

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

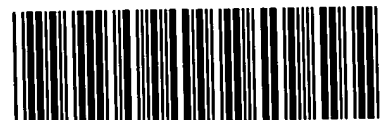
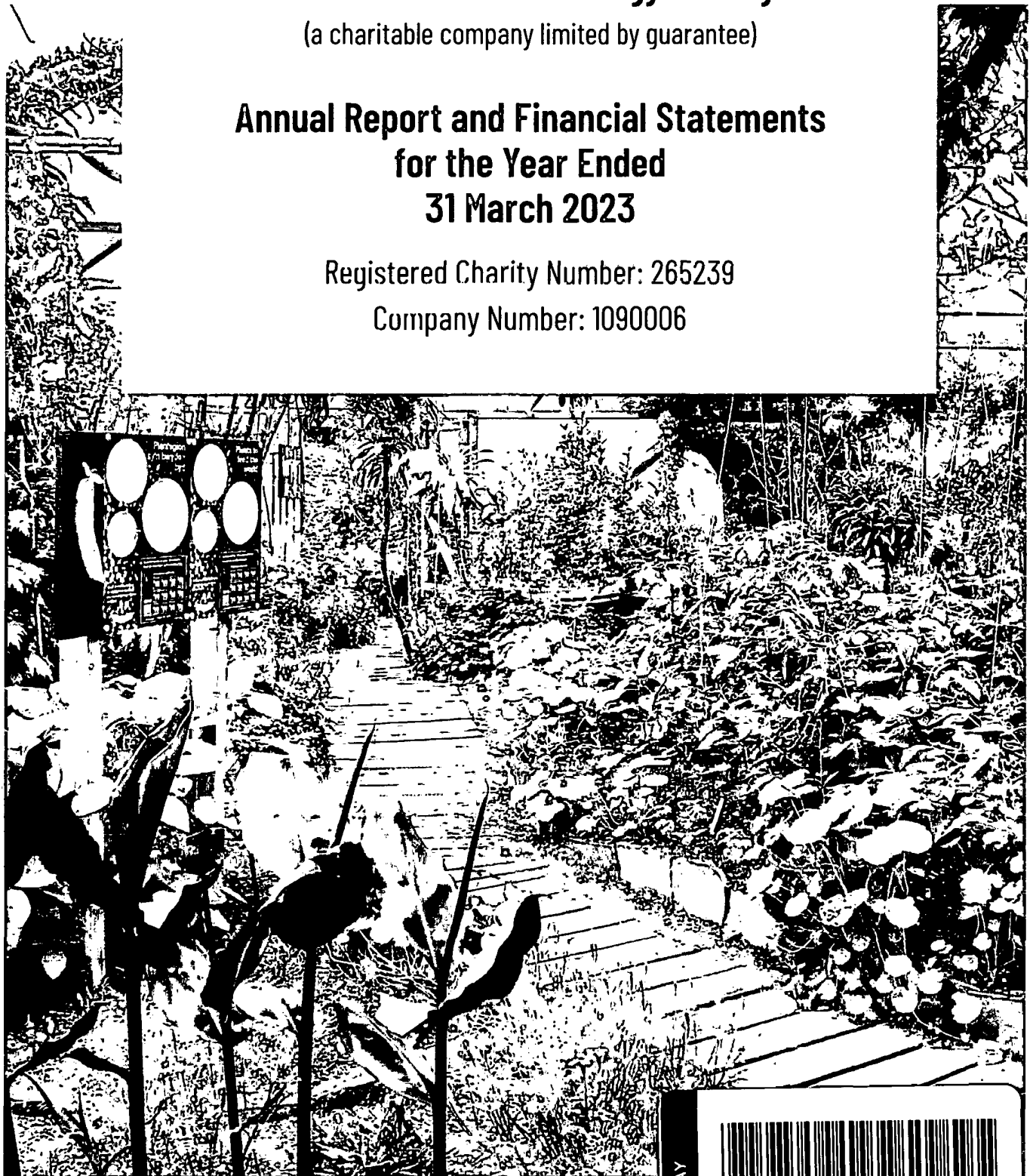
Annual Report and Financial Statements
for the year ended 31 March 2023

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.)

