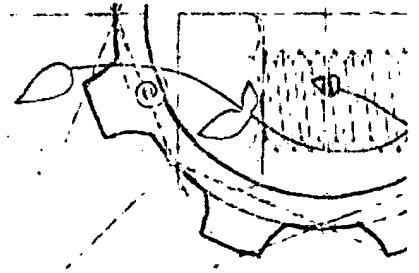
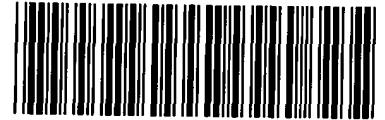


Centre for Alternative Technology  
Canolfan y Dechnoleg Amgen

Machynlleth, Powys SY20 9AZ Tel. 01654 705950 www.cat.org.uk



SATURDAY



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COMPANIES HOUSE

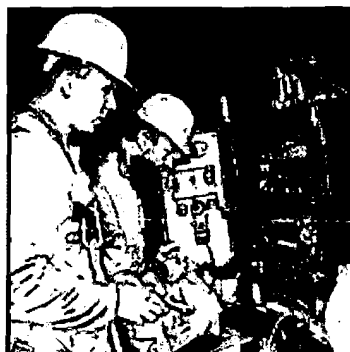
**Centre for Alternative Technology Charity Limited**  
(a charitable company limited by guarantee)

**Annual Report and Financial Statements for the year ended**

**31 March 2018**

**Registered Charity Number: 265239**

**Company Number: 1090006**



**Centre for Alternative Technology Charity Limited**

**Annual Report and Financial Statements for the year ended 31 March 2018**

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**Centre for Alternative Technology Charity Limited**

**Annual Report and Financial Statements for the year ended 31 March 2018**

***Trustees, Officers and Advisers***

Charity Registration Number: 265239

Company Registration Number: 1090006

**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 Taylor (Chair)
- Clare Cherry (resigned 29 June 2018)
- Paul Christie (resigned 5 March 2018)
- Susan Bayliss (resigned 19 May 2017)
- Professor Tim Valentine (resigned 25 May 2017)
- Dr Rosetta Plummer
- Dr Stephanie Sanderson
- Professor John Whitelegg (resigned 12 February 2018)
- Andrew Menzies (appointed 5 March 2018)
- Karl Wills (appointed 5 March 2018; resigned 19 November 2018)
- Roger Thomas (appointed 5 March 2018)
- Dr Kim Polgreen (appointed 29 June 2018)

**Key Management Personnel:**

The Senior Management Team as of 6 December 2018 is as follows:

- Adrian Ramsay (Chief Executive Officer)
- Paul Booth (Finance and Operations Director)
- John Challen (Head of Eco Centre)
- Matt Ferneyhough (Head of Operations)
- Eileen Kinsman (Head of Development)
- Dr Adrian Watson (Head of School)

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

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

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

**Solicitors:** Hill Dickinson LLP, No 1 St Paul's Square, Liverpool L3 9SJ

## Centre for Alternative Technology Charity Limited

### Annual Report and Financial Statements for the year ended 31 March 2018

#### **Constitution**

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

#### **Objects**

The objects under the Memorandum and Articles of Association are:

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'.

The Charity's objects have been agreed with the Charity Commission, and reflect the Commission's public benefit requirements for charities.

#### **Mission**

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

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

#### **Activities**

The Charity achieves its objectives by means of the following activities:

- Developing and promoting its *Zero Carbon Britain* research
- Providing education for school and college pupils
- Providing postgraduate and short courses for adults
- Hosting conferences and events
- Publishing information and advice sheets
- Publishing a magazine for members
- Providing a free information service for the public which answers any enquiries on environmental matters
- Providing educational displays on the visitor centre, which is open to the public.

## Annual Report and Financial Statements for the year ended 31 March 2018

### **Achievements and Performance**

#### **Introduction – inspiring changemakers**

2017/18 has been an exciting year for CAT and our mission of inspiring more people to take action for a sustainable future. During the year we have published a new report showcasing how we can deliver a zero carbon future, presented our findings at the international climate talks, developed a range of new sustainability courses and increased the number of students and educational groups we are working with to deliver skills for sustainability.

The organisation has also continued to invest in its infrastructure, build capacity and review its strategic position and is now in a strong position to further grow and increase impact going forward. With the Paris Climate Agreement of 2015 having increased awareness of the need for urgent action on climate change, there is a growing need for CAT's educational and engagement work, and a growing interest from emerging eco centres and in other countries to learn from CAT's long experience as a pioneer of environmental education.

During 2017/18 and beyond we have been pleased to work with more and more individuals and organisations to showcase positive solutions for a sustainable future and help people make a difference on some of the biggest challenges facing humanity.

#### **Zero Carbon Britain: Making it Happen across the UK and beyond**

CAT's flagship Zero Carbon Britain project is central to the Charity's mission. It seeks to demonstrate how we can rise to the challenge of climate change using technology available today, providing a framework for CAT's education and engagement work as well as impetus for supporting local sustainability initiatives around the UK.

During 2017/18 CAT's Zero Carbon Britain (ZCB) team have focused on generating maximum impact from our new Making It Happen report. The Zero Carbon transition is a core part of delivering the Paris Agreement, so CAT has been using ZCB to build connections and coalitions to help begin to increase ambition. Arising from the new report, we also ran a social media campaign promoting 100 good ideas for sustainability, showcasing the kinds of innovative community solutions which need to be commonplace to deliver a sustainable future.

In April 2017, CAT CEO Adrian Ramsay, Trustee Rosie Plummer and ZCB Project Coordinator Paul Allen delivered a political launch of *Zero Carbon Britain: Making it Happen* at the Welsh Assembly Government building in Cardiff. The launch was attended by a range of Assembly Members from different parties plus people from key campaign groups and think-tanks. Eluned Morgan AM commented "*It's always inspiring to hear people from CAT talking. You've inspired us for decades.*"

In November 2017, CAT's Paul Allen presented Zero Carbon Britain at the international climate talks in Bonn (COP23). We subsequently submitted our Making it Happen report to the UN's Talanoa Dialogue process for consideration ahead of the spring 2018 UNFCCC summit.

We also reached international audiences through the delivery of CAT's Zero Carbon Britain work on site, with educational groups from countries as diverse as the USA, Japan and Saudi Arabia visiting during the year.

CAT also provided Zero Carbon Britain training to a range of organisations and groups.

**Liverpool:** CAT's ZCB team ran two training courses in Liverpool. The first was in the recently re-developed Mann Island dockland area. This focused on engaging businesses in the Liverpool area, providing attendees with a range of options to act on energy and environment; empowering them by looking at the wider context, whilst also providing examples of the key steps that any business can take. The second ZCB course was held at 'The Brink' café. This time

## Annual Report and Financial Statements for the year ended 31 March 2018

the focus was on supporting and engaging wider civil society. The *Zero Carbon Liverpool* project also offered bursary places to people living in their local area to attend the full ZCB short course at CAT.

