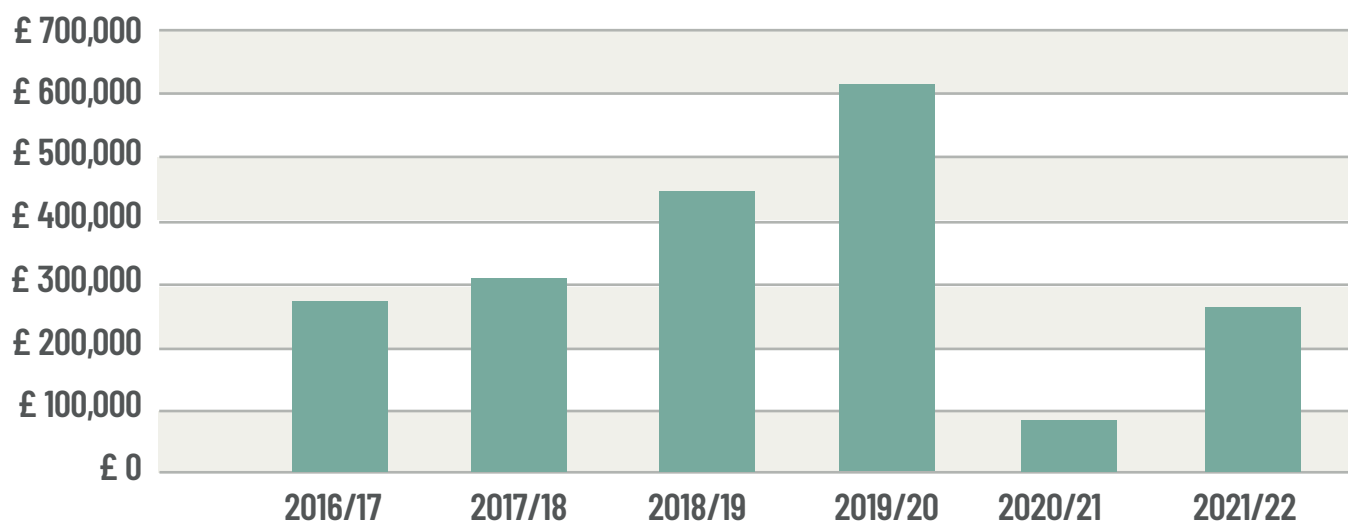
The interior of the former shop building was refurbished to create a beautiful temporary exhibition space, including display tables and benches made from low impact materials, designed and built by our Masters in Sustainable Architecture students during their annual build week. The space was used to showcase the students' Final Design Projects in a public exhibition highlighting the importance of sustainable architecture in addressing the climate and biodiversity emergency.

The refurbishment work was completed by CAT's own estates team and has been used to feed into feasibility work around the future evolution of the site's energy, water, and ecological systems.





Visitor Services



Annual Retail Income (Eco-store, Mail Order, Café and Bar)

We started this financial year with continued COVID-19 restrictions and reopened in May 2021 operating with similar procedures and controls as the previous year. We continued to operate our accommodation with much reduced capacity, maintaining single occupancy for students and short course participants.

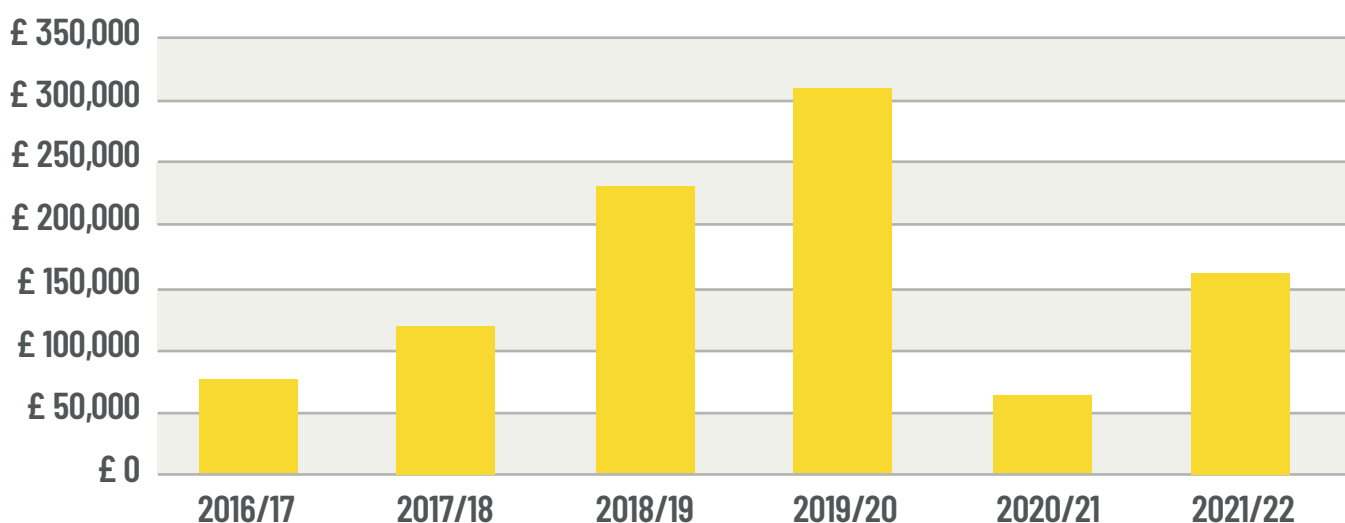
We have increased cleaning and caretaking rotas with twice the number of changeovers between cohorts of students (teaching weeks were split mid-week). We also experienced constant challenges with staff and residential guests testing positive for

Covid, resulting in many aborted visits and groups leaving site early.

Our control measures did seem to reduce the risk of large-scale transmission of the virus, reported infections were isolated to small numbers within groups.

Recruitment of chefs and caretakers has proven difficult, in common with many other businesses.

We implemented a new EPoS system in July 2021, this has ensured we have much more accurate data for ticket, catering, and retail sales. Further



Annual Accommodation Income



development of the system is continuing to make full use of the functionality available.

Combining our retail and catering offer has worked well given number of visitors on site. On-line Christmas sales proved to be comparable to previous years. In November 2021 Powys Trading Standards reviewed our processes for ensuring allergies are catered for safely. We were able to

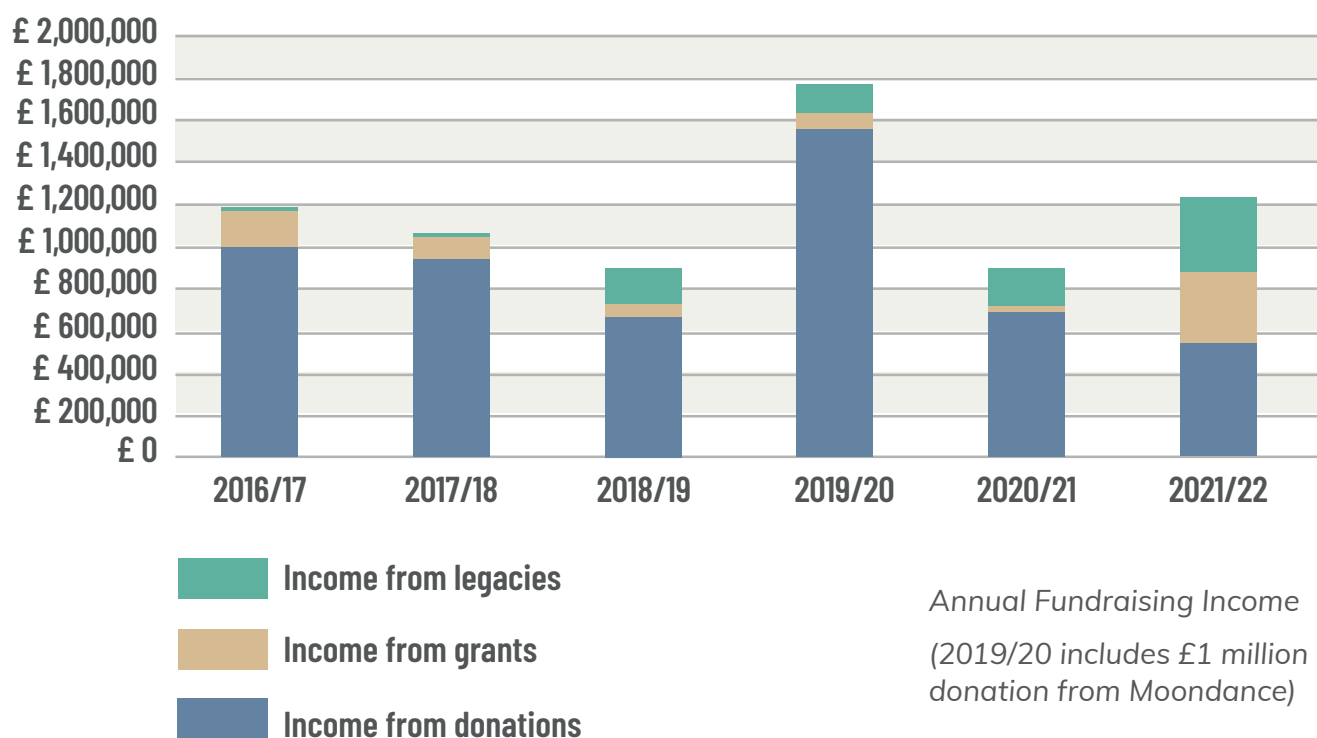
demonstrate the effectiveness of our systems and procedures to the officer who visited.

Our Estates team have made improvements to the fabric of the building, and we have implemented Food Standards Agency Safer Food, Better Business, Hazard Analysis and Critical Control Point system.





Fundraising and Membership



Throughout the 2021-22 financial year, whilst people and organisations everywhere struggled with the ongoing impacts of the COVID-19 pandemic on their lives and livelihoods, CAT's supporters continued to show great loyalty and generosity.

There were a number of changes to the Fundraising and Membership team during the year, including a Trusts and Statutory Funding Consultant (now Interim Head of Strategic Funding and Programmes), a replacement High Value and Legacies Manager, a replacement Fundraising Officer and a new post created for a second Fundraising Officer. With additional capacity, the team are able to focus more on diversifying and increasing our income, for example from trusts and small businesses as well as through inspiring new individual supporters to donate for the first time. Our supporters

CAT 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 and creating transformational change.

We raised £147,000 from quarterly email and postal appeals through the year, and a further £78,000 from donations in response to Clean Slate magazine.

In 2021-22 there were 5,305 paying members, including 653 life members. Overall membership numbers decreased slightly through the year, from 8,824 to 7,387, mainly due to the suspension of webinars offering attendees free membership, which ran until the end of 2021. A total of 284 new paying members were recruited during the year and 409 new supporters donated for the first time. Around 250 of these new members and 160 of the new supporters had also received free membership. The Fundraising and Membership Team is working with the Zero Carbon Britain team to relaunch regular webinars in 2022-23, to share solutions and increase our reach.

Legacies and Major Gifts

We've received over £350,000 in legacy gifts in 2021-22, including a major legacy gift which will amount to £275,000 once complete in 2022-23.

We have received high level gifts of £50,000



(towards our bursary schemes), £40,000 (in memoriam), £100,000 (as a sale of property by one major donor), £32,000 by a matched giving platform, as well as generous uplifts on the size of annual gifts from some donors. We also received a major gift of £500,000 towards staff positions and capital funding in Summer 2022.

Trusts

CAT was fortunate to receive support from a number of charitable trusts during the year including: £49,000 from the HCD Memorial Fund, and £25,000 from the Marmot Charitable Trust, towards our Zero Carbon Britain work; £5,000 from the Ethel & Gwynne Morgan Trust for a student bursary; £5,000 from the 1970 Trust; £5,000 from the Orr Mackintosh Foundation; and £5,000 from the Cobb Charitable Trust.

Statutory Funding

Following submission of a funding application to the UK Government's Community Renewal Fund (CRF) (administered by Powys County Council), CAT secured £513,688 in late November 2021. The funding award date was retrospectively applied allowing work from 4 November to be eligible. This enabled work to commence on the Business Case for CAT's redevelopment plans being developed for the Mid Wales Growth Deal. The CRF comprises three key components, with all deliverables and grant expenditure due by 31 December 2022. This was a six-month extension to original 30 June 2022 end date. A £40,000 match from CAT's funds is expected.

As per agreement, 50% of the grant funds (£256,844) were released at project commencement. The project is making good progress, with all grant funds likely to be utilised prior to project end date.

Pipeline statutory income for year ahead

In addition to the balance of the CRF grant of £256,844 to be received in the next financial year, CAT will be aiming to secure additional statutory funding from a number of sources to support the redevelopment project as the required match investment, as well other CAT funding priorities. Some funding feasibility was conducted to support this work, and funders and pipeline amounts have been identified. Additionally, a proposed

approach to management of statutory funding pipeline of opportunities has been developed to enable trustees and Senior Management to understand opportunities and secure support prior to application and any grant/contract signature.

Fundraising good practice

We are committed to upholding the highest standards in our fundraising, treating supporters and the public with fairness and respect. CAT is registered with the Fundraising Regulator and adheres to the Code of Fundraising Practice. We monitor all our fundraising activity closely to ensure value, compliance, and integrity in all our activities. We do not currently employ any third-party professional fundraising services to conduct public fundraising for us.

We have continued work to improve our organisation-wide systems and processes, including upgrading our database software, and improving the ways we collect, store and use data. We have also worked to understand our supporters better, conducting a survey and analysing the results to ensure we are communicating with everyone in the most appropriate and effective ways.

General Data Protection Regulation

We continue to ensure we are going above and beyond the requirements of data protection laws, and this year recruited an additional member of staff to support us in this area.

Fundraising Complaints

In the financial year 2021-22 we received four complaints. We log, investigate, and respond to all complaints and other feedback we receive and strive to use every opportunity we can to improve.

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. In 2021-22 we developed new training about this and delivered it to members of the Fundraising and Membership Team.



Financial Review

In 2022 we saw a positive net movement on unrestricted funds of £115,948 (see page 35) compared to -£3,461 in 2021.

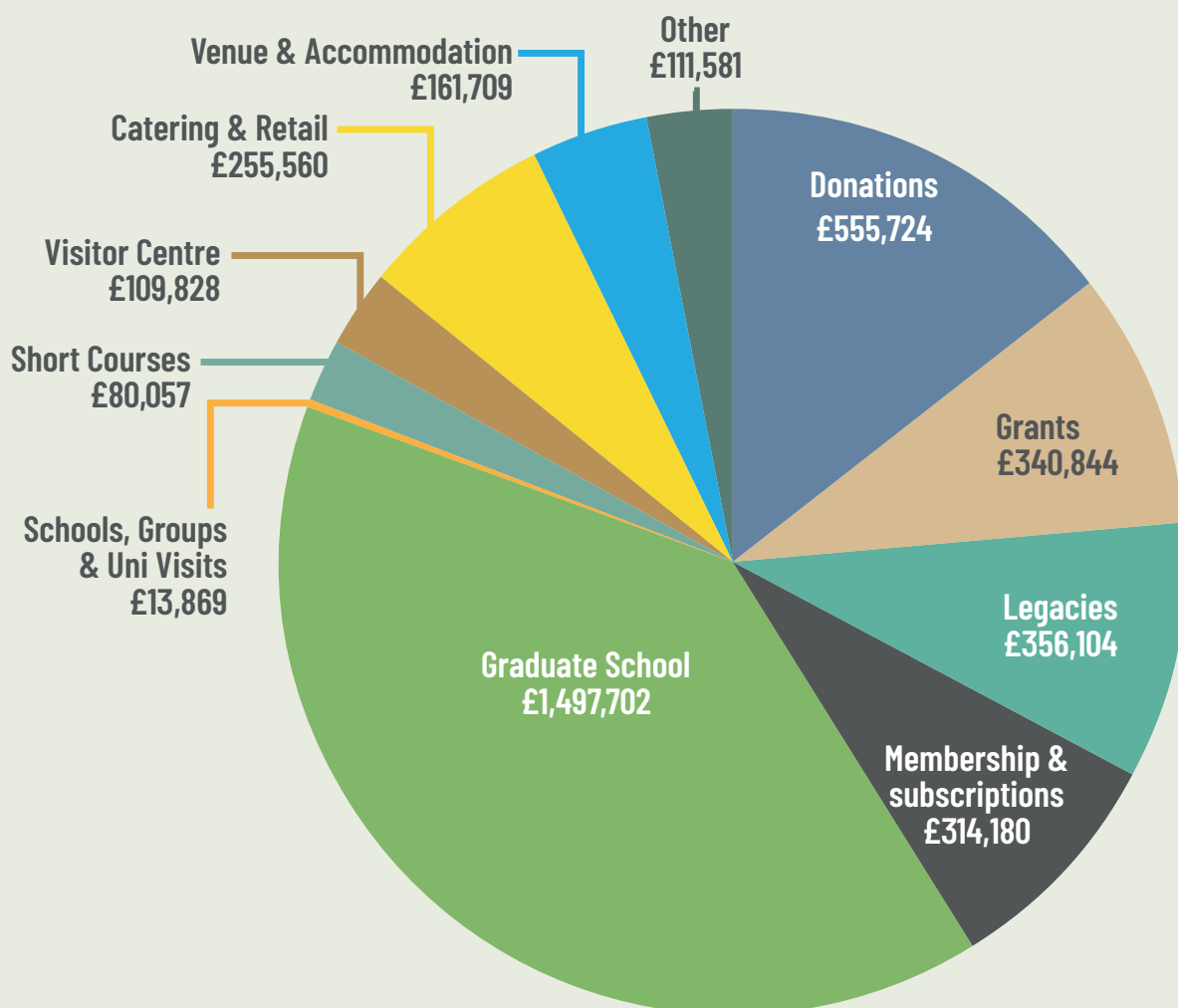
As government restrictions were gradually relaxed during 2021, we were able to re-open the visitor centre and therefore saw an increase in income from site-based activities such as day and residential visitors, group visits and short courses, which were significantly impacted by the COVID-19 pandemic in the previous year. Total income from these areas, including visitor centre income, income from group visits and short courses, and retail