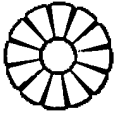
Meanwhile, CAT's Graduate School of the Environment had another 239 new students joining a CAT Masters degree in September 2022. We now have over 2,000 graduates working across a wide range of sectors, bringing deep expertise in ways of addressing the climate and nature crisis, from low impact construction 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

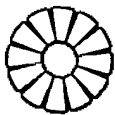
We offered this as a new course on our programme and developed and delivered bespoke training for two Housing Associations, Poplar HARCA and Torus.

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

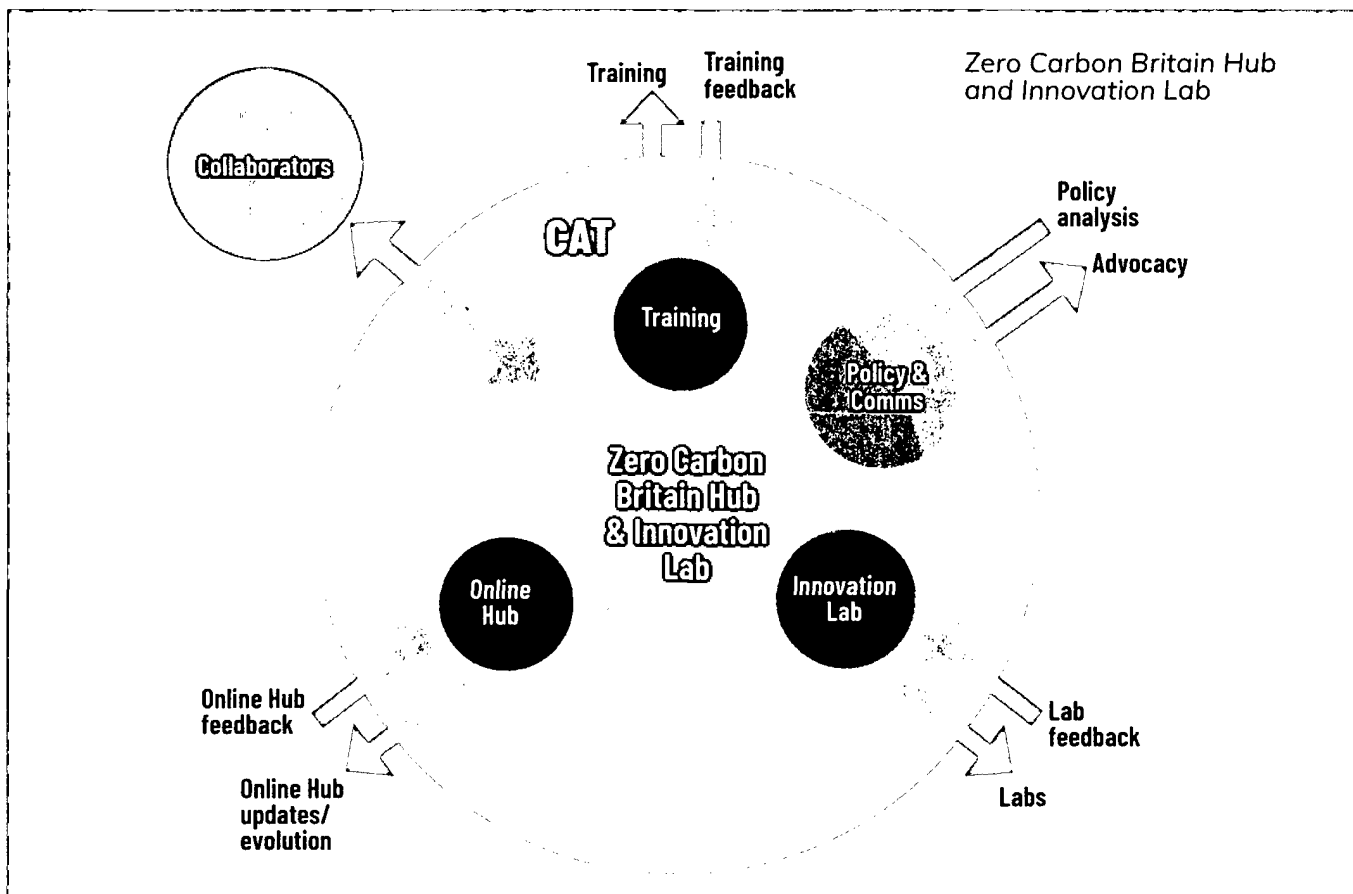
As part of the 'Leadership Essentials: Climate Emergency' programme, we delivered four lots of two-day training events, with carbon literacy content enriched and extended with workshops and external speakers. We then secured a contract to deliver eight additional two-day online training events, alongside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