**Cambridge:** Voluntary sector and community groups, academics, professionals and students from all disciplines gathered in Cambridge for a series of events over two days to explore the findings of our new *Making it Happen* report. The aim of the events was to use the report to connect, educate and inspire attendees to take action and to provide a space for people from different communities and disciplines to compile and share their own 'bright ideas' around moving towards a Zero Carbon Cambridge.

**Sheffield:** Paul Allen presented our Zero Carbon Britain work in Sheffield to a highly motivated group working towards a vision of carbon neutral universities.

In addition, we presented ZCB to local group events in in Bangor, Cardiff, Edinburgh, Manchester, Dublin, Carlow, Galway and Tipperary, as well as the UK Green Gathering and the 25<sup>th</sup> Anniversary gathering of International Network for Sustainable Energy at the Folkecentre for Renewable Energy in Denmark.

In April 2017, we also delivered a half-day 'Cultural Launch' of the *Zero Carbon Britain: Making it Happen* report in their Dorfman Theatre (part of the National Theatre). The event pulled in over a hundred key thinkers and doers from across the UK arts and culture sector, supporting them to embed engagement around decarbonisation into their work.

### **Graduate School of the Environment – a proven high quality provider**

In December 2017 CAT's Graduate School of the Environment (GSE) was subject to a review by the Quality Assurance Agency (QAA). The review, the Higher Education Review for Alternative Providers (HERAP), assessed CAT's arrangements for maintaining the academic standards and quality of its courses by determining whether CAT meets the expectations of the higher education sector for: the setting and/or maintenance of academic standards, the provision of learning opportunities, the provision of information, and the enhancement of the quality of students' learning opportunities. There are four separate judgements and CAT passed all four. In addition, the organisation received two commendations for the quality of our student learning opportunities and for our work in enhancing our students' learning opportunities. This was an outstanding result and one of which everyone involved in the organisation is proud.

2017/18 was a successful year for student recruitment and saw us achieve our key objective to maintain and grow in student numbers. Our suite of MSc courses in Sustainability and Adaptation has grown from an intake of 21 students in 2014, to 45 in 2015, over 70 in 2016 and over 120 in September 2017. As students take an average of around three years to complete the course, this growth in student intake will be reflected financially over several years. However, the buoyant intake nonetheless strengthens CAT's financial position and contributes directly to our mission of delivering skills for sustainability.

September 2017 saw the introduction of two new MSc courses as part of the Sustainability and Adaptation suite, both of which proved popular in their first year. Sustainability in Energy Provision and Demand Management is, like our other courses, validated by the University of East London. For the other new course, Sustainable Food and Natural Resources, we are working with Liverpool John Moores University and so, for the first time, CAT has two validating university partners. These new courses reflect the range of sustainability topics covered in CAT's flagship research project, Zero Carbon Britain, which highlights the importance of considering land management and diets alongside energy and the built environment in planning for a sustainable future.

2017/18 saw the commencement of the new Masters in Architecture (M Arch) Sustainable Architecture, replacing the previous Professional Diploma in Architecture. Intake to the course was 20 in the first year.

## Annual Report and Financial Statements for the year ended 31 March 2018

We have started the process for introducing three new courses in September 2019. The courses are an MSc in Green Building (to be validated by the University of East London) and MScs in Behaviour Change for Sustainability and Sustainable Ecology (both to be validated by Liverpool John Moores). These courses will support the further growth in intake and impact of CAT's Graduate School and they focus on some crucial topics for delivering a sustainable future.

The GSE's activity delivers CAT's mission by supporting each student not only to acquire or further develop the knowledge and skills necessary to practise as an environmental professional, but to adopt the attitudes of reflective practice, lifelong learning and critical thinking. CAT's graduates go on to influence the direction of society on a variety of levels including in roles such as environmental policy advisors to UK government, local authority energy efficiency experts, architects specialising in sustainability, engineers with the skills and knowledge to manage large-scale renewable energy installations and researchers for international NGOs.

### Engaging a Wide Audience

Outside of the Graduate School, CAT engages a wide range of audiences with sustainability at our site in Mid Wales. Its key audiences are day visitors and education groups, ranging from schools through to universities. In addition there are the lifelong learners and organisations looking to undertake short courses in subjects relevant to a sustainable future.

During 2017, the Board of Trustees and Senior Management Team looked to draw on good practice from other visitor centres. As a result the decision was taken to restructure and create a unified Engagement Team to develop and deliver all CAT's engagement work. This will allow an improved use of resources on site, and enable best use of the synergies that exist in delivering to the various audiences. An Engagement Manager was recruited and took up post in January 2018 and work commenced on refreshing the existing offer and building new partnerships.

### Short Courses – delivering skills for sustainability

The CAT Short Course programme continues to deliver a broad range of courses equipping its customers with the skills needed to help deliver sustainable solutions. Courses range from those teaching practical skills such as hemp and rammed earth construction techniques through to selected graduate school modules. Over 850 people attended courses during the year, helping secure an increase in Short Courses income, with the Build a Tiny House course continuing to be particularly popular. This course touches on many sustainability themes relevant to building in ways that are of real value to students developing their own projects. In order to run more of the courses, a former boiler house on site was adapted to allow them to run in any weather.

### Schools and Education Groups – inspiring the next generation

Schools and groups activity during the year focused on delivering an inspiring educational experience to repeat bookings from schools and universities who have visited over a number of years. The availability of two bursaries to support school visits remains an important asset. However, the desire to build numbers and refresh the offer was a key consideration around the restructuring of the engagement function.

Through 2018/19, a key goal for the new team will be to review and develop CAT's educational offer and to look for synergies in delivery and content. This will form part of its strategy in attracting new custom along with developing new partnerships with subject specialist groups and individual education providers. At a time when resources for schools and colleges grows ever tighter, it is vital that the Engagement Team delivers a quality, relevant service that meets the needs of its potential users. To help drive this another key goal for 2018 will be to seek accreditation under the new 'Learning Outside the Classroom' scheme (LOtC). Success will mean the organisation will have passed a robust independent assessment designed to ensure that we are meeting schools' learning and risk management needs.

### A 'One Stop Shop' for Visiting Universities

Universities form an important subset of the site engagement audience and 2017/18 saw major growth in this area.

## Annual Report and Financial Statements for the year ended 31 March 2018

The autumn was a particularly busy time with Liverpool Business School and University College London being among those visiting. CAT provides an excellent 'one stop shop' for university field trips exploring the key sustainability themes, most commonly around the topics of renewable energy engineering and sustainable building. Universities find value in the combination of specialist knowledge and demonstration facilities they find at CAT, as witnessed in feedback such as this:

*"For many years we have been visiting CAT in order to expose our level one engineering students to ideas concerning sustainability, socioeconomic and environmental responsibilities. The CAT site allows us the opportunity to explore these important ideas in a more appropriate environment and allows us to undertake practical work that would be difficult to undertake on an inner-city campus."*

Dr David R Allanson, MSc Programme Leader, Liverpool John Moores University

### Day Visitors – a green day out

The CAT site is open to day visitors who form a key audience for CAT's engagement work. During 2017/18, a number of enhancements were made to the site's presentation and engagement facilities, improving the experience for day visitors and educational audiences. Combined with the ever popular hands-on family activities, this helped grow visitor centre income in the year.