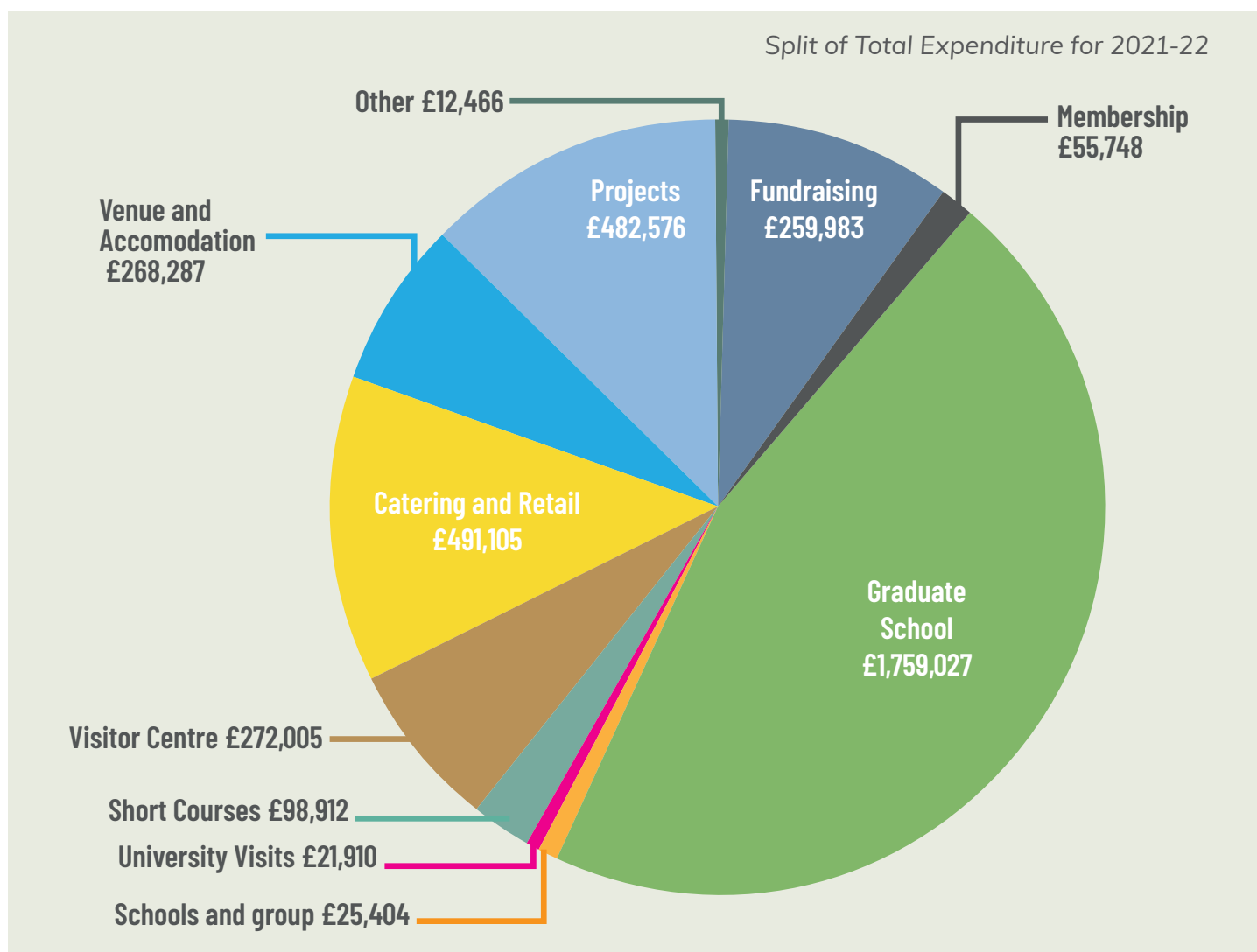
& accommodation income, increased to £0.616 million compared to £0.184 million in 2021.

Income from our graduate school and fundraising activities also increased again in 2022. As a result of this along with the easing of COVID-19 restrictions, total income for the year increased to £3.797 million compared to £2.874 million in 2021.

Other major factors that contributed towards the increase in income included a legacy gift of over £190,000 and a restricted grant from the UK Governments Community Renewal Fund (CRF) of over £250,000.

Split of Total Income for 2021-22





Total fundraising and membership income, including the above, rose to £1.567 million compared to £1.116 million in 2021.

Due to the restricted CRF grant income, the level of unrestricted income as a percentage of total income fell in the year. Unrestricted income (excluding exceptional income) made up 89% of total income in 2022 compared to 97% in 2021.

Student numbers increased again in 2022 and as a result, Graduate School income rose to £1.498 million compared to £1.268 million in 2021.

Total operating expenditure rose to £3.851 million compared to £3.175 million in 2021, which was expected in line with the reopening of the visitor centre. Staff returned to work on site and the Government's Coronavirus Job Retention ('Furlough') Scheme came to an end in September

2021. This scheme covered just over £30,000 of our payroll costs in the year, compared to over £275,000 in the previous year. Therefore, net staff costs (after deducting grants received from the 'furlough' scheme) increased to £2.278 million, compared to £1.885 million in 2021 (see note 9). This is also partly due to recruiting additional staff and pay increases.

We continued to monitor cash flows and expenditure closely in the year. Although government restrictions and guidelines for public settings were relaxed, some restrictions were still in place during the year, which meant the cash inflows from some areas, such as group visits and the visitor centre, were not quite back to 'pre-COVID' levels. Many of our office-based staff continued to work remotely part-time after the requirement to work from home ended. Governance and support costs increased



to £1.29 million compared to £1.13 million in 2021 (see note 8), which is largely due to the site re-opening along with general inflation rates. Capital expenditure remained low with only just under £3,000 being spent in the year (see note 10).

Restricted funds showed a net reduction of just under £170,000 in the year compared to almost £300,000 in 2021. As with the previous year, the reduction largely relates to expenditure of funding received for the ZCB Hub & Innovation Lab in 2020, however the overall movement of restricted funds was lower in 2022 than the previous year due to additional restricted income received, including the Community Renewal Fund Grant, and some new bursaries to assist students with CAT Graduate School course fees (see note 17).

Unrestricted funds increased to £1.23 million compared to £1.11 million in 2021, however the reduction in restricted funds meant that the net balance sheet total remained largely unchanged at £1.75 million compared to £1.8 million in 2021.

Cash balances at the year-end fell slightly to £0.91 million from £1.08 million in 2021.

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. These are usually instant access accounts but may also include fixed term deposits of up to one year where cash flows permit.

Reserves Policy

The Board of Trustees reviewed its Reserves Policy in 2021 and introduced a new policy based around an assessment of internal and external risks, and operational and cash flow considerations. This replaces the previous policy of aiming for a level of reserves equivalent to three months' operating costs.

Reserves are considered necessary to protect CAT's activities by providing a financial provision which mitigates for the unpredictable external

environment and makes sufficient provision for future cash flow requirements. The policy also provides part of the framework for future strategic planning and decision-making. The development of an effective reserves policy will help to limit the impact of any risk upon the continuing operations of the charity.

When considering an appropriate level of reserves, the trustees will consider:

- the risk of unforeseen emergency or other unexpected need for funds
- covering unforeseen day-to-day operational costs, for example employing temporary staff to cover a long-term sick absence
- a fall in a source of income or the ending of a funding source
- planned future commitments, that cannot be met by future anticipated income alone, for example plans for a major capital investment project
- the need to fund potential deficits in a cash budget, for example money may need to be spent before a funding grant is received
- The financial risks identified determine the amount of reserves the charity targets to hold.

When deciding on the reserves amount the trustees will take into account the following:

- a minimum of one month's salary bill.
- the policy of budgeting and forecasting to keep a minimum balance of unrestricted cash at all times.
- within the charity's annual budget, a contingency amount of between 1% and 3% of income should be built into the overall budget which should be held as a contingency to support future requirements and any in year uncertainties.
- the need to create budget surpluses to plan for any future large project investment such as facilities development or building condition improvement.



- any uncertainty, turbulence or expected reduction in funding arrangements as a result of future planned changes or funding cuts.

Based on this policy, a target of £300,000 of free reserves has been set. At the year end, unrestricted reserves stood at £1,227,696 (2021: £1,111,748) but were mostly represented by fixed assets with the remainder in working capital. This translates into free reserves at the year-end of £83,450. While this is below target, it is positive compared to 2021 where we had negative free reserves of £34,225. Our plans continue to be focused on strengthening CAT's overall financial position and building free reserves.

Going Concern

The Charity uses 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.

Cash flows and cash flow forecasts have been monitored and controlled closely and carefully by our Co-CEOs and senior management team, and periodically through the year at our Board, Organisational Development Committee (ODC) and Audit Finance and Performance Committee (AFPC) meetings. Between meetings, our senior team also hold regular meetings with the Chairs of those committees to discuss the latest financial position. Our current forecasts indicate that our cash position will strengthen further over the coming months through to March 2024.

Throughout the pandemic and subsequently as we have emerged from lockdown, the ongoing success of our Graduate School, coupled with the generosity of our members and donors, have meant that we have been able to maintain our cash flows and meet our liabilities as they have fallen due.

Sustainability and the environment continue to be central to Government policy at all levels. The demand for places at our Graduate School continues to grow and we are developing plans to expand capacity. Future fundraising income can never be certain, but we have a history of loyal supporters and growing numbers of enquiries from organisations wanting to support and partner with us. The success of our ZCB Hub And Innovation Lab in growing its training and consultancy work also bodes well for the future. This gives us confidence that we can continue to strengthen our activities and our financial position.

Overall, the range of opportunities to develop and extend our services, coupled with the rapidly growing demand for climate action, gives us confidence that we can strengthen our cash flows and build our reserves.

On this basis, the trustees are satisfied 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



Public consultation about the proposed Cynefin Project

In 2021-22, we began making ambitious plans to reimagine and redevelop the eco centre, with a new immersive visitor experience that offers a microcosm of a future based on sustainable choices, embedded within high quality learning and practical training spaces.

For nearly 50 years, our site in Mid Wales has shown people a better future is possible and helped them take action to make it happen. Now it is time for the next stage in its history. Transforming the eco centre is essential if we are to inspire, inform and enable a bigger, more diverse audience to respond to the rapidly worsening climate and biodiversity emergency.

We will create new spaces for education in environmental solutions, a sustainable skills hub to deliver green skills for the future, and an immersive world-class visitor experience. Alongside this, we will develop our digital outreach to engage people around the globe.

In 2022-23, we will be laying the groundwork, with stakeholder engagement, feasibility studies, market assessments, business planning, and the creation of a new site plan and visitor experience plan.

The Zero Carbon Britain Hub and Innovation Lab is also going from strength to strength, working with local authorities, community groups and organisations to help them take action on the climate emergency. In 2022-23 the team will be working with a wide range of groups and organisations, including: the Local Government Association (LGA), providing training and innovation labs to support councils; the Church of England and the Church in Wales, with training aimed at helping them reach net zero; community organisations, such as Civic Square, and to inspire action at a local level; and arts organisation including Arts Council Wales to help the sector respond to the climate and biodiversity emergency.

The Graduate School of the Environment will continue to offer a high-quality unique learning experience in a range of subjects relating to sustainability, and the investment in new and improved teaching and accommodation facilities over the next few years will allow us to increase the number of places offered and expand our range of courses. In the short term, a new MRes postgraduate degree being launched in autumn 2022 will allow the Graduate School to offer research opportunities to students as a route into



research careers, contributing to the development of knowledge and innovation to support action on the climate and biodiversity emergency.

None of this would be possible without the generosity of our supporters, and we plan to continue to grow our fundraising income through a grant funding pipeline, which has been developed, capturing CAT's current and new funders.

In the year ahead opportunities will be monitored and progressed with a focus next year on securing development and project funds to take the redevelopment project through design and business case planning to the next approval gateways. The aim is to secure the Mid-Wales Growth Deal

as soon as possible. Fundraising will support the whole breadth of CAT's work including that of Zero Carbon Britain and education team, with greater focus on ensuring all project cost including core costs are built into project budgets.

We are dedicating more resources to fundraising from trusts and individuals who have the capacity for high value giving, as well as re-launching webinars and developing new campaigns to engage more people with CAT and inspire them to donate or join for the first time. We're also planning to focus more on fundraising for gifts in Wills in the coming years.



Children were invited to contribute their own vision of a future CAT, during the public consultation day



Structure, Governance and Management



The WISE building, first floor deck

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, each year one-third of the Board members retire and may offer themselves for re-election. New trustees are appointed by special resolution of the Board.

During the year, the Board continued to look to increase its capacity and skill set. The Board is always keen to consider new applications, however, the current Board of Trustees and their range of skills and experience is considered broadly appropriate for the current needs of the charity.

The Board currently operates with three committees. These are now all permanent: Organisational Development Committee (ODC); Audit Finance and Performance Committee (AFPC). The third was originally set up as a 'task and finish' group:

IT Steering Committee (ITSC). The ITSC was made a permanent committee by the Board in December 2020 recognising the ongoing importance of IT development to the charity.

Management Structure

The current Senior Management Team ('SMT' - see page 5) which has been built up over recent years is now considered to be the most appropriate structure to take the organisation forward.

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. The formal risk register 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.

Individual risk registers are also maintained as deemed necessary for certain areas of CAT's activities including IT, and in some cases for individual projects.

The Board are currently engaged in a series of discussions to review their approach to risk and establish their risk 'appetite' going forward.

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 main risks currently identified are:

Risk	Mitigation
Cash flow & finance; organisation viability; economic climate	Co-CEOs, SMT and trustees regularly review forecasts and management information. Various scenarios are modelled. Plans are updated as circumstances develop. AFPC keep finances under regular review. Steps are being taken to maximise income and control costs wherever possible.
Site infrastructure: Need for repairs and refurbishment to older, bespoke-built areas	The capital plan is kept under review and updated with a focus on operationally critical work. The major capital fundraising campaign is progressing. Onsite maintenance staff are developing their skills and sharing knowledge to boost in-house capacity and cover. Use of online 'T100' system for assessing, recording, and monitoring risks.
Financial; Growth: Fall in graduate school student numbers	Ongoing courses and more pro-active promotion. Online virtual open days. Impact of students on H&S to be focus of ongoing planning.
Staffing levels: Retention and recruitment	Regular SMT meetings focus on key areas and prioritise tasks. SMT members disseminate plans to teams. Ongoing development of IT infrastructure to improve efficiencies. Wide-ranging Pay & Progression review by external consultants nearing completion.



Trustees' Responsibilities in Relation to the Financial Statements

The trustees are responsible for preparing the Trustees' Annual 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
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

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.

Sayer Vincent LLP was appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The directors' annual report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

On behalf of the Board of Trustees

Dr Sally Carr (Chair)

Date

14/12/22



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 2022

Opinion

We have audited the financial statements of The Centre for Alternative Technology (the 'charitable company') for the year ended 31 March 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (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 2022 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on The Centre for Alternative Technology's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the trustees' annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual 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; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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 charitable 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including



fraud and non-compliance with laws and regulations, our procedures included the following:

We enquired of management, the Audit Committee and board of trustees, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:

- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the

judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available 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 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 and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

.....
Fleur Holden (Senior statutory auditor)

16 December 2022
.....

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL



Financial Statements

Statement of Financial Activities

(including an Income and Expenditure Account) for the Year Ended 31 March 2022

	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2022	Total 2021
		£	£	£	£	£
Income from :						
<i>Donations and legacies:</i>						
Donations		466,124	89,600	-	555,724	696,504
Grants	3	5,000	335,844	-	340,844	35,000
Legacies		356,104	-	-	356,104	172,563
Membership & Subscriptions		314,180	-	-	314,180	211,576
		1,141,408	425,444	-	1,566,852	1,115,643
<i>Charitable activities:</i>						
Graduate School		1,497,702	-	-	1,497,702	1,268,098
Schools & Groups		8,789	-	-	8,789	(2,971)
University Visits		5,080	-	-	5,080	180
Short Courses		80,057	-	-	80,057	16,241
Eco Store & Mail Order		79,965	-	-	79,965	59,060
Visitor Centre		109,828	-	-	109,828	21,533
Café & Bar		175,595	-	-	175,595	27,781
Venue & Accommodation		161,708	-	-	161,708	62,778
Projects		66,064	-	-	66,064	28,650
		2,184,788	-	-	2,184,788	1,481,350
<i>Other income:</i>						
Miscellaneous Income		14,474	-	-	14,474	534
Exceptional Income	4	31,043	-	-	31,043	276,173
Total Income		3,371,713	425,444	-	3,797,157	2,873,700



Statement of Financial Activities (continued)

(including an Income and Expenditure Account) for the Year Ended 31 March 2022

	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2022	Total 2021
		£	£	£	£	£
Expenditure on:						
Raising funds:	6					
Fundraising		363,304	-	-	363,304	259,983
Membership		55,748	-	-	55,748	104,099
		419,052	-	-	419,052	364,082
Charitable activities:	7					
Graduate School		1,759,027	-	-	1,759,027	1,522,269
Schools & Groups		25,404	-	-	25,404	23,560
University Visits		21,910	-	-	21,910	23,924
Short Courses		98,912	-	-	98,912	63,829
Eco Store & Mail Order		143,021	-	-	143,021	185,319
Visitor Centre		272,005	-	-	272,005	162,418
Café & Bar		348,084	-	-	348,084	234,702
Venue & Accommodation		268,287	-	-	268,287	236,779
Projects		-	482,576	-	482,576	348,056
Miscellaneous		12,466	-	-	12,466	-
		2,949,116	482,576	-	3,431,692	2,800,856
Other expenditure						
Loss on disposal of fixed assets		-	-	-	-	10,084
Total Expenditure:		3,368,168	482,576	-	3,850,744	3,175,022
Net (outgoing)/incoming resources before transfers		3,545	(57,132)	-	(53,587)	(301,322)
Net transfers between funds		112,403	(112,403)	-	-	-
Net movement in Funds		115,948	(169,535)	-	(53,587)	(301,322)
Total funds brought forward at 1 April 2021		1,111,748	675,831	19,407	1,806,986	2,108,308
Total funds carried forward at 31 March 2022	17	1,227,696	506,296	19,407	1,753,399	1,806,986

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 38 to 55 form an integral part of these financial statements.