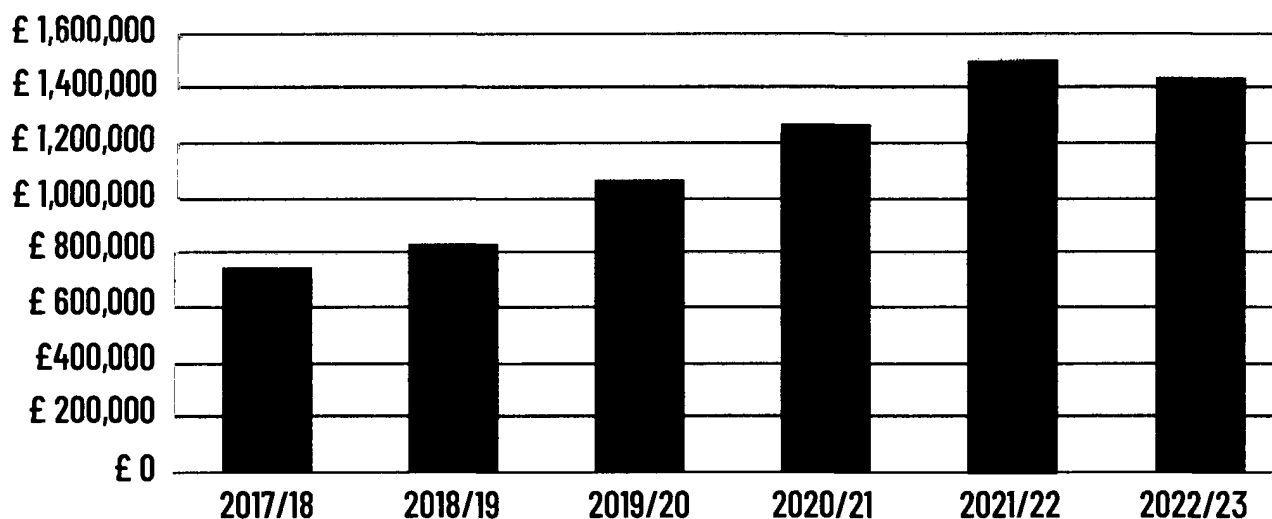
- Aberystwyth University Creative Exchange Group as part of the World we Want Hub
- Blueprint coalition
- Climate Cymru