The delivery of family activities and the on-site information service now come under the umbrella of the site Engagement Team and a strategy is now in place to enhance the family activities on site during holiday periods. Linked with now daily site tours throughout the main visitor season this will further improve the existing visitor experience.

The aim of the centre at its simplest is to deliver an engaging, enjoyable and value for money experience for those who visit. Importantly it also acts as a window on CAT's wider mission and its teaching and analysis of visitor feedback has shown that over 85% of respondents feel that their visit to CAT inspired them to make changes in the way they live.

Work on a vision for the future development of the site is proceeding, strongly focused on the delivery of a unique, inspiring and high quality visitor experience that maximises its engagement potential for all its audience groups. The ideas build on the site's reputation as a unique 'green laboratory', demonstrating methods and technologies that will contribute to future sustainability.

### Estates Management – showcasing sustainability

During the year a number of enhancements were made to the site demonstration facilities. Early 2018 saw the refurbishment of the main site hydro with a new 3.5 kW Turgo type unit. The layout of the installation has been designed to maximise its teaching potential and it is planned to add a teaching turbine alongside it in 2019. Water resource management forms one of the site's key sustainability themes along with renewable energy engineering, sustainable building, organic growing and ecology and landscape management.

During September 2017 CAT became the filming location for the season finale of the latest series of George Clarke's 'Amazing Spaces' programme. Based on the legend of the Ty Unnos house – a house built in 24 hours – the programme saw the creation of wonderful new building on the edge of the reservoir on which the CAT site depends. The building of the main frame was in the safe hands of CAT tutor Carwyn Lloyd-Jones who teaches the successful 'Tiny House' short courses. Not only did this deliver some useful television exposure for CAT but the build will add real value to the visitor and teaching offer providing a covered interpretation space at the start of CAT's water system.

The CAT Estates Department continues to have a strong impact on the presentation of the site as well as a focus on health and safety compliance. During 2017/18, this saw considerable work being carried out on the water distribution system to site and on the inspection and upgrading of building electrical systems and site lighting.



## Annual Report and Financial Statements for the year ended 31 March 2018

The department works closely with the Engagement Team to make best use of the site's teaching potential. In the spring of 2018 this included the creation of a covered building skills practical area within the main site. Not only will this improve the environment for short course and GSE students using it, but it also helps showcase this part of CAT's work to general visitors.

During the summer of 2017 further refurbishment work was carried out on CAT's main teaching and conference building (WISE) and in the short window between Christmas 2018 and the January GSE student module a full refurbishment of the café kitchen was undertaken. This much needed work delivered an industry standard kitchen with new floor coverings, wall and ceiling upgrades which extended to the behind counter areas.

### **Café, Accommodation and Retail**

The café is an important part of the CAT Charity as it supports all other function across the organisation from the Graduate School to the visitor centre guests here for the day. With the growth in student intake and visiting groups, demand on the organisation's hospitality functions increased, reflected in the higher income to the café and accommodation areas. To support this a new role of Head of Operations was created in January 2018. Over the last year there has been a strong focus on ensuring an increasingly busy kitchen delivers consistently high standards of vegetarian food and controls on food hygiene. Since year end, the café has achieved an increased food hygiene rating, at level 4.

In addition to providing accommodation and facilities to its educational customers, CAT offers venue hire to bring in income to support its charitable work. The challenge for the management team is to continue to expand occupancy and usage outside the heaviest student weeks, while getting the right balance of different types of custom. The new Head of Operations is reviewing the software and staffing model needed to support an increasingly 24/7 operation delivered to a high professional standard.

Venue hire provides the opportunity for CAT to engage with new and varied audiences. Bookings in 2017/18 included a conference of all 47 Wildlife Trusts in the UK and a multi-day visit from a prominent rugby league team. Moving forward into 2018 the new Head of Operations has a strong focus on engaging some more conference clientele to fill any available slots around the educational bookings.

During the year, the Charity carried out further refurbishment works to its Eco Cabins, enhancing the experience of schools, groups and external bookings who use this self-catering accommodation and supporting plans to grow the occupancy.

The shop also comes under the new Head of Operations and is an important part of the revenue stream into CAT. The income, which was broadly consistent with the previous year, supports the organisation's charitable goals. As with CAT's other revenue streams, the shop also demonstrates the CAT mission, selling eco-friendly products that support people to live in a more sustainable way. For 2018 we are looking to introduce a new ecommerce to the retail operation to maximise our reach and develop a stronger trading platform for the organisation.

### **Fundraising and membership – supporting CAT's mission**

The fundraising activities in CAT are a mainstay of income and CAT is very grateful to its supporters whose generosity is crucial to enabling the organisation to deliver its charitable goals. CAT continues to have a thriving membership and supporter base from across the UK, who responded generously to its appeals. The specific appeals in 2017/18 helped boost CAT's outreach work with local groups seeking to combat climate change, and to support CAT's woodland education work.

## Annual Report and Financial Statements for the year ended 31 March 2018

The team applies for grants and issues appeals for specific projects. Here is a selection of the successful work:

CAT was fortunate to receive grants from 18 charitable trusts during the year, including one for £35,000 from the Patsy Wood Trust as funding for the Head of School role in the Graduate School of the Environment, £10,000 from the Polden Puckham Charitable Foundation for Zero Carbon Britain work, and £22,500 from the Joseph Rowntree Charitable Trust for CAT's core work.

We were grateful to receive £5,875 as a second and final year of funding from Natural Resources Wales in support of our woodland education work.

CAT also has a variety of corporate supporters including our collaboration with Lush, the ethical cosmetics firm that generously donates the income from the sale of carrier bags in the retail stores to us and has also used our site for large-scale conferences.

The CAT Conference in October 2017 was particularly successful, with 78 people attending and accommodation completely full. The conference had a focus on how CAT supports communities to work for a zero carbon future, and many of CAT's members are involved in such projects at a local level across the country.

A programme of work was initiated during the year to review the ways in which CAT monitors its work, and to strengthen our ability to evidence CAT's impact.

### Fundraising Good Practice

Public trust in fundraising has never been more important and at CAT our supporters are at the heart of everything we do. We are committed to upholding the highest standards in fundraising and to ensuring our supporters are treated with fairness and respect.

We voluntarily subscribe to the Fundraising Regulator and its Code of Fundraising Practice and The Fundraising Promise. We use the Fundraising Regulator logo on all of our fundraising materials to demonstrate our commitment. Our Head of Development has worked with the Regulator and with the Institute of Fundraising (she is currently a Member of the Wales Committee) to help improve standards and ways of working across the charity sector. We are using the Institute of Fundraising's Compliance Framework to ensure we have the necessary structure, systems, policies and procedures in place to meet compliance requirements.

All our fundraising activity is currently carried out by CAT staff. CAT has not employed third party fundraisers, although we are constantly reviewing the way that we engage with our supporters to ensure that we talk to as many people as possible in order to rise to the urgent challenge to take action on climate change. We have robust contracts in place with external organisations which require compliance with the Fundraising Regulator's Code of Fundraising Practice and GDPR.