Balance Sheet as at 31 March 2022

			2022		2021
	Notes	£	£	£	£
Fixed Assets					
Tangible Assets	10		2,765,494		2,828,015
Investments	11		100		100
			2,765,594		2,828,115
Current Assets					
Stocks	12	15,867		29,249	
Debtors	13	731,134		251,209	
Cash at bank		909,389		1,081,383	
		1,656,390		1,361,841	
Creditors: amounts falling due within one year	14	(1,110,772)		(761,738)	
Net Current Assets			545,618		600,103
Total Assets less Current Liabilities			3,311,212		3,428,218
Creditors: amounts falling due after more than one year	15		(1,557,813)		(1,621,232)
Net Assets			1,753,399		1,806,986
Funds of the Charity	17				
Endowment funds			19,407		19,407
Restricted funds			506,296		675,831
Unrestricted funds			1,227,696		1,111,748
Total funds			1,753,399		1,806,986

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: 8/12/22

and signed on their behalf by:

Dr Sally Carr (Chair)

Registered Charity Number: 265239 • Company Number: 1090006



Statement of Cash Flows for the Year Ended 31st March 2022

		2022		2021
	Notes	£		£
Cashflows from operating activities				
Net income / (expenditure) for the year		(53,587)		(301,322)
Investment income receivable		(3)		(534)
Interest payable		60,833		57,394
Depreciation of tangible fixed assets		65,325		67,258
Loss on disposal of tangible fixed assets		-		10,084
(Increase)/Decrease in stocks		13,382		14,936
Decrease/(Increase) in debtors		(479,925)		138,859
(Decrease)/Increase in creditors		346,408		(120,533)
Net cash provided by / (used in) operating activities		(47,567)		(133,858)
Cash flows from financing activities:				
Repayments of borrowing		(63,138)		(17,464)
Cash inflows from borrowing		2,346		27,705
Net cash provided by / (used in) investing activities		(60,792)		10,241
Cash flows from investing activities:				
Investment income receivable		3		534
Interest payable		(60,833)		(57,394)
Proceeds of sale of fixed assets		-		400
Capital expenditure		(2,805)		(5,431)
Net cash provided by / (used in) investing activities		(63,635)		(61,891)
Change in cash and cash equivalents in the year		(171,994)		(185,508)
Cash and cash equivalents at the beginning of the year		1,081,383		1,266,891
Cash and cash equivalents at the end of the year		909,389		1,081,383

ANALYSIS OF CASH AND CASH EQUIVALENTS AND OF NET DEBT

		At 1 April 2021	Cash flow	At 31 March 2022
		£	£	£
Net cash:				
Cash at bank and in hand		1,081,383	(171,994)	909,389
Debt:				
Loans due within one year		(60,910)	(2,346)	(63,256)
Loans due in more than one year		(1,621,232)	63,138	(1,558,094)
Total		(600,759)	(111,202)	(711,961)



Notes to the Accounts

1. ACCOUNTING POLICIES

a. Statutory Information

Centre for Alternative Technology (CAT) is a charitable company limited by guarantee and is incorporated in England & Wales.

The registered office address is Llwyngwern Quarry, Pantperthog, Machynlleth, Powys, SY20 9AZ.

b. 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 charity is exempt from the preparation of group accounts as the subsidiary is dormant.

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.

c. 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.

d. Income

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, the amount can be quantified with reasonable accuracy, and it is probable that the income will be received.

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

Life memberships are accounted for on a receipts basis.

e. 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.

f. 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.

g. Government grants

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

h. Expenditure

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.

i. 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 contribution

of 3% (2021: 3%) 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.

j. Leases

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

k. 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



l. Investments

Investments in subsidiaries are measured at cost less impairment.

m. Stock

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. In general, cost is determined on a first in first out basis and includes transport and handling costs. Provision is made where necessary for obsolete, slow moving and defective stocks. Donated items of stock, held for distribution or resale, are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

n. 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.

o. 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.

p. 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.

q. 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.

r. 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.

s. 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. STATEMENT OF FINANCIAL ACTIVITIES DETAILED COMPARATIVES

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2021
	£	£	£	£
Income from:				
<i>Donations & Legacies:</i>				
Donations	661,621	34,573	310	696,504
Grants	-	35,000	-	35,000
Legacies	167,563	5,000	-	172,563
Membership & Subscriptions	211,576	-	-	211,576
	1,040,760	74,573	310	1,115,643
<i>Income from charitable activities:</i>				
Graduate School	1,268,098	-	-	1,268,098
Schools & Groups	(2,971)	-	-	(2,971)
University Visits	180	-	-	180
Short Courses	16,241	-	-	16,241
Eco Store & Mail Order	59,060	-	-	59,060
Visitor Centre	21,533	-	-	21,533
Café & Bar	27,781	-	-	27,781
Venue & Accommodation	62,778	-	-	62,778
Projects	28,650	-	-	28,650
	1,481,350	-	-	1,481,350
<i>Other Income:</i>				
Miscellaneous Income	375		159	534
Exceptional Income	276,173			276,173
Total Income	2,798,658	74,573	469	2,873,700



2. STATEMENT OF FINANCIAL ACTIVITIES DETAILED COMPARATIVES (CONTINUED)

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2021
	£	£	£	£
Expenditure on:				
Raising funds:				
Fundraising	259,983	-	-	259,983
Membership	104,099	-	-	104,099
	364,082	-	-	364,082
Charitable Activities::				
Graduate School	1,522,269	-	-	1,522,269
Schools & Groups	23,560	-	-	23,560
University Visits	23,924	-	-	23,924
Short Courses	63,829	-	-	63,829
Eco Store & Mail Order	185,319	-	-	185,319
Visitor Centre	162,418	-	-	162,418
Café & Bar	234,702	-	-	234,702
Venue & Accommodation	236,779	-	-	236,779
Projects	-	348,051	5	348,056
	2,452,800	348,051	5	2,800,856
Other expenditure:				
Loss on disposal of fixed assets	10,084	-	-	10,084
Total expenditure	2,826,966	348,051	5	3,175,022
Net income / (expenditure)	(28,308)	(273,478)	464	(301,322)
Transfers between funds	24,847	(24,847)	-	-
Net Movement in Funds	(3,461)	(298,325)	464	(301,322)
Total funds brought forward at 1 April 2020	1,115,209	974,156	18,943	2,108,308
Total funds carried forward at 31 March 2021	1,111,748	675,831	19,407	1,806,986



3. GRANTS

Grants receivable during the year comprise:

	Unrestricted	Restricted	2022 Total	Unrestricted	Restricted	2021 Total
	£	£	£	£	£	£
Grants for Zero Carbon Britain						
Marmot Charitable Trust	-	25,000	25,000	-		
Jam Today	-		-	-	15,000	15,000
The 1970 Trust	5,000		5,000	-	-	-
HCD Memorial Trust	-	49,000	49,000	-	-	-
Powys County Council (Community Renewal Fund)	-	256,844	256,844	-	-	-
Grants for Education and Research						
Cobb Charitable Trust	-	-	-	-	10,000	10,000
Ethel & Gwynne Morgan Trust	-	5,000	5,000	-	5,000	5,000
Durham Wharf Foundation	-	-	-	-	5,000	5,000
Total grants received	5,000	335,844	340,844	-	35,000	35,000

4 EXCEPTIONAL INCOME

Exceptional income of £31,043 (2021:£276,173) represents income receivable from the UK Government's Coronavirus Job Retention ('Furlough') Scheme in respect of furloughed staff.

5 NET INCOME AND EXPENDITURE FOR THE YEAR

This is stated after charging:

	2022		2021
	£		£
Auditor's remuneration – external audit (excluding VAT)	16,500		15,000
Depreciation	65,325		67,258
Loss on disposal of fixed assets	-		10,084
Operating leases – land	550		550
Termination settlement payment	-		3,191
Redundancy payments	-		14,144



6. EXPENDITURE ON RAISING FUNDS

	Direct costs	Employment costs	Support costs (note 8)	2022 Total	Direct costs	Employment costs	Support costs (note 8)	2021 Total
	£	£	£	£	£	£	£	£
Fundraising	116,741	133,123	113,440	363,304	42,926	121,945	95,112	259,983
Memberships	28,716	-	27,032	55,748	53,713	-	50,386	104,099
	145,457	133,123	140,472	419,052	96,639	121,945	145,498	364,082

7. EXPENDITURE ON CHARITABLE ACTIVITIES

	Direct costs	Employment costs	Support costs (note 8)	2022 Total	Direct costs	Employment costs	Support costs (note 8)	2021 Total
	£	£	£	£	£	£	£	£
Graduate School	323,013	726,370	709,644	1,759,027	196,481	662,635	663,153	1,522,269
Schools & Groups	1,461	17,854	6,089	25,404	-	19,777	3,783	23,560
University Visits	-	17,358	4,552	21,910	54	19,970	3,900	23,924
Short Courses	21,595	42,885	34,432	98,912	6,654	40,762	16,413	63,829
Eco Store & Mail Order	64,638	22,175	56,208	143,021	44,555	79,549	61,215	185,319
Visitor Centre	8,331	95,942	167,732	272,005	1,985	39,931	120,502	162,418
Café & Bar	83,203	175,474	89,407	348,084	14,488	158,618	61,596	234,702
Venue & Accommodation	27,538	163,341	77,408	268,287	19,331	158,594	58,854	236,779
Expenditure on other projects	6,500	-	5,966	12,466	121,829	226,227	-	348,056
	536,279	1,261,399	1,151,438	2,949,116	405,377	1,406,063	989,416	2,800,856



8. ANALYSIS OF GOVERNANCE AND SUPPORT COSTS

	Employment costs	Other costs	2022	Employment costs	Employment costs	2021
	£	£	£	£	£	£
Administra-tion	177,498	307,363	484,861	195,875	207,313	403,188
Finance	69,872	47,655	117,527	78,993	40,066	119,059
Estates	191,708	117,691	309,399	175,421	90,997	266,418
Information Technology	64,894	40,485	105,379	63,872	30,976	94,848
Marketing	140,217	69,202	209,419	132,961	51,182	184,143
Depreciation	-	65,325	65,325	-	67,258	67,258
	644,189	647,721	1,291,910	647,122	487,792	1,134,914

	Admin	Finance	Estates	IT	Market-ing	Deprecia-tion	Total
	£	£	£	£	£	£	£
Graduate School	265,074	57,115	123,759	57,611	160,221	45,864	709,644
Schools & Groups	3,733	335	-	812	940	269	6,089
University Visits	3,006	194	-	653	543	156	4,552
Short Courses	16,728	3,052	-	3,636	8,564	2,452	34,432
Consultancy	2,812	552	-	611	1,548	443	5,966
Eco Store & Mail Order	9,212	3,050	30,940	2,002	8,555	2,449	56,208
Visitor Centre	20,267	4,188	123,760	4,405	11,749	3,363	167,732
Café & Bar	38,110	6,697	30,940	8,283	X	5,377	89,407
Venue & Accommodation	40,244	6,167	-	8,746	17,299	4,952	77,408
Fundraising	73,311	24,196	-	15,933	X	X	113,440
Memberships	12,364	11,981	-	2,687	X	X	27,032
Total allocated 2022	484,861	117,527	309,399	105,379	209,419	65,325	1,291,910
Graduate School	221,909	60,408	106,567	52,203	163,493	58,573	663,153
Schools & Groups	3,063	-	-	720	-	-	3,783
University Visits	3,125	9	-	735	23	8	3,900
Short Courses	10,352	775	-	2,435	2,099	752	16,413
Eco Store & Mail Order	17,314	2,820	26,642	4,073	7,632	2,734	61,215
Visitor Centre	7,389	1,028	106,567	1,738	2,783	997	120,502
Café & Bar	26,182	1,327	26,642	6,159	X	1,286	61,596
Venue & Accommodation	36,297	2,998	-	8,539	8,113	2,907	58,854
Fundraising	44,947	39,592	-	10,573	X	X	95,112
Memberships	32,612	10,102	-	7,672	X	X	50,386
Total allocated 2021	403,188	119,059	266,418	94,848	184,143	67,258	1,134,914



8. ANALYSIS OF GOVERNANCE AND SUPPORT COSTS (continued)

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 & Membership 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 (2021: £nil).

Total expenses reimbursed to trustees were £682 (2021: £nil).

Employee costs during the year were:

	Notes	2022		2021
		£		£
Wages and salaries		1,975,761		1,858,926
Social Security		171,629		145,814
Pension (Defined Contribution Schemes)	1(i)	161,605		138,882
Termination settlement payment		-		3,191
Redundancy payments		-		14,144
Coronavirus Job Retention Scheme		(31,043)		(276,173)
		2,277,952		1,884,784



9. TRUSTEES AND EMPLOYEES (CONTINUED)

The average number of employees during the year, calculated on a head count basis , was:

	2022		2021
	Number		Number
Fundraising	4		4
Membership	-		1
Charitable activities	95		86
	99		91

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

	2022		2021
	Number		Number
£60,000 - £70,000	3		3

'The emoluments of key management staff were £373,129 (2021: £365,200), including Employer's National Insurance and Pension Contributions. This increase mainly 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 2021	2,856,696	789,385	65,133	19,818	-	3,731,032
Additions	-	-	-	2805	-	2805
Disposals	-	-	-	-	-	-
At 31 March 2022	2,856,696	789,385	65,133	22,623	0	3,733,837
Depreciation:						
At 1 April 2021	65,747	767,443	57,228	12,599	-	903,017
Charge for the year	45,635	10,974	4,565	4,151	-	65,325
Disposals	-	-	-	-	-	-
At 31 March 2022	111,382	778,417	61,793	16,750	-	968,342
Net book value:						
At 31 March 2022	2,745,314	10,968	3,340	5,873	-	2,765,495
At 31 March 2021	2,790,949	21,942	7,901	7,220	-	2,828,015

11. INVESTMENTS

The Charity holds 100% of the share capital (100 £1 shares) and voting rights in its dormant subsidiary, C.A.T Alternative Technology Trading Ltd.



12. STOCK

	2022		2021
	£		£
Retail	4,280		18,486
Publications	5,769		7,296
Café & Bar	5,818		3,467
	15,867		29,429

13. DEBTORS

Amounts falling due within one year

	Note	2022		2021
		£		£
Trade debtors		448,879		154,708
Prepayments		50,254		63,732
Accrued income		227,705		30,094
VAT recoverable		3,895		2,675
Other		400		-
		731,133		251,209

14. CREDITORS

Amounts falling due within one year

	Note	2022		2021
		£		£
Trade creditors		486,150		179,061
Tax and social security		33,541		40,559
Loans		63,536		60,910
Other creditors		170,115		164,356
Accruals		146,103		182,022
Deferred income		211,327		134,830
		1,110,772		761,738

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



14a. DEFERRED INCOME

	Note	2022		2021
		£		£
Balance at the beginning of the year		134,830		154,110
Amount released to income in the year		(1,484,597)		(1,237,754)
Amount deferred in the year		1,561,094		1,218,474
		<u>211,327</u>		<u>134,830</u>

15. CREDITORS

amounts falling due after more than one year

	2022		2021
	£		£
Loans	<u>1,557,813</u>		<u>1,621,232</u>

16. LOANS

Analysis of loan repayments.

	2022		2021
	£		£
Amounts falling due:			
within one year	63,536		60,910
between two and five years	238,882		255,748
after five years	1,318,931		1,365,484
	<u>1,621,349</u>		<u>1,682,142</u>

The loans are secured by a fixed and floating charge over all of the charity's property and assets both present and future.



17. FUNDS: MOVEMENTS IN THE YEAR

A) Endowment fund

	Balance at 1 April 2021	Income & Gains	Expenditure & Losses	Transfers	Balance at 31 March 2022
	£	£	£	£	£
Josh Brown Bursary Fund	19,407	-	-	-	19,407

	Balance at 1 April 2020	Income & Gains	Expenditure & Losses	Transfers	Balance at 31 March 2021
	£	£	£	£	£
Josh Brown Bursary Fund	18,943	469	(5)	-	19,407

B) Unrestricted funds

	Balance at 1 April 2021	Income & Gains	Expenditure & Losses	Transfers	Balance at 31 March 2022
	£	£	£	£	£
General fund	1,111,748	3,371,713	(3,368,168)	112,403	1,227,696

	Balance at 1 April 2020	Income & Gains	Expenditure & Losses	Transfers	Balance at 31 March 2021
	£	£	£	£	£
General fund	1,115,209	2,798,658	(2,826,966)	24,847	1,111,748

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



17. FUNDS: MOVEMENTS IN THE YEAR (continued)

A) Restricted funds

	Balance at 1 April 2021	Income & Gains	Expenditure & Losses	Transfers	Balance at 31 March 2022
	£	£	£	£	£
T Howell Bursary	1,559	-	-	-	1,559
Sir John Houghton Bursary Fund	50,346	-	(750)	-	49,596
Zero Carbon Futures	5,000	-	-	-	5,000
Reaching the Changemakers of the Future	-	-	(152)	152	-
Erasmus	-	-	(750)	750	-
Ethel and Gwynne Morgan Trust	8,775	5,000	(3,213)	-	10,563
ZCB Hub & Innovation Lab	605,152	75,100	(299,453)	(105,996)	274,803
Student Placement	-	20,000	(20,070)	70	-
GSE Green Buildings	5,000	-	-	(5,000)	-
Community Renewal Fund	-	256,844	(156,840)	(2,379)	97,625
K Chambers Rose Jessica-Maia	-	18,500	(1,350)	-	17,150
Anonymous Fund	-	50,000	-	-	50,000
	675,832	425,444	(482,577)	(112,403)	506,296

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
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.
GSE Green Buildings	To provide materials for the Graduate School's student 'Build Week'.
Student Placement Fund	To support a student placement in a different department of CAT each year.
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	To continue to develop the Zero Carbon Britain project, looking at how the UK can transition rapidly to a Zero Carbon future.
Community Renewal Fund	Grant funding for the Green Heart of Wales/Zero Carbon Wales project to redevelop the site plan and visitor experience.
K Chambers Rose Jessica-Maia	To assist a successful student applicant with CAT Graduate School course fees.
A fund wishing to remain anonymous	To assist successful student applicants with CAT Graduate School course fees. Open to two students per year.



18. ANALYSIS OF ASSETS BETWEEN FUNDS

Fund balances are represented by:

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds
	£	£	£	£
Tangible fixed assets	2,765,494	-	-	2,765,494
Fixed asset investments	100	-	-	100
Stocks	15,867	-	-	15,867
Debtors	731,134	-	-	731,134
Cash at bank	223,521	666,461	19,407	909,389
Creditors due within one year	(950,607)	(160,165)	-	(1,110,772)
Creditors due after more than one year	(1,557,813)	-	-	(1,557,813)
Net assets at 31 March 2022	1,227,696	506,296	19,407	1,753,399
	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds
	£	£	£	£
Tangible fixed assets	2,828,015	-	-	2,828,015
Fixed asset investments	100	-	-	100
Stocks	29,249	-	-	29,249
Debtors	250,258	951	-	251,209
Cash at bank	376,986	684,990	19,407	1,081,383
Creditors due within one year	(751,628)	(10,110)	-	(761,738)
Creditors due after more than one year	(1,621,232)	-	-	(1,621,232)
Net assets at 31 March 2021	1,111,748	675,831	19,407	1,806,986

19. OPERATING LEASE COMMITMENTS

Annual commitments under operating lease are as follows:

	2022		2021
	£		£
Expiry date:			
Within one year	660		660
Between two and five years	-		-
	660		660

20. CAPITAL COMMITMENTS

The Charity had no capital commitments outstanding at the year-end (2021: none)



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. OTHER INFORMATION

COVID-19 Pandemic

Whilst the COVID-19 pandemic continued to have implications for the short-term operation of CAT during 2021 due to various government restrictions still being in place, we were able to reopen our visitor centre in May 2021 with controls and procedures in place. 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 2022. 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.