- 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

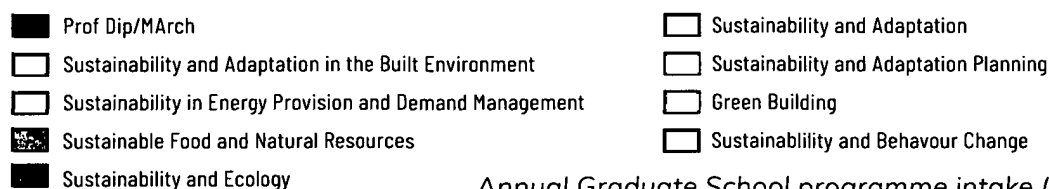
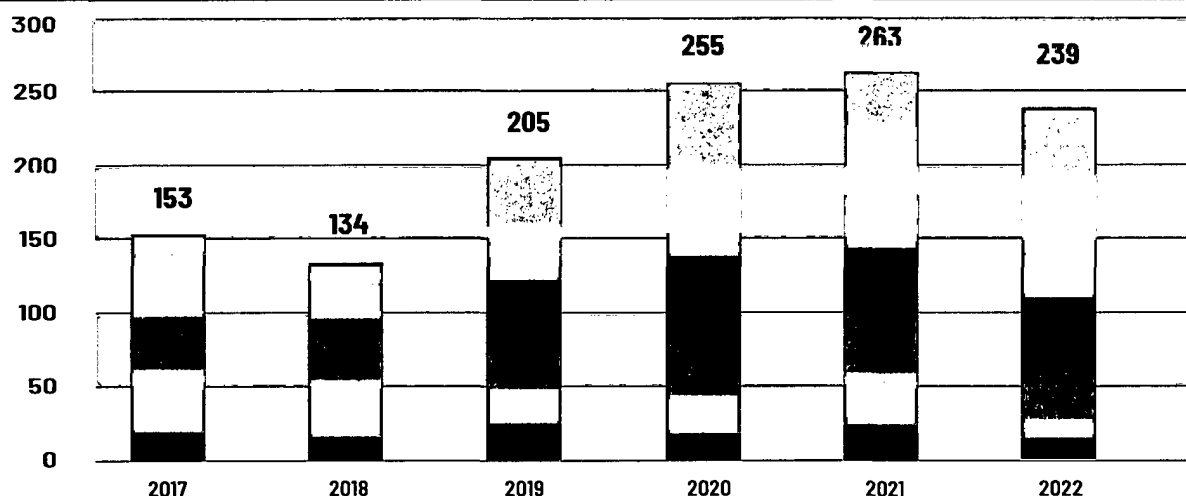
As the effects of the external COVID environment started to abate, 2022-23 saw CAT's Graduate School returning to site rather than relying on teaching purely by distance learning. This was a relief to both students and staff, although it was clear that some students still displayed some nervousness about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

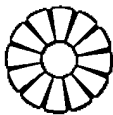
Alternative-Technology. This outcome provides confidence that the Graduate School's teaching, attention on academic quality and standards, and postgraduate qualifications are comparable to those available from any UK university.

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.

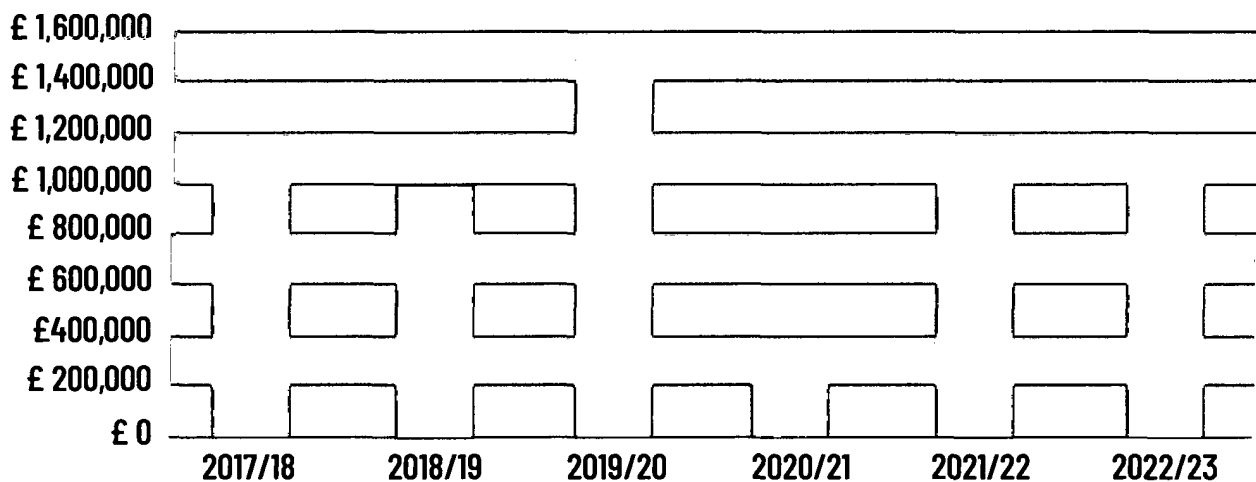
Upcoming shortly, in the 2023-24 academic year, HEFCW will be disbanded and incorporated into a new strategic authority for overseeing all aspects