### Supporter Data

Responsible use of personal data is at the heart of our fundraising practice. During the year we have undertaken a substantial programme of work across the whole organisation to ensure compliance with GDPR. We have an 'opt in' approach to fundraising, meaning we contact our supporters only in the way they ask.

### 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.

### Complaints

Our aim in engaging with our supporters is always to provide a positive experience. However, our fundraising

## Annual Report and Financial Statements for the year ended 31 March 2018

occasionally generates complaints. We log and respond to all complaints. In the year we received one complaint in relation to fundraising, which was adequately resolved. Complaints are an important source of feedback, providing us with insights and lessons for future fundraising and we will be reviewing our complaints policy and procedures.

### **Valuing Volunteers – supporting CAT's work**

CAT continues to benefit from the contribution of long-term volunteers, who volunteer for periods of up to six months each, and of local volunteers who come in regularly. In 2017/18, the long-term volunteers assisted in woodland management and gardens. We have also had a volunteer assisting with a project for short courses for one month. During this year we offered work experience placements for two local students and an Aberystwyth University student.

Five local volunteers continue to assist the Charity regularly during the year as day volunteers, primarily in the gardens, although one day volunteer works regularly in our fundraising team.

The volunteers have used the skills they have gained in a number of ways, with one continuing studies on a Masters course at CAT in autumn 2018. The pilot for student volunteers continues to be offered and this has provided some extra support in our gardens over the busy times e.g. harvesting in the autumn and planting in spring. This has resulted in additional volunteering hours as well as providing our Masters students with practical working knowledge of sustainable living and food cultivation – which is now offered as one of our Masters courses and proving very popular.

CAT benefited from 5805 hours of volunteering during the financial year, which equates to a value of £43,537 if volunteer hours are counted at the national living wage rate (£7.50 per hour during 2017/18). During the year CAT has received no funding for volunteers but remains committed to identifying funding for its volunteering programme.

During 2017/18, CAT took further steps to increase its number and range of volunteers, and continues to focus on encouraging more local and day volunteers. CAT is also aiming to build relationships with local education establishments to offer work experience via volunteering and also to support the Welsh Baccalaureate, which requires ten hours of community work or 30 hours for the advanced level. Our new Engagement Manager has been making some good inroads and networking with a number of schools, colleges and other groups. The HR Manager also attended an open day at Aberystwyth University to encourage students there to come and volunteer at CAT in their spare time and three students signed up as day volunteers.

CAT's volunteers continue to go on to use their skills in delivering practical solutions for sustainability through a variety of career choices and projects, therefore directly contributing to the Charity's mission.

### **Financial Review – an improving position**

The attached financial statements have been prepared to comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and 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 (FRS102) - (Charities SORP (FRS102) (effective 1 January 2015).

Total income for the year increased from £2.887m to £2.958m. This was primarily due to growth in income from the Graduate School and visiting university groups and associated increased café and accommodation revenue. Whilst the increase in Graduate School income was fairly modest (£705k to £739k), the increase in student intake in the year was proportionately much higher. This will be reflected in income over two to three years as income reflects the pace at which students take the courses.

## Annual Report and Financial Statements for the year ended 31 March 2018

In most other areas of the organisation, income remained broadly similar to the previous year, including in Short Courses, where a further modest increase was achieved following a substantial increase over previous years.

Total fundraising income for the year was similar to the previous year at £1.3m, with an increase in membership income but slight reduction in donation and grant income which tends not to have an even pattern.

Total expenditure for the year was broadly similar to the previous year (up from £2.867m to £2.907m). In reading the expenditure figures it should be noted that CAT is in an investment phase in relation to staff structure and infrastructure improvements, to support its ongoing and successful turnaround. In addition, the nature of running a complex site-based organisation means there are high fixed central costs which, in the Statement of Financial Affairs, are spread between the income streams.

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

The balance sheet at end of March 2018 shows a positive net position of assets over liabilities. This is the third year that this position has been achieved and the Trustees are pleased that this demonstrates that the organisation has addressed the legacy issues arising from the years of financial challenges faced by CAT from 2011.

Of the Charity's total expenditure of £2,907,234 during the year, £2,210,653 related directly to its charitable activities, and thus directly furthered the Charity's aims and objectives. This represents a similar proportion to the previous year. The remaining expenditure related to delivering CAT's fundraising and membership work, which is central to securing the resources needed to fulfil the organisation's mission.

### Principal Funding Sources

The principal funding sources for ongoing activities were course fees for residential courses for adults, and grants, donations and membership subscriptions to support CAT's wider charitable work, such as maintaining its eco demonstration site, the free information service and educational activities for pupils of school age.

During the year, the Charity received grant funding towards Zero Carbon Britain and education projects, with a full list of grants and their organisations shown in note 3 to the financial statements.

### Investment Policy

The Trustees have operated a policy of keeping available funds in an interest-bearing bank account.

### Reserves Policy

The Charity operates a policy of keeping restricted funds, which have been contributed for a specific purpose, in a second bank account, separated from unrestricted funding.

In relation to unrestricted funding, the Trustees aspire to hold reserves equivalent to three months of costs. Based on the current level of expenditure, three months' expenditure would be £729,559 and this compares to £1,227,408 of unrestricted reserves, which includes fixed assets, working capital and free reserves.

In terms of cash reserves, the Charity receives income from a broad range of activities, which can be categorised into educational fees, trading income and voluntary donations. The Charity has developed integrated models for projecting and monitoring both long term forecasts and short term cash flow. These are used to ensure that the organisation always has enough funds to meet its expenditure liabilities for the following three months.

## Annual Report and Financial Statements for the year ended 31 March 2018

The Trustees feel that this policy is appropriate to CAT's current stage of development. With the support of some major donors to CAT, the Charity has been investing in the growth and development of the site and organisation. The pledge from the major donors has enabled the organisation to plan the phasing of capital investment and support cash management.

### **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, accounting for performance and the resourcing available. The remuneration is set to ensure it is both fair but also will attract and retain staff of the appropriate calibre and experience required by the Charity.

## ***Organisational Development – strong foundations to support CAT's growth***

### **Governance**

CAT is a registered Charity and Limited Company. Members of the Board of Trustees, who are Directors for the purpose of company law and Trustees for the purpose of Charity law, form what is called the Council in the company's Articles, but are more commonly referred to as the Board. Those who served during the year and up to the date of this report are set out on page 3. Under the requirements of the Articles of Association, at the Annual General Meeting one-third of the Council members retire and may offer themselves for re-election. New Trustees can be appointed either by the AGM or under special resolution by a Board meeting.

During 2017/18, three new Trustees joined the Board and four Trustees stepped down. Since the year end there has been one further new appointment and two further retirements. At present, the Board has a membership of six. In the coming months the Board will be looking to further add to its capacity and skill set.

2017/18 saw the first full year of operation of a refreshed governance structure, including a formal delegated authority schedule and two new committees (on Organisational Development and Audit, Finance and Performance). We have continued to update other aspects of governance structure during the year, including research on good practice in relation to registers of interest, Codes of Conduct for Trustees and charity membership models, all of which are being taken forward post year end.