Accounts



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 2021

Registered Charity Number: 265239

Company Number: 1090006



INSPIRE ● INFORM ● ENABLE



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Chair's Statement

In a year unlike any other, the Centre for Alternative Technology (CAT) has shown resilience and a determination to continue with its vital work researching and sharing solutions to the climate and biodiversity crisis.

CAT's mission has never been more vital or more urgent. The world is facing multiple emergencies at the same time, with COVID-19, climate change and biodiversity loss all in need of urgent action.

In 2020 the global temperature was 1.2 degrees Celsius above pre-industrial levels, and current policies from around the world have us on track to hit 2.9 degrees by 2100. At the same time, we are overseeing a rate of decline in the natural world that is unprecedented in human history. It's a picture that has devastating implications for the entire web of life, including our own species.

As governments look to rebuild economies and livelihoods impacted by the pandemic, it is essential that we invest in solutions that address all of these emergencies. In doing so, we have the opportunity to build a fairer, healthier, happier world for all.

With nearly 50 years' experience in environmental solutions, and a decade of thought leadership in how the UK can reach net zero, CAT has a unique role to play.

In 2020-21, with our eco centre closed and in-person courses and events cancelled for much of the year, we quickly expanded our digital delivery. Graduate School students switched to distance learning, and webinars and online courses and events allowed us to attract new audiences. Our Zero Carbon Britain Hub and Innovation Lab launched with a digital-first focus, helping councils, communities and businesses build their knowledge, confidence and skills to transform complex economic, social and political systems and achieve zero carbon.

In October and January we were delighted to host the BBC Natural History Unit's Springwatch team for Autumnwatch and Winterwatch, bringing the wildlife and wild spaces of CAT and Mid Wales to millions of viewers across the UK. CAT's story of the regeneration of a disused slate quarry, now home to rare species including pine martens and dormice, helped set the scene to show how people can help to bring wildlife back from the brink.

This was also a year for planning ahead, with a refreshed vision and mission and a new five-year strategic plan that will see CAT grow in ambition and influence. At a time when the world urgently needs solutions, CAT's work over the next five years will focus on providing inspiration, training and education in positive solutions to accelerate the shift to net zero greenhouse gas emissions.

Our ambitious plans include a reimagining and redevelopment of the CAT eco centre, with a new and updated immersive visitor experience. A new sustainable skills hub will allow many more people to access the skills and knowledge to help create a zero carbon future, and we will continue to develop and invest in our innovative postgraduate courses.

Alongside this, we have plans to rapidly scale up our outreach work, building on our achievements in 2020-21 to deliver CAT's message and learning experiences to a much wider digital audience.

We couldn't do any of this without the incredible generosity of our members, supporters and funders, and without the commitment and dedication of our colleagues, volunteers, students, graduates and many more people who share our vision of a sustainable future for all humanity as part of a thriving natural world.

Michael Taylor
Chair

Date 25th November 2021



Trustees' Report, incorporating the Strategic Report for the Year Ended 31 March 2021

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)
- Siobhan Riordan (Appointed 18th February 2021)

Company Secretary:

Paul Booth

Key Management Personnel:

The Senior Management Team during the year consisted of:

- 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)
- Sarah Jenkinson (Head of Policy & Communications to 3rd July 2021)

Principal Bankers: Triodos Bank, Deanery Road, Bristol, BS1 5AS

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 5th January 1973 and changed its name to Centre for Alternative Technology Charity Limited on 28th June 1990. It is governed by its Memorandum and Articles of Association dated 5th January 1973, as amended by resolutions on 21st May 1990, 8th September 2003, 4th December 2008, 13th September 2010 and 4th February 2021.

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'.

Vision

Our vision is a sustainable future for all humanity as part of a thriving natural world.

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

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

Introduction

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 into action.

COVID-19 Pandemic

The COVID-19 pandemic formed the backdrop for the whole of our 2021 financial year and continues to impact on us at the time of drafting this report.

We started the financial year in April 2020 with our visitor centre closed due to Government restrictions and guidance at both UK and Welsh levels. 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 visitor centre, and re-furlough many of our colleagues, with the implementation of the Welsh Government's 'Fire Break' lockdown in late-October. We were able to open again for a short period from the 9th November before deciding to close the site from the beginning of December. We were only able to properly re-open our site again in late-May 2021.

As noted in our 2020 Trustees Report, we have been able to weather the storm created by COVID-19 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. The "Coronavirus Job Retention Scheme" ('furlough'

scheme), coupled with a "Bounce Back Loan" in July 2020 have also assisted us in this challenging period. This has meant that we have been able to protect the jobs of all of our colleagues. At some points during the course of the year many have been furloughed but then they have been able to return to work as and when we have been able to open the site.

Since re-opening, we have been delighted by the level of enquiries and the demand for our solutions and services to address the climate emergency. This bodes well for the coming months and years but we remain vigilant and aware that the pandemic is not over yet.

Digital Systems & Services

During the year, we took advantage of the unexpected opportunity presented by our site being closed to upgrade and expand our IT facilities and improve the systems available across CAT to our colleagues, students and volunteers. This also helped with the new challenge of supporting our colleagues with remote working. Improvements included the replacement of ageing cabling and switches, improving on-site Wi-Fi, replacing obsolete servers, moving us to Microsoft Office 365 and installing CCTV across site to assist with our security measures.

The pandemic had a significant effect on the digital delivery of many of our services. In particular, we were faced with having to move most of the delivery of our courses online. Our graduate school had previously delivered some courses online but the scale of the challenge to move all teaching online was unprecedented. The flexibility and determination of our colleagues meant that we quickly adapted to these challenges and by the end of the year had become a major success with some of our short courses attracting as many as 500 delegates in a single session.



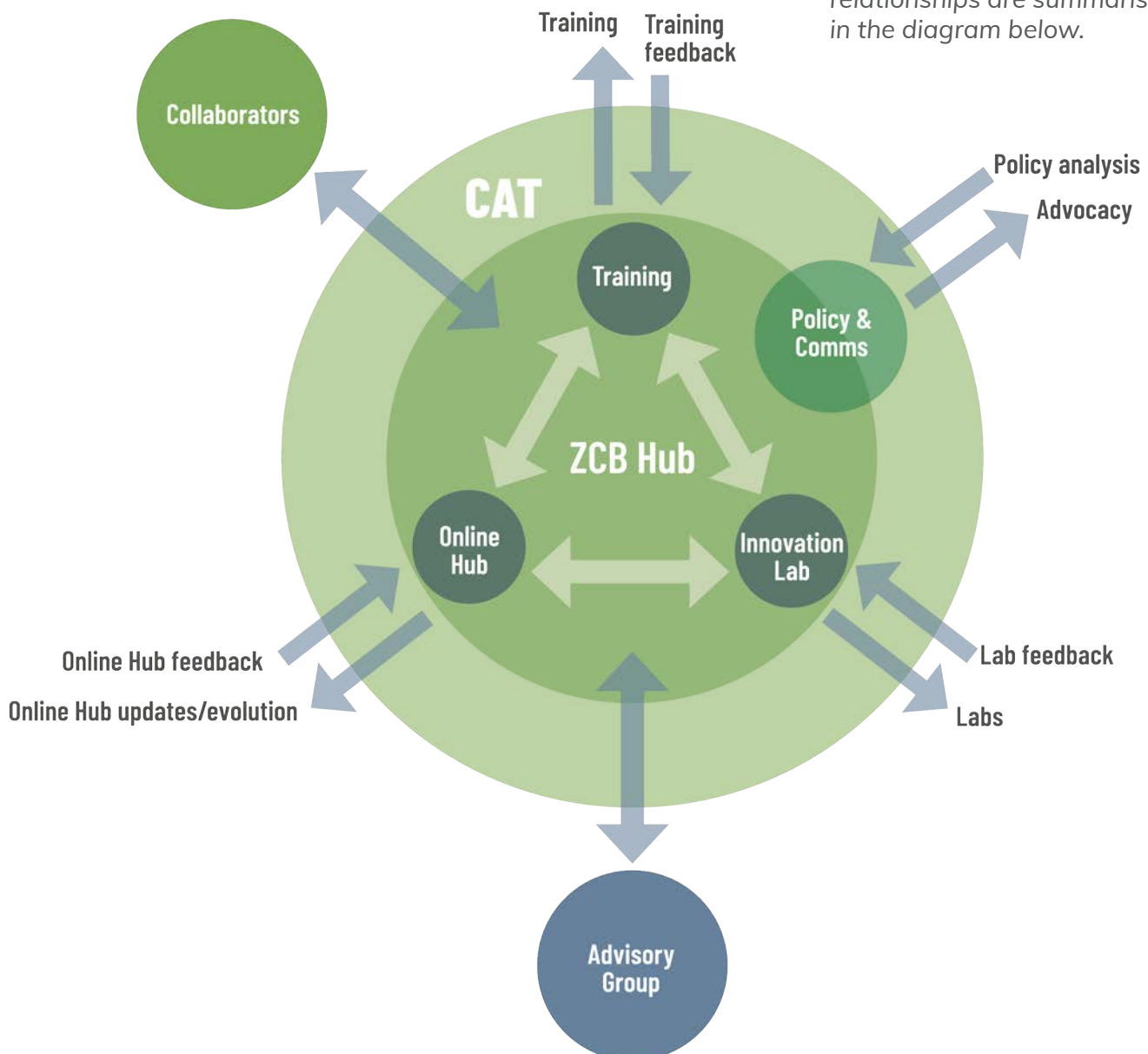
Zero Carbon Britain

CAT's Zero Carbon Britain (ZCB) project, demonstrating how we can rise to the challenge of climate change using technology available today, moved into a new phase this year with the first full year's activity of the Zero Carbon Britain Hub and Innovation Lab. This three-year project builds on the ZCB research to date, supporting councils, communities and other organisations to act on climate emergency declarations.

It does this through three main types of activity:

- development and maintenance of an online resource hub.
- provision of training and events.
- designing and delivering multi-stakeholder innovation lab workshops to overcome barriers to transitioning to a net zero nation.

The main areas of activity and organisational relationships are summarised in the diagram below.





The first year of the project saw an initial focus on research and development of a strategy, followed by the recruitment of an evaluation consultant (Collingwood Environmental Planning) and development of a monitoring and evaluation framework with key performance indicators. The year was made much more challenging by the COVID-19 pandemic, meaning all activities which would usually have been conducted in-person had to move online. The new team of five people only met around four times in-person before having to work exclusively from home. The team brings extensive experience and connections across the net zero transition movement and has built strong connections and partnerships with other organisations throughout the year.

The online resource hub was designed by the ZCB team and delivered by CAT's current web development consultancy, with final testing being carried out at the close of the financial year 2020/21. This currently collates hundreds of diverse resources, from webinars to research reports, case study examples to template documents and networks to join. CAT's own webinars, short courses and M.Sc programmes are also listed to promote participation. The increased web traffic and links to other websites from the online resource hub should also increase search rankings for the wider website. Discussions have commenced with collaborators about how best to build on this initial version of the online hub to better support action on the climate and biodiversity emergency.

The training component of the project's work built on a previously successful model of delivering ZCB training over two days on the CAT site. This format was transferred to online and attracted over 500 participants over 6 events during the financial year, with wider representation than would have been possible on site. The team trained an additional 383 people through bespoke ZCB training events of shorter duration. A further addition to this training programme was a series of webinars in partnership

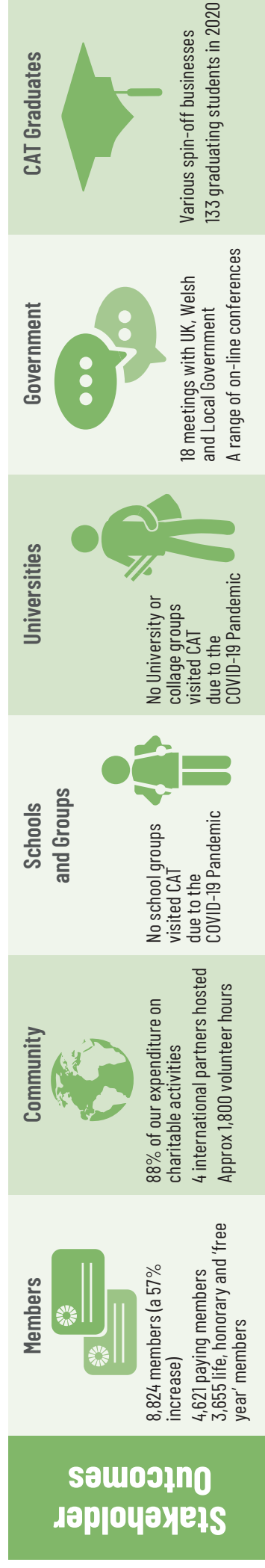
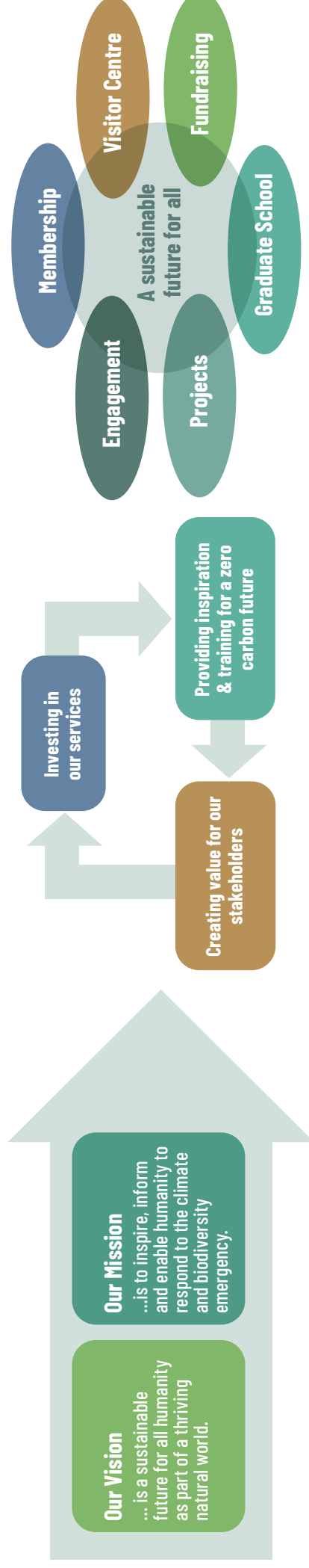
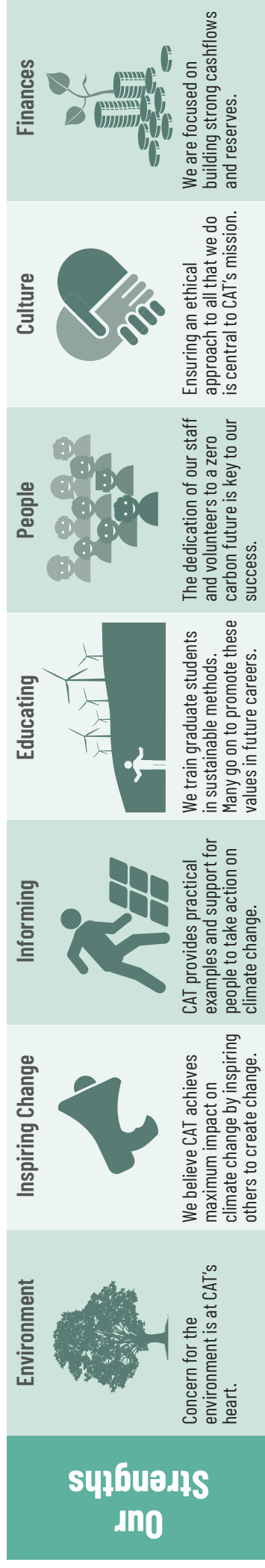
with Ashden, a London-based climate charity, sharing local 'tried and tested solutions for a green recovery', which could be replicated in other areas. This was prompted by the opportunity to 'build back better' as a result of the economic devastation of the pandemic towards a lower carbon emissions society. These webinars attracted nearly 900 participants over 6 lunchtime events.

Establishing the ZCB Innovation Lab has involved extensive and successful relationship building efforts over this first year of operation and research into barriers to net zero and therefore potential labs. At the year's end, two one-day workshops have been completed in a 32 participant, 10 council process bringing together Staffordshire local authorities to develop ways to work better together towards net zero. We also delivered a mini-lab as part of the Climate Emergency UK conference in November 2020. Three further innovation labs are at planning or funding proposal stage, with focusses on land use, just transition away from a fossil fuel dominated local economy and energising business engagement in a county-scale climate action partnership.

Outside these three main areas of activity, extensive engagement has been ongoing with many councils and community groups requesting presentations or other forms of input from the ZCB team. Notable interactions have been with groups in Yorkshire, Dorset and Shropshire - all directly influenced by ZCB. We have also been invited to contribute to key events, groups and think tanks including a seat on the Advisory Board for Northern Ireland's Energy Strategy Board, a roundtable event run by PCAN/LSE, The Transition Network's 'What Next?' Summit, a BEIS competition for local authorities on enforcing minimum energy efficiency standards in the private rented sector, the UN Food Systems Summit, Wales Real Food and Farming Conference and Wales Climate Week. The team has also supported CAT's wider strategy, primarily through collaboration with the GSE and Marketing teams.