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

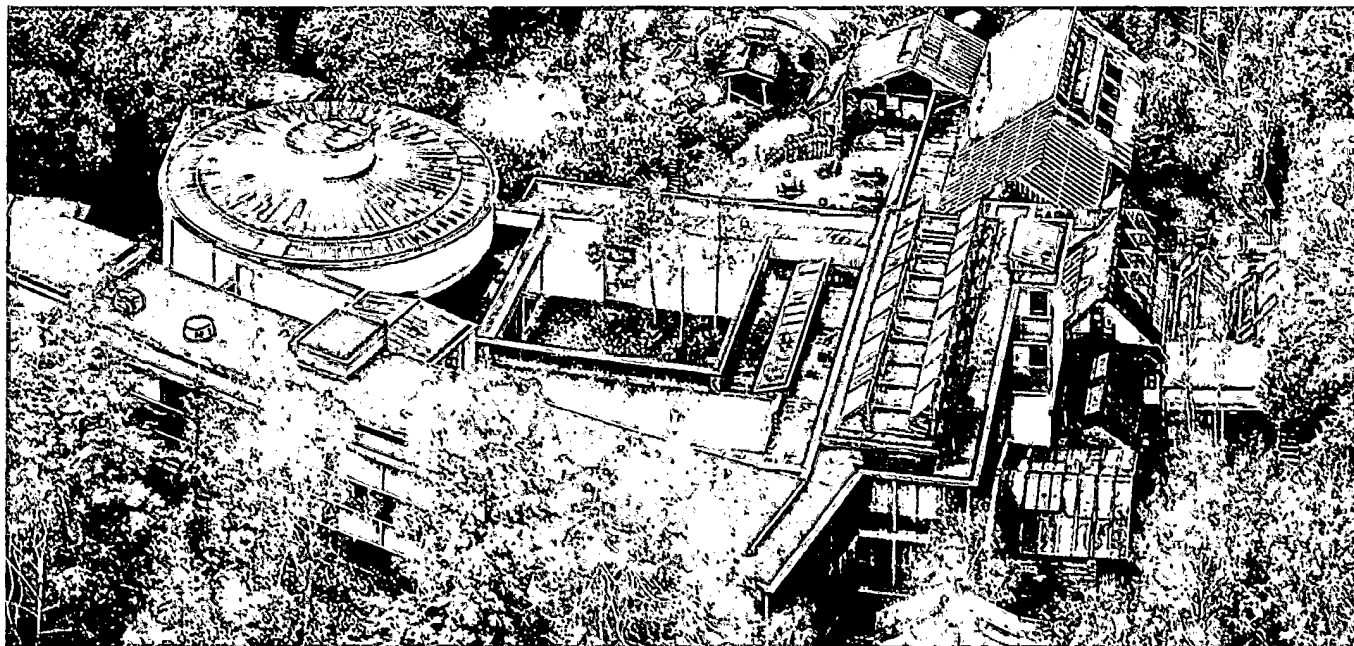
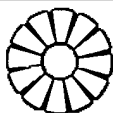
The site's biodiversity and lush gardens were the focus for much of the visitor engagement offer across the 2022-23 visitor season. Working together, the site engagement ranger team shared their knowledge and enthusiasm through activities such as pond dipping, pollinator surveys and bird call walks linked 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

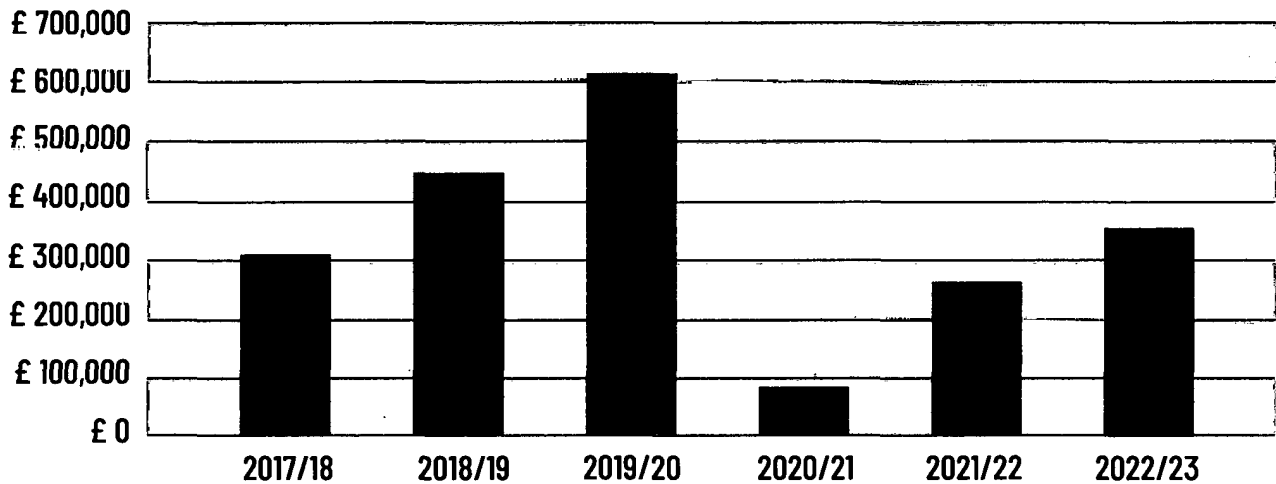
Fund. In collaboration with the Seven Wye Energy Agency, a short course 'masterclass' model was developed and trialled to deliver retrofit upskilling for people already working in construction related trades and professions in Powys. The course involved hands-on learning for the participants based around 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