### **Management Structure**

CAT has now had a Senior Management Team in place for three years. The Trustees continue to see this as central to driving the changes which are needed to support's resilience, growth and impact. The first round of recruitment to senior roles saw some interim appointments designed to secure particular skills needed at that point in the organisation's development. During the 2017/18 year and since year end there have been some changes to the senior management personnel, with new recruitments based on the skills needed to support the organisation's longer term development.

A new Head of Operations joined in January 2018 to lead the running and growth of the hospitality aspects of the organisation. The Head of Eco Centre now has oversight of all of the site engagement functions as well as the Estates department. Since year end, new post holders have started in the roles of Finance and Operations Director, Head of School and Head of Development, all with substantial experience in their sectors.

## Annual Report and Financial Statements for the year ended 31 March 2018

### Future Plans

Since year end we have published our latest Zero Carbon Britain report: Raising Ambition: Zero Carbon Scenarios from Across the Globe. This report showcases positive solutions to the climate challenge that have been developed by researchers and organisations around the world. It highlights that we need to take urgent action to decarbonise our society if we are to avoid the worst effects of climate change and calls for governments to step up action towards this.

At CAT we are also developing plans to raise our own ambition in line with this challenge, based on our mission of inspiring changemakers. Our role of promoting practical solutions for sustainability has never been more needed, and CAT has a national and global leadership role to play in helping more people play their part in creating a healthy future for people and planet. During 2018 we have seen increasing numbers of international organisations (both educational groups and emerging eco centres) looking to CAT for advice and inspiration in developing sustainable solutions in their own countries.

In the UK, CAT was an early pioneer of environmental education and we continue to update and develop our range of courses and educational materials to help more and more individuals, organisations and communities take action for a sustainable future. New Graduate School courses are planned for 2019 and we are developing ways in which we can engage more business in our sustainability work.

Over the next few years we have ambitions for a refresh of the CAT site and its engagement tools, supporting CAT to demonstrate cutting edge alternative technologies and enable us to help more people gain skills which are needed for a zero carbon economy. We are currently developing these plans, informed by a review of the external environment in which we are operating and discussions with a range of stakeholders.

### Risk Management

Key risks which the Charity may face have been identified and analysed. With a strengthened Senior Management Team in place, the operational delivery of key compliance responsibilities has been delegated to named individuals who report directly to the Board and its committees: Head of Development for fundraising regulations, Head of Eco Centre for Health and Safety, Head of Operations for food hygiene, Head of School for educational quality assurance and higher education compliance matters (including Prevent), the Engagement Manager for safeguarding, the Finance and Operations Director for financial regulations and for Charity Commission and Companies House requirements and the Chief Executive Officer for risk oversight and data protection.

The Trustees are of the view that the primary area of risk relates to financial management. Having come through a challenging period from 2011, when declining student numbers resulted in a period of cost reductions for the organisation, CAT is now in a stable and much stronger position. We are most of the way through a period of remodelling and investing in the organisation and refining its offer to ensure that CAT can maximise its impact towards its mission. We have seen significant signs of the impact of this during 2017/18 with a substantial increase in student intake and university group visits and enhanced compliance ratings in the higher education and, since year in, in food hygiene. The support obtained from the Charity's lenders and major donors represents external validation of our confidence in CAT's potential and financial position.

The Charity continues to refine and develop its business plans, which are based around continued growth in key revenue streams to enable fundraising to be more focused on capital development and projects, and in the medium term to enable repayment of the capital on the Charity's existing mortgages.

In terms of issues in the external environment, Brexit is likely to have a minimal direct impact on CAT's operations. The Charity is not in receipt of any EU funding. The clear majority of CAT's onsite students are based in the UK, though it is important to the organisation that we continue to host students from other EU countries and we are keeping a close watching brief on any impact that Brexit may have on this. Students from across the EU and the world continue to study with CAT by distance learning and this won't be affected by Brexit.

## Annual Report and Financial Statements for the year ended 31 March 2018

At the same time there are opportunities for CAT arising from Brexit, the main example of which has been the new Sustainable Food and Natural Resources course, which attracted over 40 students in its first intake (September 2017) and is aimed at people seeking to support the rewriting of EU regulations on farming and land management into UK law.

CAT's view is that the biggest issue facing the world is the threat of climate change and from an organisational point of view this only increases the importance of CAT's mission and potential demand for its services.

### 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 its 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 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.

### Statement as to disclosure to our auditors

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 group's auditor is unaware, and
- The Trustees, having made enquiries of fellow Directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a Director in order 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 (Chairman) Date: 6 December 2018

Charity Registration Number: 265239

Company Registration Number: 1090006



## Annual Report and Financial Statements for the year ended 31 March 2018

### Opinion

We have audited the financial statements of the Centre for Alternative Technology Charity Limited for the year ended 31 March 2018 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charitable Company's affairs as at 31 March 2018 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.



## Annual Report and Financial Statements for the year ended 31 March 2018

### 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 13 the Trustees (who are also the Directors of the company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Charitable Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

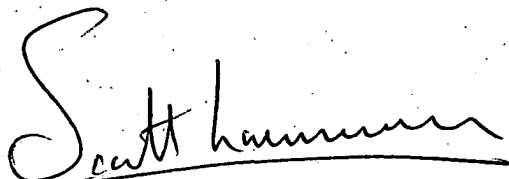
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Annual Report and Financial Statements for the year ended 31 March 2018

### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Scott Lawrence (Senior Statutory Auditor)  
for and on behalf of Hazlewoods LLP, Statutory Auditor

Windsor House  
Bayshill Road  
Cheltenham  
GL50 3AT

Date.....11/12/18

## Annual Report and Financial Statements for the year ended 31 March 2018

## Centre for Alternative Technology Charity Limited

Statement of Financial Activities (including Income and Expenditure account)  
for the year ended 31 March 2018

	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2018	Total 2017
		£	£	£	£	£
<b>Income from :</b>						
<i>Voluntary income:</i>						
Donations	2	905,730	41,699	120	947,549	1,007,318
Grants	3	31,670	81,012	-	112,682	163,663
Legacies		7,350	-	-	7,350	6,500
Membership & Subscriptions		244,737	-	-	244,737	204,465
<i>Income from charitable activities</i>	4					
Graduate School		738,734	-	-	738,734	705,028
Schools & Groups		82,504	-	-	82,504	102,059
University Visits		65,635	-	-	65,635	24,713
Short Courses		225,142	-	-	225,142	202,500
Consultancy		4,518	-	-	4,518	12,310
Publications		46	-	-	46	11,795
EcoStore Income		140,784	-	-	140,784	147,802
Visitor centre		110,580	-	-	110,580	88,511
Café		161,632	-	-	161,632	125,366
Venue & Accommodation Hire		117,105	-	-	117,105	75,402
<i>Other Income</i>						
Miscellaneous income		-	-	-	-	9,610
<b>Total Income</b>		<b>2,836,167</b>	<b>122,711</b>	<b>120</b>	<b>2,958,998</b>	<b>2,887,042</b>
<b>Resources expended</b>						
<i>Expenditure on raising funds</i>	6					
Fundraising		522,777	-	-	522,777	527,400
Membership		173,804	-	-	173,804	147,963
<i>Expenditure on charitable activities</i>	7					
Graduate School		903,259	-	-	903,259	939,560
Schools & Groups		111,127	-	-	111,127	80,751
University Visits		56,468	-	-	56,468	34,712
Short Courses		221,129	-	-	221,129	223,139