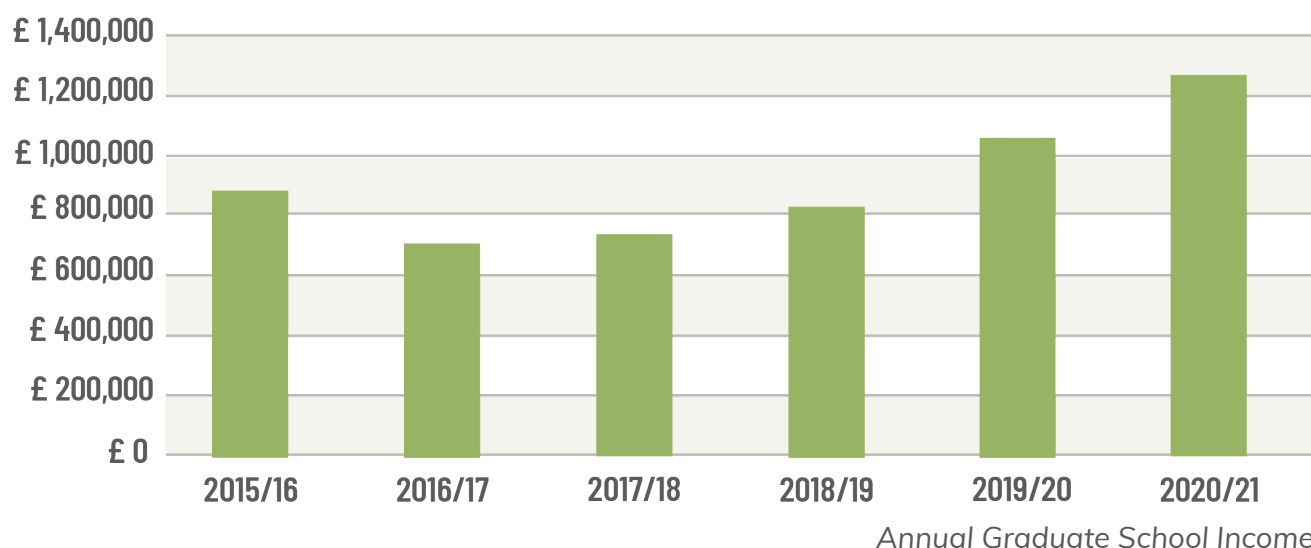


Our Purpose: **INSPIRE, INFORM, ENABLE**



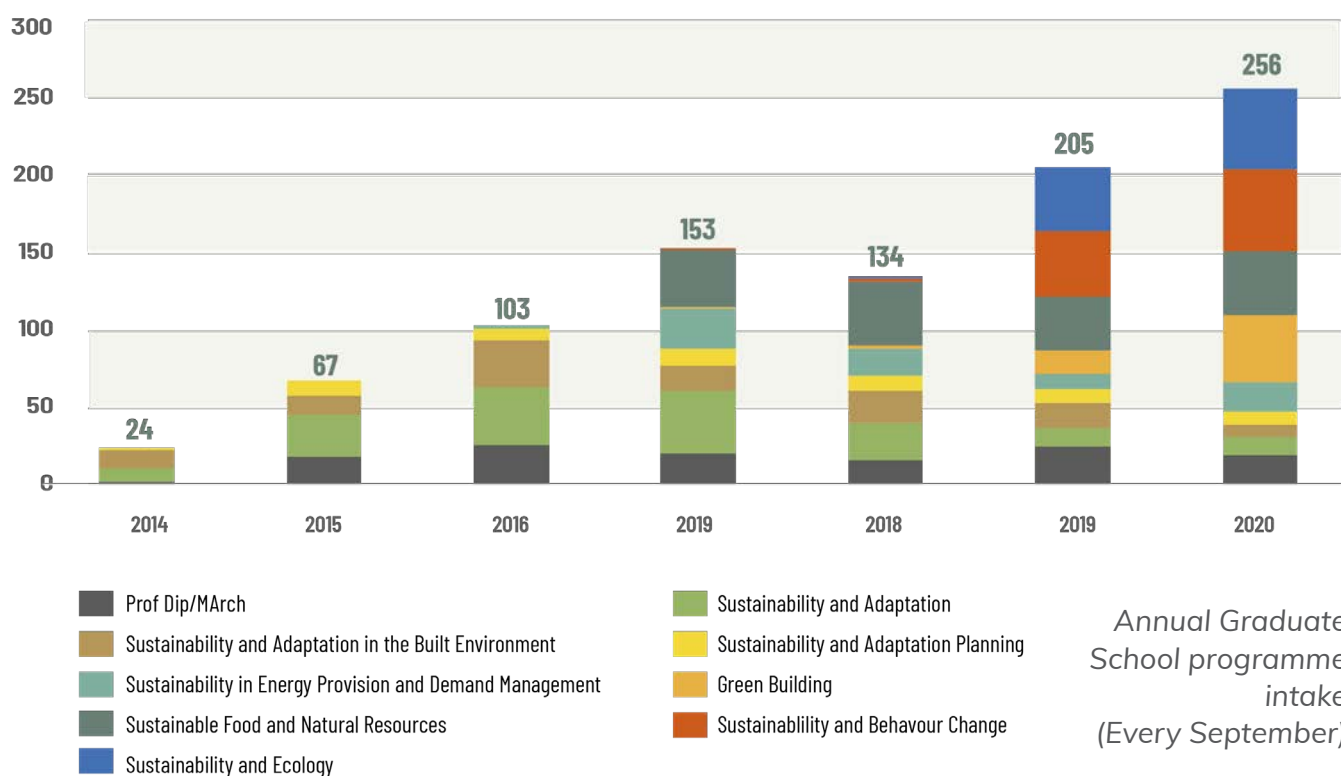


Graduate School of the Environment (GSE)



Despite the external COVID-19 environment, 2020/21 continued the recent growth in student recruitment and saw us achieve our key objective to maintain and grow in student numbers to record levels. Whilst there were early concerns that COVID-19, and potentially Brexit, would adversely affect recruitment, our suite of M.Sc courses in Sustainability and Adaptation continued its growth from an intake of 134 in 2018, to 237 in September

2020. The M.Sc student intake in 2020 is 63:37 part time / full time, with the shift toward part time reflecting the flexibility of our programmes, and perceptions of the impacts of COVID-19 amongst incoming students. Consequently, M.Sc students typically take an average of around three years to complete the course, which means that this growth in student intake will continue to be reflected financially over several years.



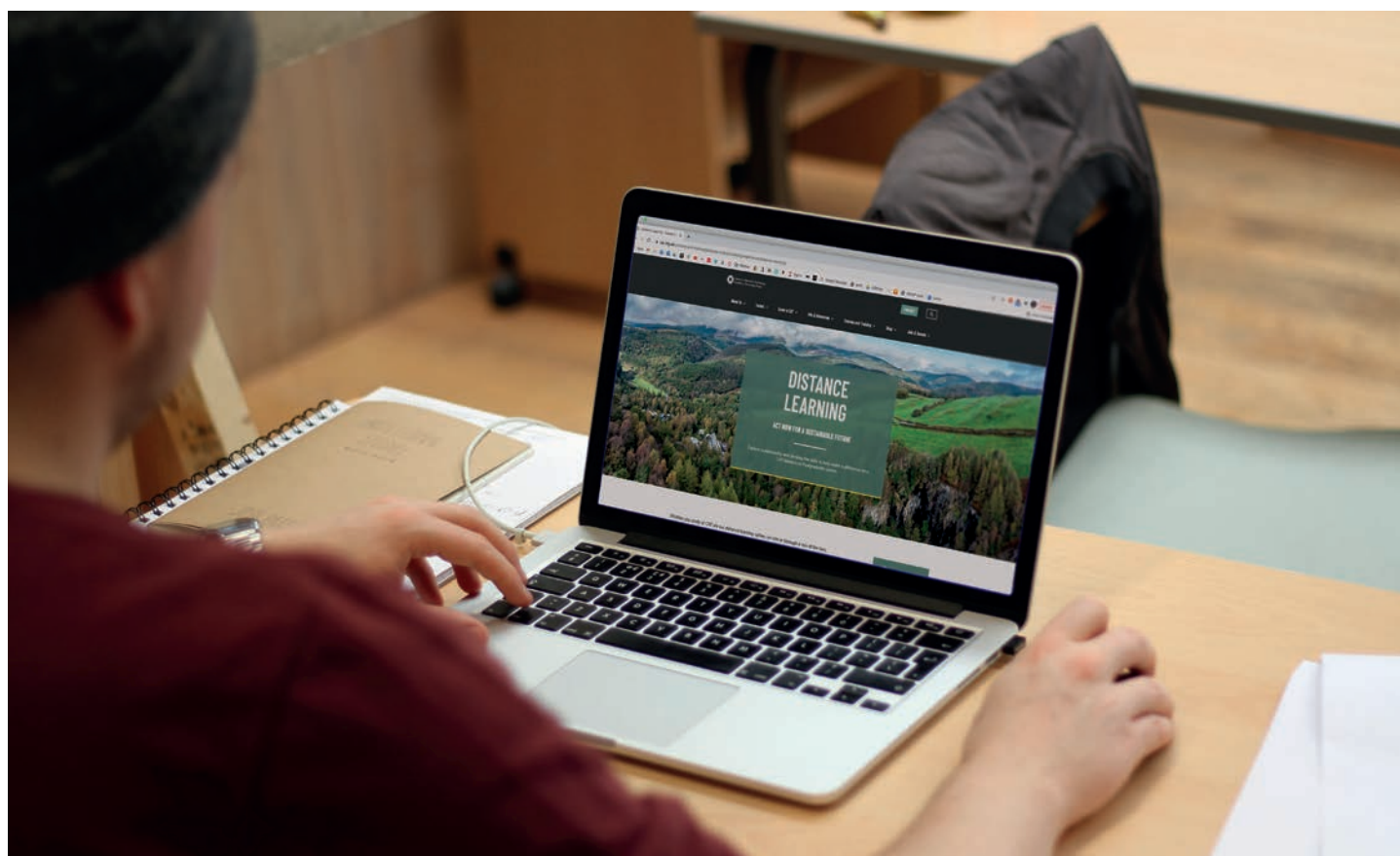


M.Arch student recruitment declined slightly to 19 new students, although the overall cohort grew to 44. Despite this being one of the overall higher M.Arch cohorts recruitment to the programme remains a challenge compared with M.Sc programmes. The part time M.Arch route still has not attracted many students, in part due to national limitations accessing student finance, but is providing an alternative route for students who would otherwise withdraw from the course due to external factors. 2021 saw recruitment of a new course leader following retirement of the previous incumbent, and external feedback to the M.Arch course remains positive, with external examiners continuing to praise the Sustainable Architecture provision offered at CAT.

The three new courses 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) continued to recruit well, attracting intakes of 43, 53, and 52 students respectively, indicating that their attractiveness to potential students extends

beyond the early course adopters. This interest is also a useful indicator of the sustained interest in CAT's core messages on working towards a Zero Carbon Britain and the perceived need for behaviour change to support the practical solutions for climate change.

The increase in student intake means that the efficiencies of the GSE's block delivery model of modules are now at the limits of capacity. This is most evident where multiple modules are being delivered concurrently whilst still maintaining our current quality of student support and provision. The ability of the GSE team to support other CAT initiatives such as the ZCB innovation laboratory is now constrained through additional workload to deliver the degree programmes. Onsite accommodation is also a limiting factor during some teaching periods. Due to COVID-19, we operated a restricted student attendance model in September and October by necessity, but we would have struggled to accommodate all new students without using neighbouring accommodation in non-COVID-19 circumstances. This will need to be addressed in future years.





The COVID-19 pandemic across the 2020/21 academic year presented operational challenges to course delivery to which the Graduate School responded well, and in practice sessions delivered at distance were of higher quality than before, due to accelerated improvements in IT provision. As students could not be accommodated on site for much of the year, our existing teaching and learning strategies had to be adapted and the GSE made full use of the Microsoft Office learning environment. Our previous blended learning operations also meant that we could adapt to a fully distance learning model, as students were already attuned to the practices of learning away from the CAT site. Student feedback continued to approve the approach to course delivery in these extreme circumstances, but understandably the students remain keen to return to teaching on the CAT site as soon as possible.

As our student profile is mature in comparison to most HE providers, attendance continued to suffer as they struggled with the direct and indirect (such as family and work commitments) effects of COVID-19. However, with the support of our external university partners and the academic and support teams, mechanisms were put in place to support their continuing study with as little impact as possible whilst maintaining academic standards. The student support team has integrated new staffing this year into the GSE, which has been challenging but the students have been unaffected by staffing changes. To further support the students

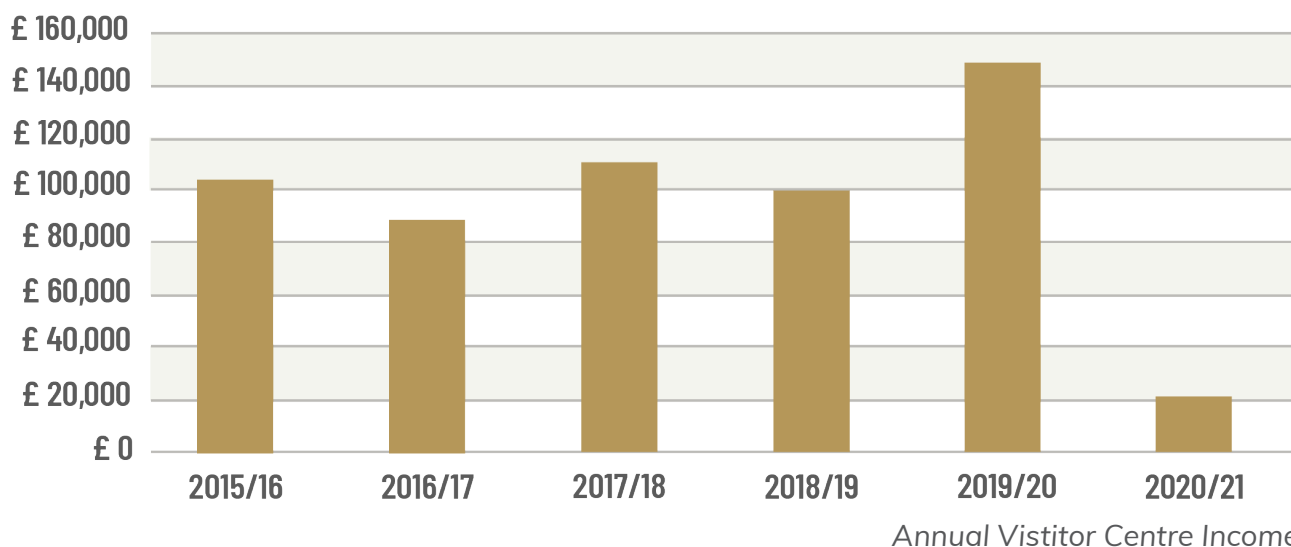
with the additional difficulties they faced, the GSE provided additional external pastoral support resources to reflect these additional COVID-19 pressures. This provision will need to be maintained throughout 2022. Dependent upon its success and cost effectiveness, the graduate school is likely to continue to employ this external provider in future years.

Overall, adopting operational course delivery changes and enhanced student support meant that the number of studied modules remained in line with our projections at the start of the year, and the GSE continued to contribute positively both to CAT's overall financial position and to our mission of delivering sustainability skills and knowledge. The uncertainty of the current COVID-19 crisis means that there will likely remain significant challenges for the GSE to meet throughout 2021/22. However, despite the status of incoming EU students changing from Home to Overseas due to Brexit, affecting their fee status and access to student loans, recruitment looks to be positive.

Finally, during 2021/22 session the Graduate School will undertake its external four-year Quality Assurance Review with HEFCW and its five-yearly review of collaborative programmes with the University of East London. These two major activities will focus the Graduate School's attention on academic quality and process, but successful outcomes to these reviews will provide strong foundations for the development of the graduate school into the future.



CAT Eco Centre & Engagement



One of the most obvious and greatest impacts of the COVID-19 pandemic for CAT was on the operation of our site. As teaching and engagement moved to an online offer, the challenge was to safely maintain the site and prepare it for the time when visitors and students could return, albeit under a very different operating model. This was successfully achieved allowing a limited period of opening that provided the essential groundwork for the 2021 season.

A Year of Adaptation

As the pandemic hit, most of the estates team were furloughed but a small core team was retained working to monitor the site and carry out essential preventative maintenance and system checks. The gardens presented a particular challenge as the crisis hit just as the growing season was getting into its stride. Fortunately, CAT's relationship with a local cooperative growing organisation, Mach Maethlon, meant we were able to help support the community food growing effort by providing them with our seedlings and further growing plots on the site's horticulture field. Another concern was for the personal safety of those still on site and overall security so plans to install a CCTV system on site to cover key entry points and buildings were moved forward. This has worked well and had

the unexpected benefit of allowing the occasional sheep intruders to be spotted more easily!

Visitors were finally welcomed back to site during mid-August 2020 for a brief period that came to an end with the Welsh firebreak in mid-October. Much work was carried out to make the site COVID-19 secure including the introduction of booked entry times, screens, one-way systems and the installation of hand sanitiser points in key locations. Social distancing restrictions meant it was not possible to operate the water balance railway, instead visitors were welcomed at the bottom station before walking up to a combined café and shop much as they used to do prior to the building of the railway. Additional and extended site tours were laid on and around 2500 visitors were welcomed to site before the site was forced to close to the public again.

Practical learning is one of the defining features of CAT and alongside preparing for visitors on site, the Estates team also worked to facilitate the return of onsite short courses. Additional covered space was required to allow activities such as the popular Tiny House course to be delivered in compliance with social distancing guidelines and an entirely new under cover building area was created by opening up new level area and erecting a large tented



workshop complete with its own LED lighting. This also proved useful for the GSE architecture students who were finally able to undertake their postponed practical build module in September and create some amazing structures they had designed for the site's toddler activity area.

Unfortunately, the site had to close to the public ahead of the October half term and the arrival of the BBC Autumnwatch team on site, but the estates team remained to prepare the site for its

starring role. This meant clearing rhododendron and brambles in the quarry to create an amazing presenter spot, opening access to the quarry tunnels and completing a second presenter base overlooking the quarry reservoir. This was the Ty Unnos cabin which received a new roof supporting slate chippings which over time will be allowed to green up with mosses and lichens. The filming came and went but the work that went into enabling it has left a wonderful legacy that will support ongoing engagement works on site.



Engagement, onsite and online

As university and schools' bookings were cancelled the efforts of the engagement team switched to the production of a series of online resources, 'CAT at Home' focused on wildlife and biodiversity themes and targeted families looking for resources to help cope with lockdown. Developing these ideas further, effort also went into designing new bookable visitor experiences for the 2021 season, again focused on sharing CAT's ideas and knowledge to helping families encourage and explore nature on their own doorsteps. Designed to make the most of what the site has to offer the days have themes such as gardening for nature and how to become a nature detective and are delivered by new ranger

posts embedded within the site estates team.

The short course team were also busy cancelling and rearranging short course bookings with most people proving willing to transfer to a future course. As well as working to adapt courses to function safely under COVID-19 restrictions the team have also been working with tutors to develop online versions of popular courses such as eco-refurb. As with many areas of CAT's work, the gearing up of online capacity will increasingly be part of the spectrum of engagement tools CAT can offer in the future, greatly expanding the reach of its skilled and knowledgeable team and of the site they work on.