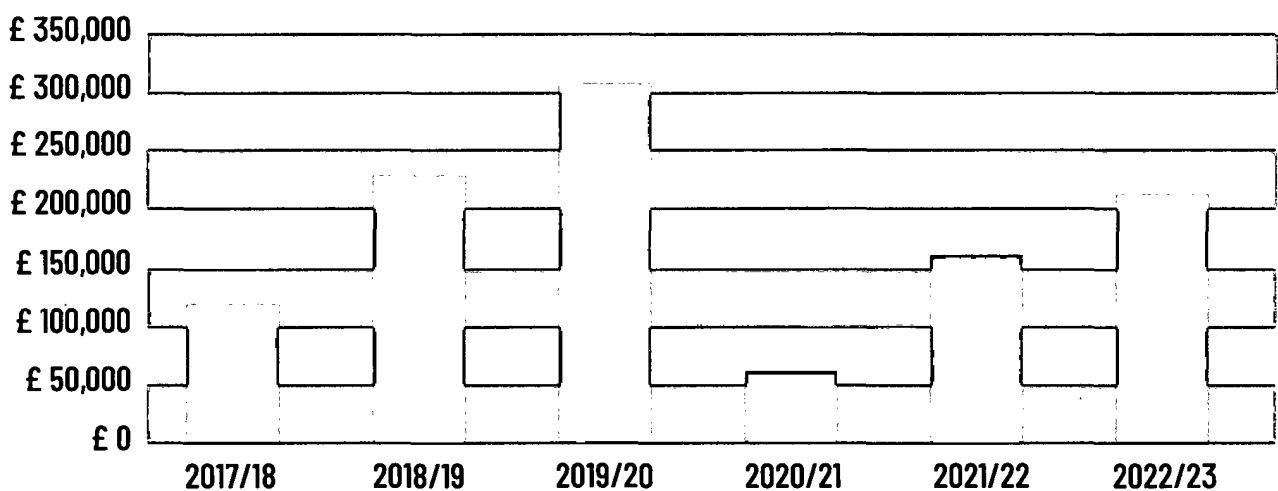
Annual Retail Income (Eco-store, Mail Order, Café and Bar)