## Annual Report and Financial Statements for the year ended 31 March 2018

	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2018	Total 2017
		£	£	£	£	£
<i>Expenditure on charitable activities (continued)</i>	<b>7</b>					
Consultancy		2,473	-	-	2,473	7,840
Publications		1,127	-	-	1,127	21,426
EcoStore		212,360	-	-	212,360	215,386
Visitor centre		125,459	-	-	125,459	107,823
Café		302,046	-	-	302,046	249,654
Venue & Accommodation Hire		178,691	-	-	178,691	152,070
Expenditure on other projects		-	96,514	-	116,870	159,104
<b>Total Expenditure</b>	<b>8</b>	<b>2,810,720</b>	<b>96,514</b>	<b>-</b>	<b>2,907,234</b>	<b>2,866,828</b>
Net incoming resources before transfers and asset disposals		25,447	26,197	120	51,764	20,214
Profit on disposal of fixed assets		-	-	-	-	-
Net transfers between funds		20,356	(20,356)	-	-	-
Net Movement on Funds		45,803	5,841	120	51,764	20,214
Total funds brought forward at 1 April		1,181,605	202,996	17,710	1,402,311	1,382,097
Total funds carried forward at 31 March	<b>16</b>	<b>1,227,408</b>	<b>208,837</b>	<b>17,830</b>	<b>1,454,075</b>	<b>1,402,311</b>

The statement of financial activities includes all gains and losses in the year.

All the above amounts derive from continuing activities.

## Annual Report and Financial Statements for the year ended 31 March 2018

**Balance Sheet as at 31 March 2018**

		2018	2017
	Notes	£	£
<b>Fixed Assets</b>			
Tangible Assets	10	3,078,643	3,024,995
<b>Current Assets</b>			
Stocks	11	42,759	31,755
Debtors	12	16,568	71,916
Cash at bank		450,564	591,685
		<u>509,891</u>	<u>695,356</u>
Amounts falling due within one year			
Creditors	13	(451,634)	(611,830)
		<u></u>	<u></u>
<b>Net Current Assets / (Liabilities)</b>		58,257	83,526
<b>Total Assets less Current Liabilities</b>		<u>3,136,900</u>	<u>3,108,521</u>
Creditors: amounts falling due after more than one year	14	(1,682,825)	(1,706,210)
		<u></u>	<u></u>
<b>Net Assets</b>		<u>1,454,075</u>	<u>1,402,311</u>
<b>Funds of the Charity</b>	16		
Endowment funds		17,830	17,710
Restricted funds		208,837	202,996
Unrestricted funds		1,227,408	1,181,605
		<u></u>	<u></u>
<b>Total funds</b>		<u>1,454,075</u>	<u>1,402,311</u>

These accounts were approved by the Trustees on 6 December 2018 and signed on their behalf by:

Michael Taylor (Chairman)  
Registered Charity Number: 265239  
Company Number: 1090006



## Annual Report and Financial Statements for the year ended 31 March 2018

Cash Flow Statement for the year ended 31st March 2018

	Notes	2018 £	2017 £
Net cash provided by / (used in) operating activities	A	118,169	337,523
Cash flows from investing activities:			
Investment income received		3,584	-
Interest paid		(105,448)	(101,896)
Capital expenditure		(148,453)	(439,194)
Change in cash and cash equivalents	B	<u>(132,148)</u>	<u>(203,567)</u>

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

Net income/(expenditure) for the year	51,764	20,214
Investment income received	(3,584)	-
Interest paid	105,448	101,896
Depreciation of tangible fixed assets	94,805	87,870
Profit on Disposal of fixed assets	-	-
(Increase)/Decrease in stocks	(11,004)	3,703
Decrease/(Increase) in debtors	55,347	55,953
(Decrease)/Increase in creditors	(174,607)	67,887
Net cash provided by (used in) operating activities	<u>118,169</u>	<u>337,523</u>

**B. ANALYSIS OF CASH AND CASH EQUIVALENTS**

	At 1 April 2017 £	Cash flow £	At 31 March 2018 £
Net cash:			
Cash at bank and in hand	591,685	(141,122)	450,563
Debt:			
Loans due within one year	(9,600)	(14,411)	(24,011)
Loans due in more than one year	(1,706,210)	23,385	(1,682,825)
Total	<u>(1,124,125)</u>	<u>(132,148)</u>	<u>(1,256,273)</u>

## Annual Report and Financial Statements for the year ended 31 March 2018

### NOTES TO THE ACCOUNTS

#### 1 ACCOUNTING POLICIES

##### 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 note(s). The principal accounting policies are described below and are consistent with prior years.

##### a. Incoming resources

Income from educational services and use of premises is accounted for in the period in which the service is provided.

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.

##### b. Resources expended

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.

##### c. Tangible fixed assets and depreciation

Tangible fixed assets are recorded at cost or, if donated, at valuation at the time of acquisition. Depreciation on tangible fixed assets is calculated to write off their cost or valuation less any residual value over their estimated useful lives as follows:

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

##### d. Stocks

Stocks are 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.

##### e. 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.

## Annual Report and Financial Statements for the year ended 31 March 2018

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.

### f. 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 scheme are not separately identifiable. Contributions are charged to the SOFA when accrued.

### g. Leases

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

## 2 DONATIONS

Income from Donations was £947,549 (2017 - £1,007,318) of which £41,699 was restricted (2017 - £32,213) and £120 was endowed (2017 - £409)

## 3 INCOMING RESOURCES

Grants receivable during the year comprise:

	2018			2017
	Unrestricted	Restricted	Total	Total
	£	£	£	£
<b>General Grants</b>				
General Fundraising	9,170	-	9,170	9,600
Joseph Rowntree Charitable Trust grant	22,500	-	22,500	7,500
<b>Grants for Woodland and Biosphere</b>				
Natural Resources Wales (Woodland Management )	-	6,125	6,125	11,087
Natural Resources Wales (Footsteps to the Future)	-	2,189	2,189	25,829
Postcode Local Trust (Wildflower Meadow)	-	-	-	9,015
<b>Grants for Volunteering and Student Placements</b>				
Gwir Volunteer Project	-	-	-	6,132
The Linley Shaw Foundation (Woodlands Volunteers )	-	-	-	2,000
William Dean Countryside and Educational Trust (Woodland Volunteers)	-	-	-	500
<b>Grants for Zero Carbon Britain</b>				
HT & LB Cadbury (ZCB Making it Happen)	-	22,698	22,698	2,000