Visitor Services

Visitor services encompasses our catering, retail and accommodation activities used by the general public, students attending our Graduate School, visiting groups, colleagues and volunteers. This financial year has been very challenging due to the restrictions imposed as a result of the COVID-19 pandemic. We closed in March 2020 to visitors following the announcement of a national lockdown and we utilised the Coronavirus Job Retention Scheme to furlough many team members.

The site reopened in mid-August with restrictions on numbers of visitors to enable social distancing and reduce the risk of transmission of the virus. During public access periods numbers were limited to a maximum of 100 visitors each day and in student weeks residential capacity was reduced substantially from 96 to 24 on site with total numbers of students attending not exceeding 40.

Income in all areas was much lower than forecast due to the pandemic and because when we reopened we had to operate in a different manner, with restricted visitor numbers and a limited catering offer. Staffing levels had to be maintained to ensure regular cleaning and to provide table service for residential guests. We had to close again in mid-October due to Welsh Government firebreak lockdown. We remained closed to visitors and students for the rest of the financial year.

We were however able to host BBC Autumnwatch and Winterwatch, significantly raising the profile of our site. We generated £28,500 income from location fees and exceeded the expectations of the BBC crew on site by ensuring that they had any assistance needed to enable the productions to run smoothly.

Croeso i CyDA!

Welcome to CAT!

**Mae safle CyDA
AR GAU
ar hyn o bryd**

**CAT site is
currently
CLOSED**

Ewch i'n gwefan am fwy o fanylion:
www.cat.org.uk

Ar gyfer ymholiadau brys, ffoniwch Dderbynfa WISE ar **01654 705950**.

Please check the website for more details:
www.cat.org.uk

For immediate enquiries, please call WISE Reception on **01654 705950**.

**CyDA yn
y cartref**

Am weminarau, blogiau, gweithgareddau teulu a mwy ymwelwch â:



**CAT at
home**

For webinars, blogs, family activities and more visit:

www.cat.org.uk/catathome

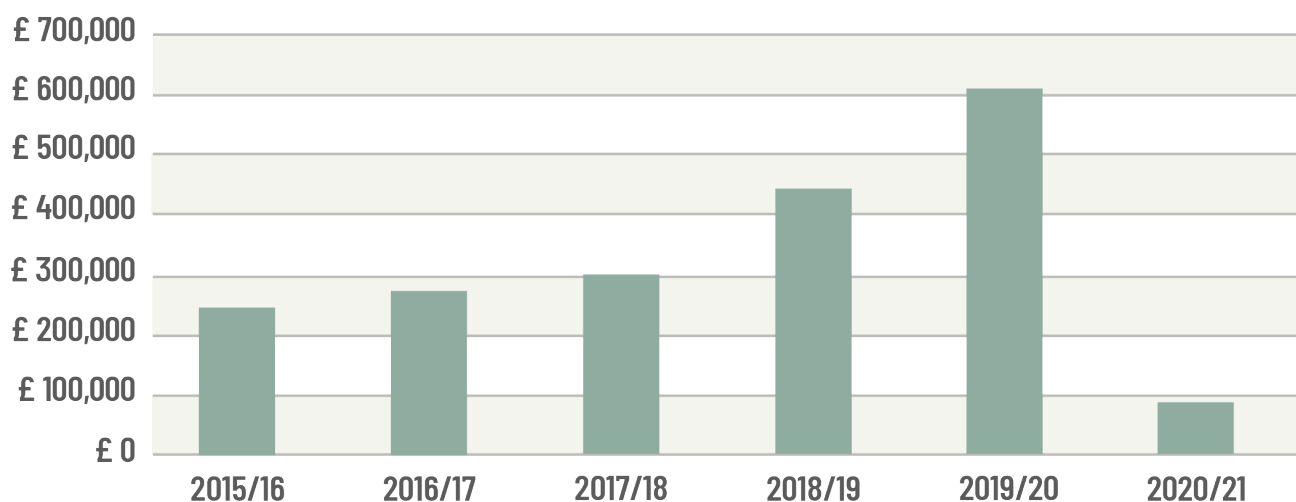


Catering

The team showed great flexibility and determination in dealing with the challenges of the last year. Students and residential guests required table service and we received praise from Iolo Williams

and the BBC crew for the high standard of catering while they were on site. Recruitment of skilled chefs has proved particularly difficult and we are now considering apprenticeships as a solution.





Annual Retail Income (Eco-store, Mail Order, Café and Bar)

Retail

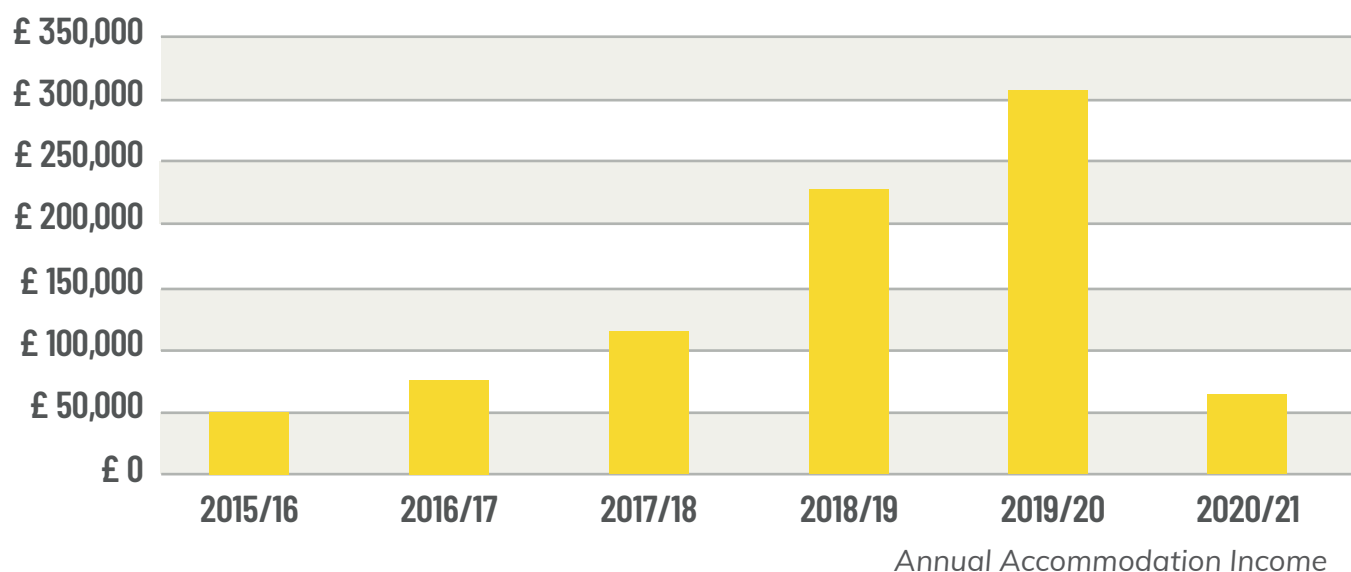
Following the review of our retail offer, we decided to trial the concept of a 'pop-up' Eco-store in the café, accompanying our limited take away food offer. This proved successful with our existing catering team able to take payment for a carefully curated range of retail products at the same time as processing food and drink orders. We restarted mail order operations in mid-August, recognising that the pandemic had forced many customers to abandon visits to shops and instead source products on-line. We also re-instated North Drive as the public entrance and exit from the site, which

works well as our main reception is situated close by in the WISE building alongside our retail and catering offer. We anticipate that this model of operation will continue whilst we redevelop other areas of site as part of our long term vision.

We rationalised roles associated with reception and retail and decided to continue operating mail order alongside a reduced retail offer within our café. This has been achieved with one full time role. The end of the year saw the permanent closure of the old, main Eco-store with the space being converted for new temporary exhibitions.



Retail in the café



Accommodation

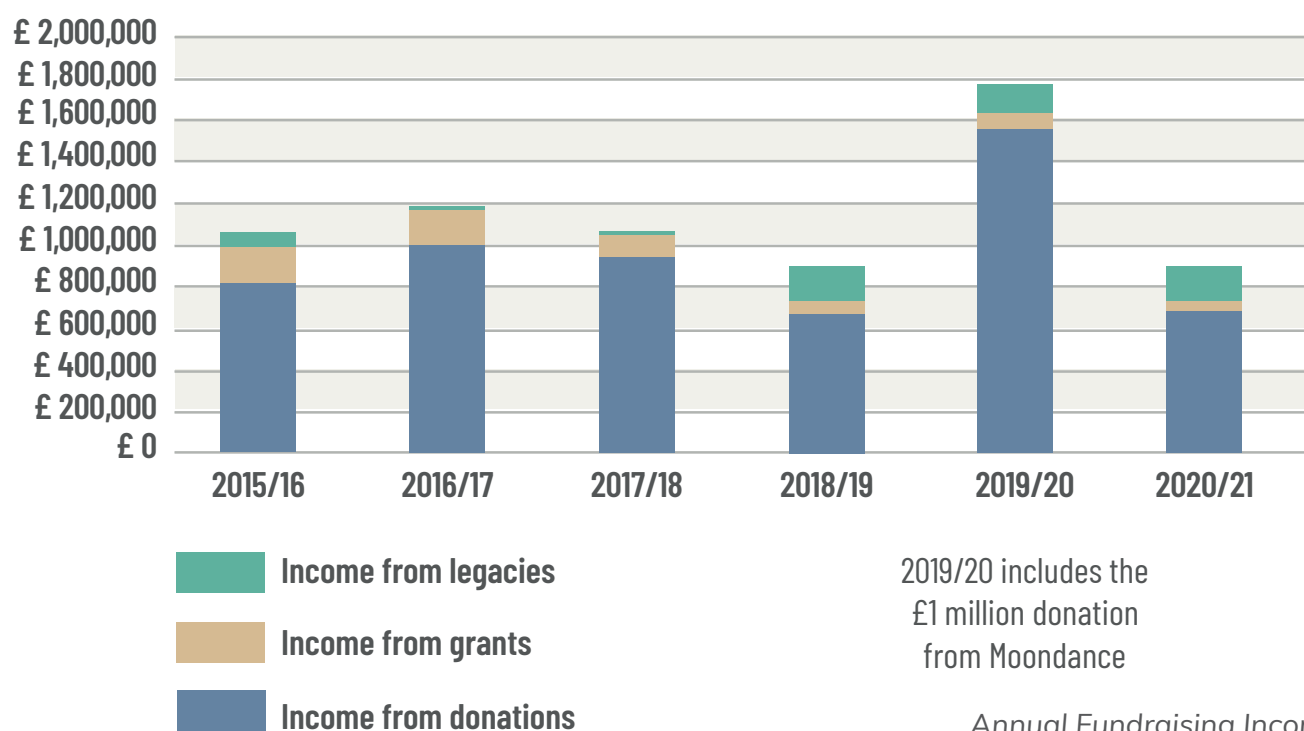
As much of our accommodation offer relies upon use of shared facilities we had to reduce our occupancy substantially, from 96 beds on site to 30; 24 single occupancy in WISE and 2 in each Eco-cabin and Self build. We sourced extra capacity for a small number of additional students and tutors at Plas Talgarth, a short drive from CAT in Pennal. We had to maintain the cost of accommodation for our students at the rates agreed prior to the pandemic (based upon shared facilities). Our costs however increased, particularly with the requirement for much more frequent daily cleaning.

With only a couple of exceptions (a product launch with limited numbers and BBC & ITV filming) all other corporate and residential visits planned for this financial year were cancelled and we refunded any deposits in full. Caretakers were furloughed part time during the second lockdown which enabled them to redecorate WISE and complete other maintenance. There is however significant capital investment still required for WISE. The Eco-cabins deteriorated during the winter. They are now back in use but the quality of accommodation they offer is basic. Future development must focus upon a high standard of multi-purpose accommodation.



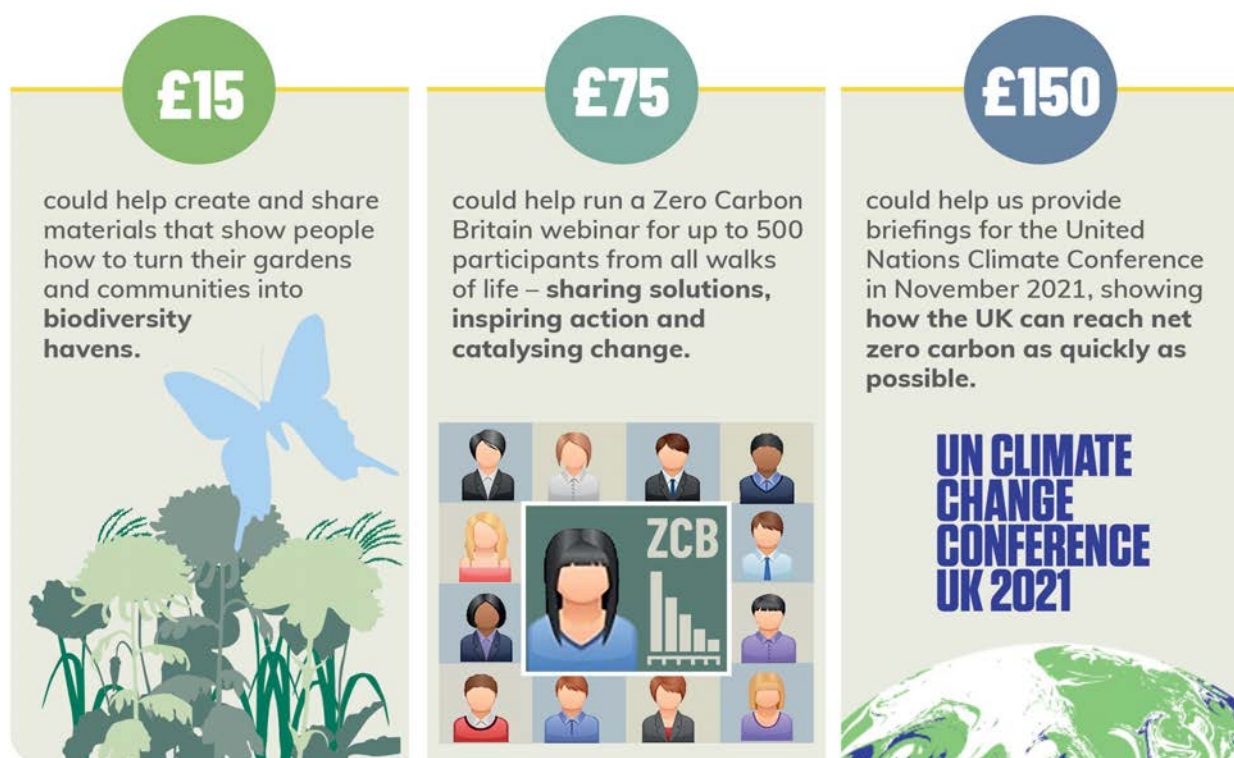


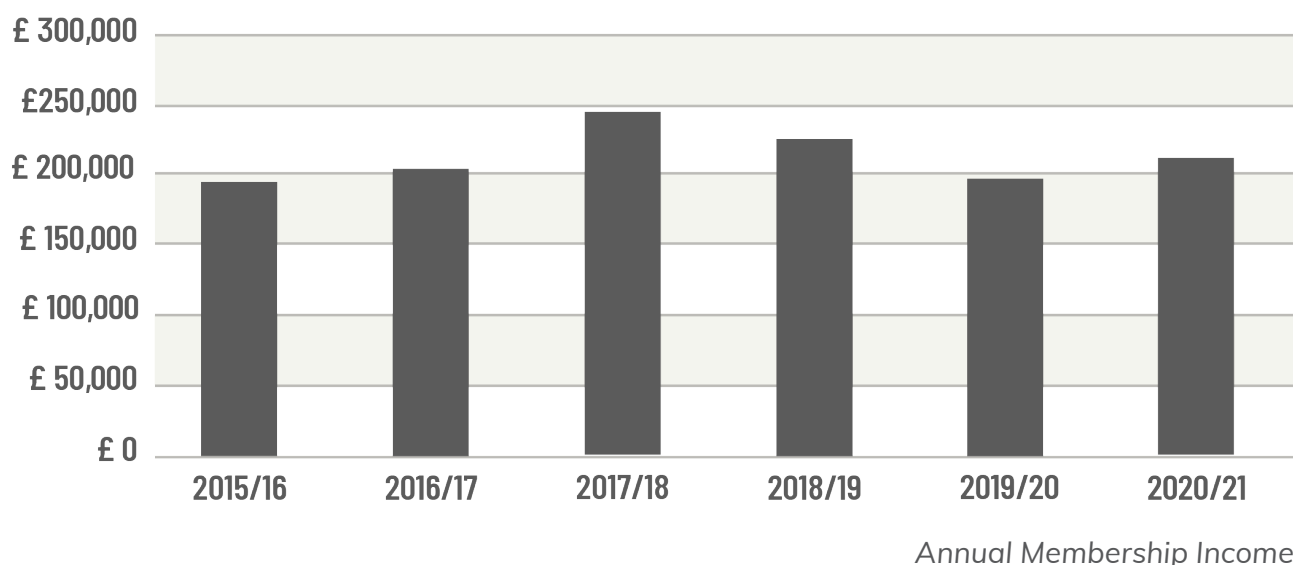
Fundraising and Membership



In a year unlike any other in living memory we have been reliant on the loyalty and generosity of our supporters to get us through. The amazing team at CAT pivoted quickly to digital delivery, enabling us

to reach out to new audiences, widen participation and recruit new supporters. With the visitor centre closed for much of the year, we were dependent on our digital outreach and engagement and our





committed community of supporters. CAT's mission has never been more vital or more urgent with the climate and biodiversity emergencies as well as COVID-19.

In adversity lies opportunity and this was the year that we launched a new vision, mission and values and an ambitious 5 year strategy. We began fundraising for the lead gifts for a transformational capital redevelopment of CAT as a flagship, sustainable tourist attraction and sustainable skills hub.

Our supporters

CAT receives no regular statutory revenue 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 their continuing support in tackling the climate and biodiversity emergencies and creating transformational change.

Our membership and supporter base continues to thrive and respond generously to our regular appeals, helping fund our vital work. Combined fundraising and membership income for the year was £1.116 million, exceeding forecast income and income for the previous year (£0.923 million and £0.972 million respectively).

Overall membership numbers increased through 2020/21 by 57%, to 8,824. This was mainly due to the re-starting of the 'free membership' offer, which generated around 4,000 leads for fundraising /

membership by offering CAT short course and webinar participants and others free membership for a year. We focused more on asking new and renewing members to give by Direct Debit and gained the ability to accept Direct Debits online and by phone, as regular gifts allow us to plan ahead and help us achieve more.

In the last quarter we ran a series of stewardship zoom events with Major Donors to present our Strategy. These were very well received and we plan to do more.

CAT was also fortunate to receive support from a number of charitable trusts during the year, including: £40,000 towards core costs from a trust wishing to remain anonymous; £25,000 from the Marmot Charitable Trust, and £5,000 from the 1970 Trust towards our Zero Carbon Britain work; £5,000 from the Ethel and Gwynne Morgan Charitable Trust for a student bursary; and £5,000 from the Durham Wharf Foundation to help train architects and builders of the future.

We are also grateful for the continuing support of the Moondance Foundation for the Zero Carbon Britain Hub and Innovation Lab, which works with communities, councils and businesses to help turn climate emergency declarations into action. Their support has been transformational in enabling CAT to unlock further funding at scale and to bring about the systemic change necessary to reach net zero.



Fundraising good practice

We are committed to upholding the highest standards in our fundraising. This includes treating supporters and the public with fairness and respect, and ensuring that through our communications and Supporter Care services we always demonstrate how much we value the support we receive.

We rely on our in-house fundraising team of 3.5 full-time equivalent staff plus support from a fundraising consultant for statutory and trust funding bids. In relation to public fundraising, 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 monitor all our fundraising activity closely to ensure value, compliance and integrity in all our activities.

General Data Protection Regulation

Responsible use of personal data is at the heart of our fundraising practice. This year we have reviewed and updated some of our activities including our database design and data processing procedures to ensure we are going above and beyond the requirements of data protection laws.

We never swap or sell supporters' personal data with other organisations for their marketing purposes. We ensure our supporters are aware that they are in control of how their data is used and know how to exercise this control.

Fundraising Complaints

In the financial year 2020/21 we received two complaints regarding our fundraising activities, both of which told us that the suggested donation value in an appeal letter was felt to be too high. They were dealt with promptly and resolved to the satisfaction of the complainants without further action taken to address the issue for future appeals.

All complaints and other feedback are logged, investigated and responded to and we strive to use every opportunity we can to improve, for example investing in alternatives to using windowed envelopes after a supporter fed back that this makes them harder to recycle.

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 has always been essential to the effective running of CAT. Whilst as with so many areas of our activities volunteering has been affected by the pandemic, we have still managed to provide some opportunities for volunteers during the year.

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.

During the year, our volunteers contributed approximately 1,800 hours of time (2020: approximately 10,000 hours), which equates to a value of £15,700 if volunteer hours are calculated at the national living wage rate (£8.72 per hour) for 2020/21.

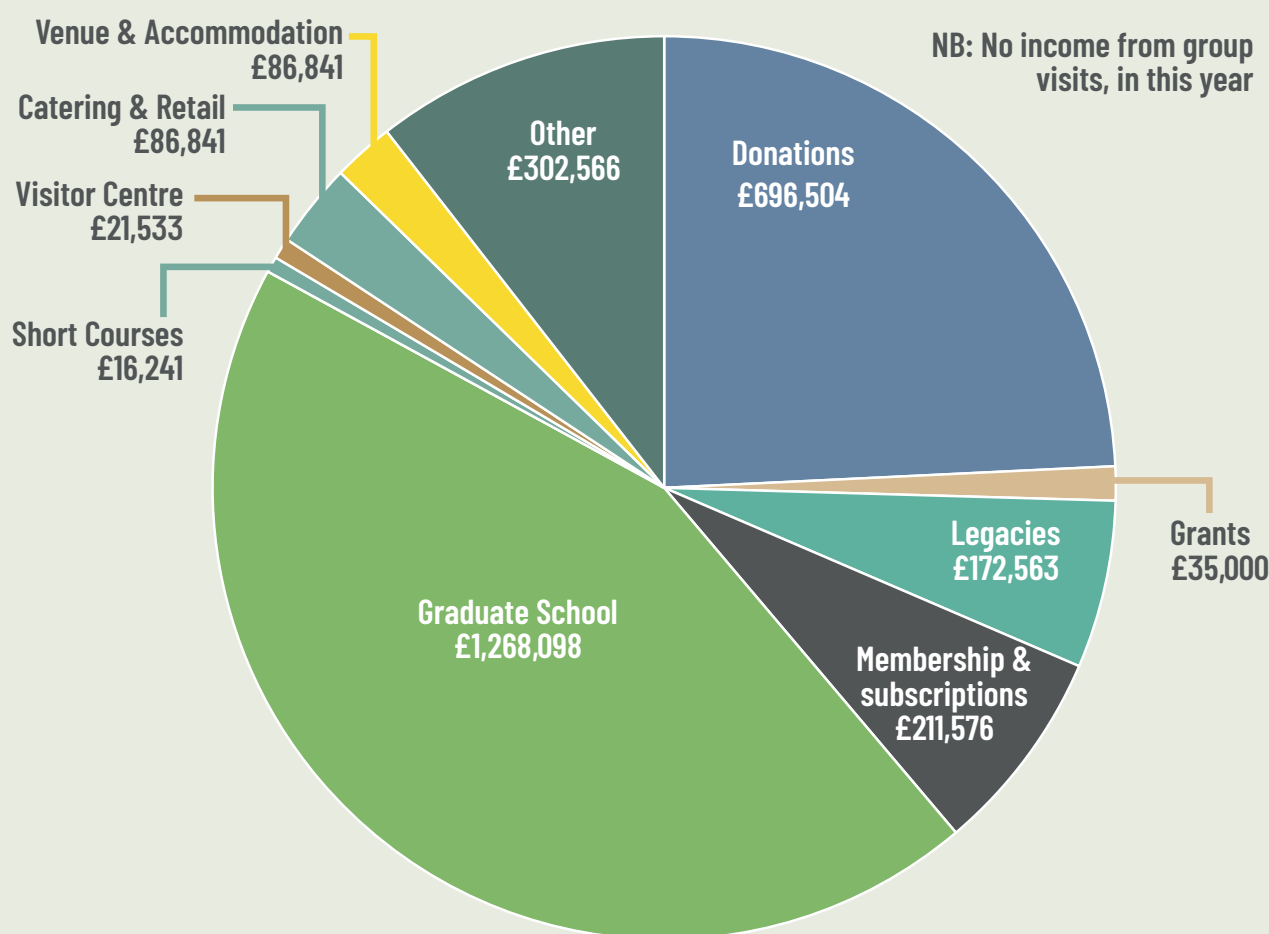
CAT's volunteers frequently go on to use the skills they have learned at CAT to deliver practical solutions for sustainability through a variety of career choices and projects, therefore directly contributing to the Charity's mission.



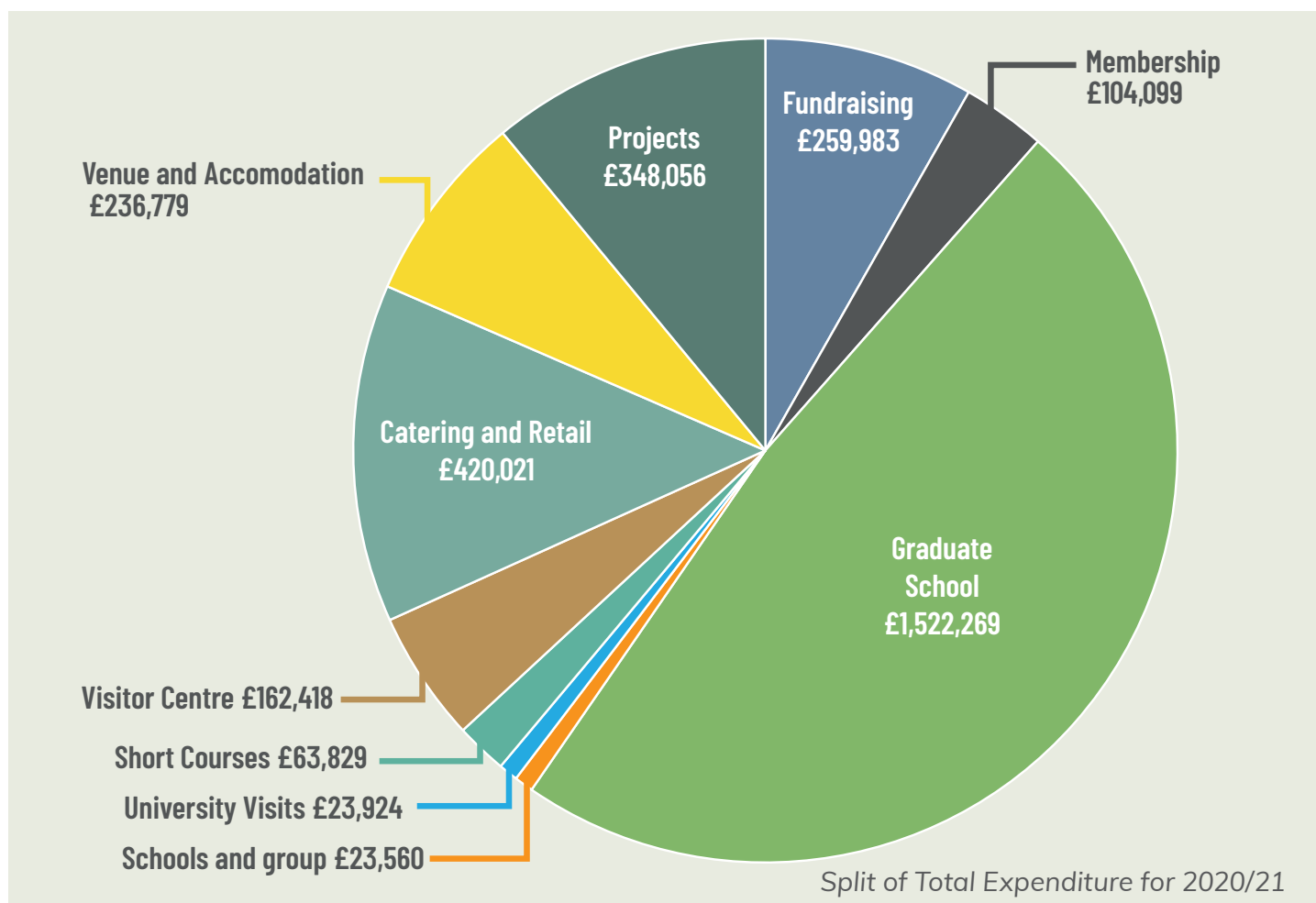
Financial Review

In a year dominated by COVID-19, it was encouraging to achieve a net movement on unrestricted funds close to break-even (see page 35 below). The income lost as a result of the pandemic (largely from our site-based activities – day and residential visitors, group visits and short courses) was compensated for in the year by increasing income from our graduate school and fundraising activities (more detail is given above in the respective sections), along with the monthly grants from the UK Government's Coronavirus Job Retention ('furlough') Scheme.

Total income for the year fell to £2.874 million compared to £4.315 million in 2020. A major factor in this decrease was the closure of the visitor centre under the COVID-19 pandemic lockdown restrictions. The other major factor was that income in 2020 included the 'one-off' £1 million donation for the establishment of our Zero Carbon Britain Hub and Innovation Lab. As that donation was a restricted donation it has also had an impact on the relative percentages of unrestricted and restricted income in the respective years. Typically, in most years over 90% of our income



Split of Total Income for 2020/21



has been unrestricted. In 2020, this dropped to 74% because of the large restricted donation. In 2021, unrestricted income has returned to a more typical level of 97% (excluding "Exceptional Income").

Whilst levels of income from site-based activities inevitably fell during the year, the continued growth of our Graduate School and the incredible response of our supporters meant income from these areas grew during the year. Graduate School income rose to £1.268 million from £1.061 million in 2020. Fundraising and membership income rose to £1.116 million from £0.972 million in 2020 (excluding the 'one-off' £1 million donation). This was supplemented by grants from the Government's Coronavirus Job Retention ('Furlough') Scheme and a Bounce back Loan.

Total operating expenditure for the year was lower than the previous year (£3.177 million compared to £3.575 million including the loss on disposal of fixed assets) reflecting the lower levels of activity resulting from the impact of the pandemic. Underlying staff

costs were increasing during the year due to some increases in pay rates and pension contributions coming into effect in the year. This was partly offset though by the site closure which meant reduced working hours for many employees and almost no seasonal staff being taken on. We took advantage of the Government's 'furlough' scheme though to ensure that we protected the jobs of all of our colleagues whilst taking a strategic decision to continue to pay them their full salaries and wages (even though the 'furlough' scheme supported at most 80% of the cost). Over the year, this scheme covered over £275,000 of our payroll costs. Net staff costs were therefore lower than the previous year (£1.88 million compared to £1.96 million in 2020) after deducting the 'furlough' monies. At the 31st March 2021 however, we took the difficult decision to make three of our team redundant as a result of the strategic decision to close our on-site retail shop incurring redundancy costs of £14,144.

Restricted funds showed a net reduction of approximately £300,000 in the year, predominantly



reflecting the planned use over three years of the monies received in the prior year for our ZCB Hub & Innovation Lab.

As part of our response to the challenges of the pandemic, we monitored cash flows very closely to ensure that at all times we could meet our commitments. This included weekly discussions at senior manager level, and regular and frequent discussion with trustees. Costs were monitored closely to ensure that only essential expenditure was incurred. Recruitment was largely suspended and most capital expenditure was frozen with only just over £5,000 spent in the year (see note 10 on page 46). As a complex, largely site-based organisation, CAT has higher fixed, central costs than many organisations that can't be avoided in the short term. As detailed in note 8 on pages 43 & 44, we were able to reduce some of our governance and support costs during the year but they were still £1.1 million compared to £1.3 million in 2020. As the pandemic progressed, and we became more confident in our cash position, we were able to release some funds to take advantage of the unexpected opportunity lockdown presented to accelerate our IT development plans.

Our net balance sheet total reduced from £2.1 million to £1.8 million but mainly reflecting the use of restricted funds in the year (which decreased from £0.975 million to £0.675 million). Unrestricted funds remained largely unchanged at £1.1 million. Cash balances at the year end fell from £1.27 million to £1.08 million but the unrestricted cash balance within this increased by approximately £100,000 over the year (see note 18 on page 51).

Whilst this year the pandemic has meant an interruption in the short term to some of our plans, over the longer term CAT continues to be in an investment phase in respect of staff structure developments and infrastructure improvements (see "Future Plans" below).

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. These are usually instant access accounts but may also include fixed term deposits of up to 1 year where cash flows permit.

Reserves Policy

The Board of Trustees has reviewed its Reserves Policy and introduced a new policy based around an assessment of internal and external risks, and operational and cash flow considerations. This replaces the previous policy of aiming for a level of reserves equivalent to three months' operating costs.

Reserves are considered necessary to protect CAT's activities by providing a financial provision which mitigates for the unpredictable external environment and makes sufficient provision for future cash flow requirements. The policy also provides part of the framework for future strategic planning and decision-making. The development of an effective reserves policy will help to limit the impact of any risk upon the continuing operations of the charity.

When considering an appropriate level of reserves, the trustees will consider:

- the risk of unforeseen emergency or other unexpected need for funds
- covering unforeseen day-to-day operational costs, for example employing temporary staff to cover a long-term sick absence
- a fall in a source of income or the ending of a funding source
- planned future commitments, that cannot be met by future anticipated income alone, for example plans for a major capital investment project
- the need to fund potential deficits in a cash budget, for example money may need to be spent before a funding grant is received
- The financial risks identified determine the amount of reserves the charity targets to hold.



When deciding on the reserves amount the trustees will take into account the following:

- a minimum of one month's salary bill.
- the policy of budgeting and forecasting to keep a minimum balance of unrestricted cash at all times.
- within the charity's annual budget, a contingency amount of between 1% and 3% of income should be built into the overall budget which should be held as a contingency to support future requirements and any in year uncertainties.
- the need to create budget surpluses to plan for any future large project investment such as facilities development or building condition improvement.
- any uncertainty, turbulence or expected reduction in funding arrangements as a result of future planned changes or funding cuts.

Based on this new policy, a target of £300,000 of free reserves has been set (2020 target per the previous policy: £893,635). At the year end, unrestricted reserves stood at £1,111,748 (2020: £1,115,209) but were mostly represented by fixed assets with the remainder in working capital. This translates into marginally negative free reserves at the year end of £34,225. 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, and the Government's 'furlough' scheme, has meant that we have been able to maintain our cash flows and meet our liabilities as they have fallen due.

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. The demand for places at our graduate school also continues to grow. 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



Illustration of the “Green Street” area of the proposed Cynefin Project

The impact of the pandemic continues to be felt in the 2021/22 financial year. One of the many challenges of the past 18 months has been keeping abreast of the way in which COVID-19 restrictions vary between Wales and other parts of the UK, and this is set to continue as Wales and England “unlock” at different rates.

It is important that we learn from the experience in terms of what makes CAT’s business model resilient and where the vulnerabilities are, taking steps to build on the former and mitigate the latter.

The enforced migration of services online has seen CAT widen its reach both geographically and in terms of the range of people we have been able to engage with, so it is inevitable that further developing our newly-acquired digital capability will form a significant part of future plans. At the same time, the CAT site is a hugely important part of both our identity and our offer and we know that on-site engagement offers a depth and authenticity of experience that can never be fully replicated online. The future is therefore a “hybrid” one, and this integration of the digital and the physical will be a key feature of our ambitious site redevelopment plans.

Project Cynefin, as this redevelopment is known, has continued to take shape over the past year. CAT has continued to work closely with the Growing Mid Wales Partnership in support of their Vision for Mid Wales and Project Cynefin is a Potential Candidate Project for the Mid Wales Growth Deal. Work is also underway to secure funding for the preliminary feasibility work that needs to be done to make the project “shovel-ready” in the event that we are successful in securing Growth Deal funding.

Another priority is to secure the future of the Zero Carbon Britain Hub and Innovation Lab in order to build on the success of the initial 3-year project. Demand is steadily increasing, to the point where we have had to recruit additional staff and, although income generation opportunities to defray costs exist, the service is not a fully commercial proposition.

Overall, CAT has weathered the storm well and we look forward with optimism to the coming months and beyond, confident that the organisation is well-placed to take advantage of the increasing number of opportunities that come our way.



Structure, Governance and Management



The WISE building

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, each year one-third of the Board members retire and may offer themselves for re-election. New trustees are appointed by special resolution of the Board.

During the year, the Board continued to look to increase its capacity and skill set. The Board is always keen to consider new applications, however, the current Board of 12 trustees and their range of skills and experience is considered broadly appropriate for the current needs of the charity.