# Annual Report and Financial Statements for the year ended 31 March 2018

Polden Puckham Charitable Foundation (ZCB Making it Happen )	-	-	-	15,000
Marmot Charitable Trust (ZCB Making it Happen )	-	-	-	15,000
Jam Today	-	-	-	-

## Grants for Education & Research

Cobb Charitable Trust	-	10,000	10,000	10,000
National Science Academy	-	-	-	-
Patsy Wood	-	35,000	35,000	35,000
T Howell Bursary	-	-	-	5,000
AF & FJ Trust Bursary	-	-	-	7,000
BEST : Water Efficiency	-	-	-	-
Changemaker	-	-	-	-
The P & C Hickinbotham Charitable Trust (Renewing our Renewables )	-	-	-	500
The Oakdale Trust (Eco Cabins Refurb)	-	-	-	1,500
Bernard Pigott Charitable Trust (Eco Cabins Refurb)	-	5,000	5,000	1,000

<b>Total grants received</b>	<b>31,670</b>	<b>81,012</b>	<b>112,682</b>	<b>163,663</b>
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## 4 INCOME FROM CHARITABLE ACTIVITIES AND OTHER INCOME

Income from charitable activities and other income was £1,646,680 (2017 - £1,505,096) of which £0 was restricted (2017 - £0)

## 5 NET INCOME AND EXPENDITURE FOR THE YEAR

This is stated after charging:

	<b>2018</b>	<b>2017</b>
	£	£
Auditor's remuneration – external audit	7,500	7,500
Depreciation	94,805	87,870
Operating leases – land	10	10

## 6 EXPENDITURE ON RAISING FUNDS

	<b>2018</b>			<b>2017</b>
	<b>Unrestricted</b>	<b>Restricted</b>	<b>Endowment</b>	<b>Total</b>
	£	£	£	£
Fundraising	522,777	-	-	522,777
Membership	173,804	-	-	173,804
	<b>696,581</b>	<b>-</b>	<b>-</b>	<b>675,363</b>

## Annual Report and Financial Statements for the year ended 31 March 2018

## 7 EXPENDITURE ON CHARITABLE ACTIVITIES

	2018			2017
	Unrestricted	Restricted	Endowment	Total
	£	£	£	£
Graduate School	903,259	-	-	903,259
Schools & Groups	111,127	-	-	111,127
University Visits	56,468	-	-	56,468
Short Courses	221,129	-	-	221,129
Consultancy	2,473	-	-	2,473
Publications	1,127	-	-	1,127
EcoStore	212,360	-	-	212,360
Visitor centre	125,459	-	-	125,459
Café	302,046	-	-	302,046
Venue & Accommodation Hire	178,691	-	-	178,691
Expenditure on other projects	-	96,514	-	96,514
	<u>2,114,139</u>	<u>96,514</u>	<u>-</u>	<u>2,210,653</u>
				<u>2,191,465</u>

## 8 ANALYSIS OF GOVERNANCE AND SUPPORT COSTS

	2018	2017
	£	£
Administration	719,470	574,881
Finance	54,202	67,341
Estates	236,861	275,263
Information and Communication Technology	63,702	56,175
Marketing	167,918	167,057
Depreciation	94,805	87,870
	<u>1,336,958</u>	<u>1,228,587</u>

These costs form part of the costs stated in Note 7 allocated by the level of activity of each cost centre.

## 9 TRUSTEES AND EMPLOYEES

No remuneration was paid or waived by any trustee during the year (2017 - £ nil). Total expense paid to trustees were £1,202 (2017 - £1,495). This represents travel expenses incurred in attending the Board and other meetings in their official capacity.

Employee costs during the year were:

	2018	2017
	£	£
Salaries and wages	1,354,753	1,301,388
Social Security	100,872	92,983
Pension	59,231	56,970
Redundancy	28,300	-
	<u>1,543,156</u>	<u>1,451,341</u>

## Annual Report and Financial Statements for the year ended 31 March 2018

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

	2018 Number	2017 Number
Fundraising	3	3
Membership	1	1
Charitable activities	55	51
	<u>59</u>	<u>55</u>

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

	2018 £	2017 £
£60,000 - £70,000	<u>1</u>	<u>-</u>

The emoluments of key management staff were £155,083 (2017 - £140,137).

10	TANGIBLE FIXED ASSETS	Freehold land and buildings £	Fixtures, Plant and machinery £	Motor fittings & equipment £	Vehicles £	Totals £
	<b>COST:</b>	3,034,701	1,079,218	216,231	9,085	4,339,235
	At 1 April 2017	142,434	-	6,019	-	148,453
	Additions	3,177,135	1,079,218	222,250	9,085	4,487,688
	At 31 March 2018					
	<b>DEPRECIATION:</b>	128,690	970,436	211,005	4,109	1,314,240
	At 1 April 2017	84,780	2,119	5,635	2,271	94,805
	Charge for year					
		<u>213,470</u>	<u>972,555</u>	<u>216,640</u>	<u>6,380</u>	<u>1,409,045</u>
	At 31 March 2018					
	<b>NET BOOK VALUE:</b>	<u>2,963,665</u>	<u>106,663</u>	<u>5,610</u>	<u>2,705</u>	<u>3,078,643</u>
	At 31 March 2018					
		<u>2,906,011</u>	<u>108,782</u>	<u>5,226</u>	<u>4,976</u>	<u>3,024,995</u>
	At 31 March 2017					

11	STOCKS	2018 £	2017 £
	EcoStore	<u>42,759</u>	<u>31,755</u>

# Annual Report and Financial Statements for the year ended 31 March 2018

<b>12</b>	<b>DEBTORS</b>	<b>2018</b>	<b>2017</b>
		£	£
	Amounts falling due within one year		
	Trade debtors	9,926	68,848
	Other debtors	6,642	3,068
		<u>16,568</u>	<u>71,916</u>

<b>13</b>	<b>CREDITORS: amounts falling due within one year</b>	<b>2018</b>	<b>2017</b>
		£	£
	Trade creditors	236,249	160,039
	Taxation and social security costs	21,107	22,959
	VAT	2,418	4,693
	Loans	24,011	9,600
	Other creditors	(165)	(627)
	Accruals	9,597	158,937
	Deferred income	158,417	256,229
		<u>451,634</u>	<u>611,830</u>

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

<b>14</b>	<b>CREDITORS: amounts falling due after more than one year</b>	<b>2018</b>	<b>2017</b>
		£	£
	Loans	1,682,825	1,706,210
		<u>1,682,825</u>	<u>1,706,210</u>

<b>15</b>	<b>LOANS</b>	<b>2018</b>	<b>2017</b>
	Analysis of loan repayments	£	£
	Amounts falling due:		
	within one year	24,011	9,600
	between one and five years	216,587	230,372
	after five years	1,466,238	1,475,838
		<u>1,706,836</u>	<u>1,715,810</u>

## 16 TOTAL FUNDS: MOVEMENTS IN THE YEAR

<b>a)</b>	<b>ENDOWMENT FUNDS: MOVEMENTS IN THE YEAR</b>	<b>Balance as at 1 April 2017</b>	<b>Incoming Resources</b>	<b>Resources expended</b>	<b>Transfers</b>	<b>Balance as at 31 March 2018</b>
		£	£	£	£	£
	Josh Brown Bursary Fund	17,710	120	0	-	17,830