The Board currently operates with three committees. These are now all permanent: Organisational Development Committee (ODC); Audit Finance and Performance Committee (AFPC). The third was originally set up as a 'task and finish' group: IT Steering Committee (ITSC). The ITSC was made a permanent committee by the Board in December 2020 recognising the ongoing importance of IT development to the charity.

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.



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. The formal risk register 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 main risks currently identified are:

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 being updated as each new announcement is made. 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.
Potential for transmission of COVID-19 on site, especially now open to students and the public. Resultant impact on activities and financial position.	Careful planning for how site will be re-opened. Review and consideration of ongoing Government guidance. Advance purchase of necessary equipment and materials for health & safety. Drafting of clear guidance for colleagues and visitors; including in advance for colleagues returning to site and from furlough.
Maintenance and upgrade of IT & web infrastructure	IT infrastructure development plan has been created by the IT steering committee and its implementation is ongoing. External consultants identified to assist our in-house team where additional technical support is needed.



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 25th November 2021



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 2021

Opinion

We have audited the financial statements of the Centre for Alternative Technology Charity Limited (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (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 2021 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 29, 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks applicable to the charity financial statements or that had a fundamental effect on the operations of the charity. We determined that the most significant laws and regulations included United Kingdom Generally Accepted Accounting Practice and Companies Act 2006.
- We understood how the charity is complying with those legal and regulatory frameworks by making inquiries of management, and those responsible for legal and compliance procedures.

- We assessed the susceptibility of the charity's financial statements to material misstatement including how fraud might occur. Audit procedures performed by the engagement team included:
 - o identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud;
 - o understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
 - o challenging assumptions and judgements made by management in its significant accounting estimates; and
 - o identifying and testing journal entries, in particular any journal entries with unusual characteristics.

Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with ISAs (UK).

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 FCA

(Senior Statutory Auditor)

for and on behalf of Hazlewoods LLP, Statutory Auditor

Staverton Court

Staverton

GL51 0UX

Date 26th November 2021



Financial Statements

Statement of Financial Activities

(including an Income and Expenditure Account) for the Year Ended 31 March 2021

	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2021	Total 2020
		£	£	£	£	£
Income from :						
Voluntary income:						
Donations	2	661,621	34,573	310	696,504	1,561,113
Grants	3	-	35,000	-	35,000	76,800
Legacies		167,563	5,000	-	172,563	137,698
Membership & Subscriptions		211,576	-	-	211,576	196,269
		1,040,760	74,573	310	1,115,643	1,971,880
Income from charitable activities:	4a					
Graduate School		1,268,098	-	-	1,268,098	1,061,417
Schools & Groups		(2,971)	-	-	(2,971)	33,402
University Visits		180	-	-	180	12,627
Short Courses		16,241	-	-	16,241	152,500
Eco Store & Mail Order		59,060	-	-	59,060	209,649
Visitor Centre		21,533	-	-	21,533	148,293
Café & Bar		27,781	-	-	27,781	398,609
Venue & Accommodation		62,778	-	-	62,778	307,781
Projects		28,650	-	-	28,650	-
		1,481,350	-	-	1,481,350	2,324,278
Other Income:						
Miscellaneous Income		375		159	534	1,655
Exceptional Income	4b	276,173	-	-	276,173	17,090
Total Income		2,798,658	74,573	469	2,873,700	4,314,903



Statement of Financial Activities (continued)

(including an Income and Expenditure Account) for the Year Ended 31 March 2021

	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2021	Total 2020
		£	£	£	£	£
Resources expended:						
Expenditure on raising funds:	6					
Fundraising		259,983	-	-	259,983	197,716
Membership		104,099	-	-	104,099	95,126
		364,082			364,082	292,842
Expenditure on charitable activities:	7					
Graduate School		1,522,269	-	-	1,522,269	1,434,010
Schools & Groups		23,560	-	-	23,560	59,782
University Visits		23,924	-	-	23,924	25,994
Short Courses		63,829	-	-	63,829	170,043
Eco Store & Mail Order		185,319	-	-	185,319	291,354
Visitor Centre		162,418	-	-	162,418	204,045
Café & Bar		234,702	-	-	234,702	459,593
Venue & Accommodation		236,779	-	-	236,779	389,742
Projects		-	348,051	5	348,056	247,139
		2,452,800	348,051	5	2,800,856	3,281,702
Other expenditure						
Loss on disposal of fixed assets		10,084	-	-	10,084	-
Total Expenditure:		2,826,966	348,051	5	3,175,022	3,574,544
Net (outgoing)/incoming resources before transfers		(28,308)	(273,478)	464	(301,322)	740,359
Net transfers between funds		24,847	(24,847)	-	-	-
Net movement in Funds		(3,461)	(298,325)	464	(301,322)	740,359
Total funds brought forward at 1 April 2020		1,115,209	974,156	18,943	2,108,308	1,367,949
Total funds carried forward at 31 March 2021	17	1,111,748	675,831	19,407	1,806,986	2,108,308

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 38 to 52 form an integral part of these financial statements



Balance Sheet as at 31 March 2021

			2021		2020
	Notes	£	£	£	£
Fixed Assets					
Tangible Assets	10		2,828,015		2,900,326
Investments	11		100		100
			2,828,115		2,900,426
Current Assets/(Liabilities)					
Stocks	12	29,249		44,185	
Debtors	13	251,209		390,068	
Cash at bank		1,081,383		1,266,891	
		1,361,841		1,701,144	
Creditors: amounts falling due after more than one year	14	(761,738)		(854,566)	
Net Current Assets			600,103		846,578
Total Assets less Current Liabilities			3,428,218		3,747,004
Creditors: amounts falling due after more than one year	15		(1,621,232)		(1,638,696)
Net Assets			1,806,986		2,108,308
Funds of the Charity	17				
Endowment funds			19,407		18,943
Restricted funds			675,831		974,156
Unrestricted funds			1,111,748		1,115,209
Total Funds			1,806,986		2,108,308

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.

The notes on pages 38 to 52 form an integral part of these financial statements.

These accounts were approved
by the Board of Trustees on:

25th November 2021

and signed on their behalf by:

Michael Taylor (Chair)

Registered Charity Number: 265239 • Company Number: 1090006



Cash Flow Statement for the Year Ended 31st March 2021

		2021		2020
	Notes	£		£
Net cash (used in) / provided by operating activities	(a)	(133,858)		1,093,442
Cash flows from investing activities:				
Investment income received		534		159
Interest paid		(57,394)		(99,603)
Proceeds of sale of fixed assets		400		-
Capital expenditure		(5,431)		(87,792)
Change in cash and cash equivalents	(b)	(195,749)		(906,206)
a. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO CASHFLOW FROM OPERATING ACTIVITIES				
Net (expenditure)/ income for the year		(301,322)		740,359
Investment income received		(534)		(159)
Interest paid		57,394		99,603
Depreciation of tangible fixed assets		67,258		90,447
Loss on disposal of tangible fixed assets		10,084		11,354
Buildings VAT reclaim capitalised	24	-		161,592
Incorporation of subsidiary share capital		-		(100)
Decrease in stocks		14,936		4,887
Decrease/(Increase) in debtors		138,859		(268,803)
(Decrease)/Increase in creditors		(120,533)		254,262
Net cash (used in) / provided by operating activities		(133,858)		1,093,442
b. ANALYSIS OF CASH AND CASH EQUIVALENTS				
		At 1 April 2020	Cash flow	At 31 March 2021
		£	£	£
Net cash:				
Cash at bank and in hand		1,266,891	(185,507)	1,081,383
Debt:				
Loans due within one year		(33,205)	(27,705)	(60,910)
Loans due in more than one year		(1,638,696)	17,464	(1,621,232)
Total		(405,010)	(195,749)	(600,759)



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 2019) - 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 contribution of 3% (2020: 3%) 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 year

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 £696,504 (2020: £1,561,113) of which £34,573 was restricted (2020: £1,044,898) and £310 was endowment (2020: £310).

3. GRANTS

			2021	2020
	Unrestricted	Restricted	Total	Total
	£	£	£	£
Grants for Zero Carbon Britain				
Marmot Charitable Trust	-	-	-	20,000
Jam Today	-	15,000	15,000	-
The 1970 Trust	-	-	-	5,000
A trust wishing to remain anonymous	-	-	-	24,500
Grants for Education and Research				
Cobb Charitable Trust	-	10,000	10,000	-
Erasmus	-	-	-	22,300
Ethel & Gwynne Morgan Trust	-	5,000	5,000	5,000
Durham Wharf Foundation	-	5,000	5,000	-
Total grants received	-	35,000	35,000	76,800

4 a) INCOME FROM CHARITABLE ACTIVITIES

Income from charitable activities was £1,481,350 (2020:£2,324,278) of which £nil was restricted. (2020: £nil) and £nil (2020: £nil) was endowment.

4 b) EXCEPTIONAL INCOME

Exceptional income of £276,173 (2020:£17,090) represents income receivable from the UK Government's Coronavirus Job Retention ('Furlough') Scheme in respect of furloughed staff.



5. NET INCOME AND EXPENDITURE FOR THE YEAR

This is stated after charging:

	2021	2020
	£	£
Auditor's remuneration – external audit	15,000	13,000
Depreciation	67,258	90,447
Loss on disposal of fixed assets	10,084	11,354
Operating leases – land	550	550
Termination settlement payment	3,191	5,000
Redundancy payments	14,144	-

6. EXPENDITURE ON RAISING FUNDS

	Direct costs	Employment costs	Support costs (note 8)	2021 Total	2020 Total
	£	£	£	£	£
Fundraising	42,926	121,945	95,112	259,983	197,716
Memberships	53,713	-	50,386	104,099	95,126
	96,639	121,945	145,498	364,082	292,842



7. EXPENDITURE ON CHARITABLE ACTIVITIES

	Direct costs	Employment costs	Support costs (note 8)	2021 Total	2020 Total
	£	£	£	£	£
Graduate School	196,481	662,635	663,153	1,522,269	1,434,010
Schools & Groups	-	19,777	3,783	23,560	59,782
University Visits	54	19,970	3,900	23,924	25,994
Short Courses	6,654	40,762	16,413	63,829	170,043
Eco Store & Mail Order	44,555	79,549	61,215	185,319	291,354
Visitor Centre	1,985	39,931	120,502	162,418	204,045
Café & Bar	14,488	158,618	61,596	234,702	459,593
Venue & Accommodation	19,331	158,594	58,854	236,779	389,742
Expenditure on Other Projects	121,829	226,227	-	348,056	247,139
	405,377	1,406,063	989,416	2,800,856	3,281,702

8. ANALYSIS OF GOVERNANCE AND SUPPORT COSTS

	Employment costs	Other costs	2021 Total	Employment costs	Other costs	2020 Total
	£	£	£	£	£	£
Admin	195,875	207,313	403,188	210,616	388,435	599,051
Finance	78,993	40,066	119,059	55,382	53,191	108,573
Estates	175,421	90,997	266,418	134,162	131,250	265,412
Information Technology	63,872	30,976	94,848	41,776	28,232	70,008
Marketing	132,961	51,182	184,143	132,798	64,084	196,882
Depreciation	-	67,258	67,258	-	90,447	90,447
	647,122	487,792	1,134,914	574,734	755,639	1,330,373



8. ANALYSIS OF GOVERNANCE AND SUPPORT COSTS (continued)

	Admin	Finance	Estates	IT	Marketing	Depreciation	Total
	£	£	£	£	£	£	£
Graduate School	221,909	60,408	106,567	52,203	163,493	58,573	663,153
Schools & Groups	3,063	-	-	720	-	-	3,783
University Visits	3,125	9	-	735	23	8	3,900
Short Courses	10,352	775	-	2,435	2,099	752	16,413
Eco Store	17,314	2,820	26,642	4,073	7,632	2,734	61,215
Visitor Centre	7,389	1,028	106,567	1,738	2,783	997	120,502
Café & Bar	26,182	1,327	26,642	6,159	X	1,286	61,596
Venue & Accommodation	36,297	2,998	-	8,539	8,113	2,907	58,854
Fundraising	44,947	39,592	-	10,573	X	X	95,112
Memberships	32,612	10,102	-	7,672	X	X	50,386
Total allocated 2021	403,188	119,059	266,418	94,848	184,143	67,258	1,134,914
Total allocated 2020	599,051	108,573	265,412	70,008	196,882	90,447	1,330,373

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 & Membership 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 (2020: £nil). Total expenses reimbursed to trustees were £nil (2020: £903).

This represents travel expenses incurred in attending Board and other meetings in their official capacity.

Employee costs during the year were:

	2021		2020
	£		£
Wages and salaries	1,858,926		1,714,877
Social Security	145,814		134,112
Pension	138,882		105,185
Termination settlement payment	3,191		5,000
Redundancy payments	14,144		-
Coronavirus Job Retention Scheme	(276,173)		-
	<u>1,884,784</u>		<u>1,959,174</u>

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

	2021		2020
	Number		Number
Fundraising	4		4
Membership	1		1
Charitable activities	86		93
	<u>91</u>		<u>98</u>

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

	2021		2020
	Number		Number
£60,000 - £70,000	<u>3</u>		<u>2</u>

The emoluments of key management staff were £365,200 (2020: £333,190). This increase mainly 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 2020	3,194,955	983,200	115,004	90,632	7,885	4,391,676
Additions	290	2,569	1,292	1,280	-	5,431
Disposals	(338,549)	(196,384)	(51,163)	(72,094)	(7,885)	(666,075)
At 31 March 2021	2,856,696	789,385	65,133	19,818	-	3,731,032
Depreciation:						
At 1 April 2020	347,870	952,178	103,826	79,591	7,885	1,491,350
Charge for the year	46,742	10,996	4,565	4,955	-	67,258
Disposals	(328,865)	(195,731)	(51,163)	(71,947)	(7,885)	(655,591)
At 31 March 2021	65,747	767,443	57,228	12,599	-	903,017
Net book value:						
At 31 March 2021	2,790,949	21,942	7,901	7,220	-	2,828,015
At 31 March 2020	2,847,085	31,022	11,178	11,041	-	2,900,326

11. INVESTMENTS

The Charity holds 100% of the share capital (100 £1 shares) and voting rights in its dormant subsidiary, C.A.T Alternative Technology Trading Ltd.



12. STOCK

	2021		2020
	£		£
Retail	18,486		26,381
Publications	7,296		13,004
Café & Bar	3,467		4,800
	29,429		44,185

13. DEBTORS

Amounts falling due within one year

	Note	2021		2020
		£		£
Trade debtors		154,708		155,118
Prepayments		63,732		42,979
Accrued income		30,094		26,554
VAT recoverable (CGS)	24. a)	-		161,592
VAT recoverable		2,675		3,825
		251,209		390,068

14. CREDITORS

Amounts falling due within one year

	Note	2021		2020
		£		£
Trade creditors		179,061		287,581
Tax and social security		40,559		34,286
Loans		60,910		33,205
Other creditors		164,356		184,256
Accruals		182,022		161,128
Deferred income		134,830		154,110
		761,738		854,566

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

	2021		2020
	£		£
Loans	1,621,232		1,638,696

16. LOANS

Analysis of loan repayments

	2021		2020
	£		£
Amounts falling due:			
within one year	60,910		33,205
between two and five years	255,748		260,939
after five years	1,365,484		1,377,757
	1,682,142		1,671,901

The loans are secured by a fixed and floating charge over all of the charity's property and assets both present and future.

17. FUNDS: MOVEMENTS IN THE YEAR

A) Endowment funds

	Balance at 1 April 2020	Incoming resources	Resources expended	Transfers	Balance at 31 March 2021
	£	£	£	£	£
Josh Brown Bursary Fund	18,943	469	(5)	-	19,407

B) Unrestricted funds

	Balance at 1 April 2020	Incoming resources	Resources expended	Transfers	Balance at 31 March 2021
	£	£	£	£	£
General fund	1,115,209	2,798,658	(2,826,966)	24,847	1,111,748

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



17. FUNDS: MOVEMENTS IN THE YEAR (continued)

C) Restricted funds

	Balance at 1 April 2020	Incoming resources	Resources expended	Transfers	Balance at 31 March 2021
	£	£	£	£	£
Woodland Management	-	30	-	(30)	-
Cobb Charity Trust	-	10,000	-	(10,000)	-
T Howell Bursary	1,559	-	-	-	1,559
Zero Carbon Futures	5,000	-	-	-	5,000
Sir Jon Houghton Bursary Fund	53,299	-	(2,953)	-	50,346
Reaching the Changemakers of the Future	6,407	-	-	(6,407)	-
GSE Green Buildings	-	5,000	-	-	5,000
Student Placement Fund	-	8,993	(9,122)	128	-
Capital Fund	-	5,000	(4,500)	(500)	-
Erasmus	7,193	-	-	(7,193)	-
Growing the future	4,320	-	-	(4,320)	-
Ethel & Gwynne Morgan Trust	5,000	5,000	(1,225)	-	8,775
ZCB Hub & Innovation Lab	891,378	40,550	(330,251)	3,475	605,152
	974,156	74,573	(348,051)	(24,847)	675,832

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
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.W
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 Wof the Future	To inspire children, adults and students to make sustainable changes to their lives and communities.
GSE Green Buildings	To provide materials for the Graduate School's student 'Build Week'.
Student Placement Fund	To support a student placement in a different department of CAT each year.
Capital Fund	To assist with plans for the future development of the visitor centre
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	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	2,828,015	-	-	2,828,015
Fixed asset investments	100	-	-	100
Stocks	29,249	-	-	29,249
Debtors	250,258	951	-	251,209
Cash at bank	376,986	684,990	19,407	1,081,383
Creditors due within one year	(751,628)	(10,110)	-	(761,738)
Creditors due after more than one year	(1,621,232)	-	-	(1,621,232)
Net assets at 31 March 2021	1,111,748	675,831	19,407	1,806,986

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds
	£	£	£	£
Tangible fixed assets	2,900,326	-	-	2,900,326
Fixed asset investments	100	-	-	100
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	(854,566)	-	-	(854,566)
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

19. OPERATING LEASE COMMITMENTS

Annual commitments under operating lease are as follows:

	2021		2020
	£		£
Expiry date:			
Within one year	660		2,640
Between two and five years	-		840
	660		3,480

20. CAPITAL COMMITMENTS

The Charity had no capital commitments outstanding at the year-end (2020: none)



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. OTHER INFORMATION

A) Capital Goods Scheme VAT

During 2020, 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, was accrued for in the 2020 accounts (see note 13) and treated as an adjustment to the carrying value of the buildings within fixed assets.

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 2021. 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 2020. 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. Our retail operations continue with a small selection of merchandise on show and for sale inside the café. Our mail order operations continue as normal.