## Annual Report and Financial Statements for the year ended 31 March 2018

b)	RESTRICTED FUNDS	Balance as at 1 April 2017	Incoming Resources	Resources expended	Transfers	Balance as at 31 March 2018
		£	£	£	£	£
	<i>Revenue:</i>					
E17	Dan's House ZCB	2,374	-	-	-	2,374
B01	Woodland Management	4,826	46,415	(32,821)	-	18,420
V05	Turner Donation : Railway	361	-	-	(361)	-
Z06	Zero Carbon Britain: Communications	(191)	-	-	-	(191)
E00	Cobb Charity Trust	1,667	10,000	(6,184)	-	5,483
Z13	Zero Carbon Britain : Phase 4	2,806	110	-	-	2,916
T04	Energy Place 14	2,408	-	-	(2,408)	-
Z14	Artist in Residence 15	321	-	-	-	321
G06	Patsy Wood	21,576	35,000	(35,000)	-	21,576
E20	T Howell Bursary	3,871	-	(1,124)	-	2,747
G07	AF & FJ Trust Bursary	-	-	(725)	-	(725)
E13	Face your Elephant	2,000	-	(1,945)	-	55
E25	Zero Carbon Futures	5,000	-	-	-	5,000
954	Biomass Project	4,768	-	-	(4,768)	-
E24	Sir John Houghton Bursary Fund	60,000	-	(1,302)	-	58,698
E26	EcoCabins Refurbishment	13,000	5,000	-	(16,000)	2,000
Z15	ZCB Research 15	18,909	12,442	(14,176)	-	17,175
Z16	ZCB Research 16	27,500	-	(359)	-	27,141
953	Footsteps to the Future	-	2,189	-	(2,189)	-
411	Renewing our Renewables	18,500	-	-	(18,500)	-
H05	Sponsor a Volunteer	1,000	1,000	-	(1,000)	1,000
E27	Reaching the Changemakers of the Future	9,800	-	(1,775)	-	8,025
965	Wildflower Meadow	-	-	(508)	-	(508)
H14	Woodland Volunteers	2,500	-	-	(2,500)	-
413	New Courses Appeal	-	(50)	-	-	(50)
414	Website Appeal	-	130	-	27,370	27,500
Z18	ZCB 2018	-	10,500	(448)	-	10,052
Z17	ZCB 2017	-	(25)	(147)	-	(172)
	<i>Total restricted funds</i>	202,996	122,711	(96,514)	(20,356)	208,837

## Annual Report and Financial Statements for the year ended 31 March 2018

### RESTRICTED FUNDS (continued)

Fund name	Purpose
Dan's House ZCB	To update and improve resources for teaching about climate change impact of homes and lifestyles
Woodland Management	To continue and develop sustainable woodland management work and education about this
Turner Donation : Railway	To repair and improve the CAT Cliff Railway
Zero Carbon Britain: Communications	To disseminate ZCB research and resources as widely as possible
Cobb Charity Trust	To support the work of CAT's Engagement Team
Zero Carbon Britain : Phase 4	To continue and develop the Zero Carbon Britain project, looking at how the UK can transition rapidly to a zero-carbon future
Energy Place 14	To buy equipment associated with undergraduate student placement focused on CAT's energy systems
Artist in Residence 15	Salary and expenses for CAT Artist in Residence
Patsy Wood	Towards the Head of School salary in the Graduate School of the Environment
T Howell Bursary	To fund educational visits to CAT by schools from six specific counties of North Wales
AF & FJ Trust Bursary	Bursary fund for GSE students
Face your Elephant	Joint project with de Montfort University and the Woodcraft Folk to offer climate change engagement at Festivals
Zero Carbon Futures	To develop new materials for teaching based on Zero Carbon Britain research for use by Engagement Team
Biomass Project	To install biomass boilers to heat the CAT site
Sir John Houghton Bursary Fund	Bursary fund for GSE students
EcoCabins Refurbishment	To improve the energy efficiency, comfort, educational value and state of repair of the Eco-cabins. Campaign targets were exceeded and following completion of the work, the remaining funds are being transferred to unrestricted funds.
ZCB Research 15	To continue and develop the Zero Carbon Britain project, looking at how the UK can transition rapidly to a zero-carbon future
ZCB Research 16	To continue and develop the Zero Carbon Britain project, looking at how the UK can transition rapidly to a zero-carbon future
Footsteps to the Future	To create a new interpreted trail (the Quarry Trail) and install appropriate interpretive signs
Renewing our Renewables	To update and improve renewable energy installations at the CAT site. The fund raising appeal in March 2016 was extremely successful and raised more than our £35,000 target. Now the work has been completed, the remaining funds have been moved to unrestricted funds.
Sponsor a Volunteer	To help defray expenses associated with volunteers
Reaching the Changemakers of the Future	To inspire children, adults and students to make sustainable changes to their lives and communities
Wildflower Meadow	To create a wildflower meadow at CAT and provide educational sessions for local schools related to this
Woodland Volunteers	To help defray expenses associated with volunteers working in CAT's woodlands
New Courses Appeal	To develop two new courses for the Graduate School of the Environment: MSc Sustainable Food and Natural Resources and MSc Energy Provision and Demand Management
Website Appeal	To develop CAT's new website
ZCB 2017 & 2018	To continue and develop the Zero Carbon Britain project, looking at how the UK can transition rapidly to a zero-carbon future

**Annual Report and Financial Statements for the year ended 31 March 2018**

c)	<b>UNRESTRICTED FUNDS: MOVEMENTS IN THE YEAR</b>	<b>Balance as at 1 April 2017</b>	<b>Incoming Resources</b>	<b>Resources expended</b>	<b>Transfers</b>	<b>Balance as at 31 March 2018</b>
		£	£	£	£	£
	Unrestricted general fund	1,181,605	2,847,171	(2,821,724)	20,356	1,227,408

The Charity has no designated funds.

**17 ANALYSIS OF ASSETS BETWEEN FUNDS**

Fund balances at 31 March 2018 are represented by:

	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Endowment funds</b>	<b>Total funds</b>
	£	£	£	£
Tangible fixed assets	3,078,643	-	-	3,078,643
Stocks	42,759	-	-	42,759
Debtors	16,568	-	-	16,568
Deposits and cash at bank	223,896	208,837	17,830	450,563
Creditors due within one year	(451,634)	-	-	(451,634)
Creditors greater than one year	(1,682,825)	-	-	(1,682,825)
Net assets at 31 March 2018	1,227,407	208,837	17,830	1,454,074

**18 OPERATING LEASE COMMITMENTS**

Annual commitments under operating leases are as follows:

	<b>2018</b>	<b>2017</b>
Expiry date:	£	£
Greater than five years	2,640	2,640

**19 CAPITAL COMMITMENTS**

The charity had no (2017: no) capital commitments.

**20 ULTIMATE CONTROLLING PARTY**

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