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

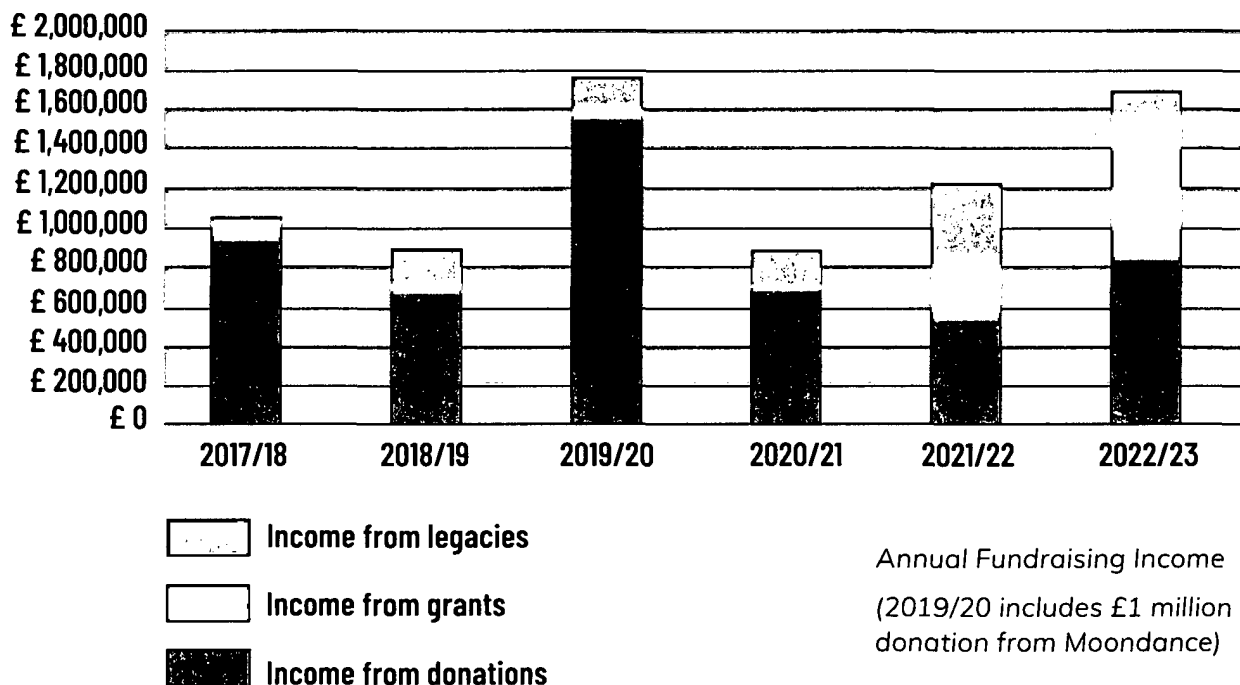
operator. Our lead operator provides technical expertise and ensures that operating procedures are being followed by all. Additional pre-season training has ensured the operation of the railway with very few faults.

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.

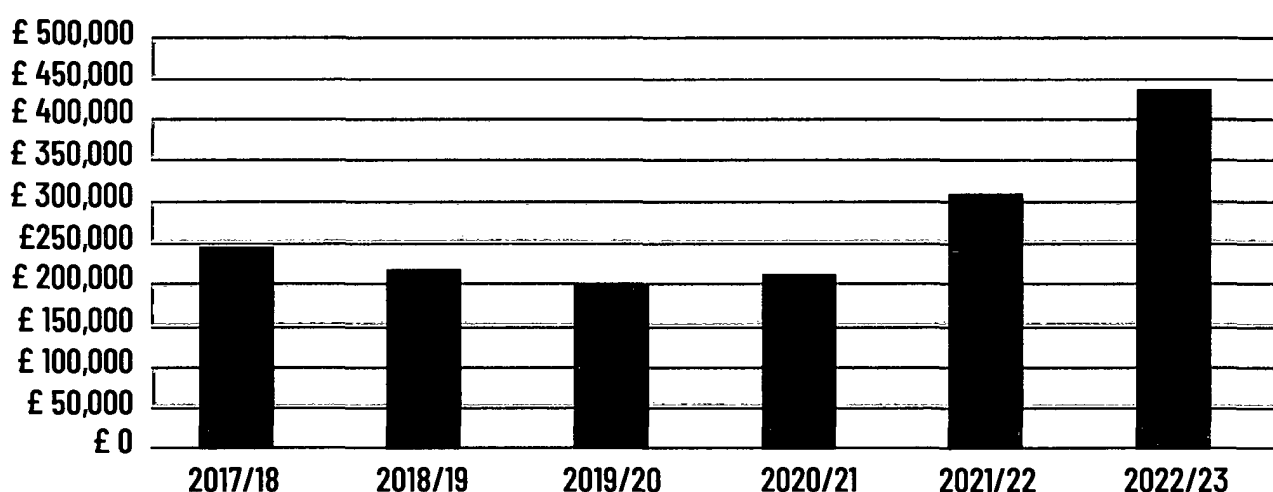
Statutory Funding:

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

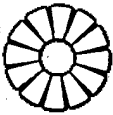
to the partner Severn Wye Energy Agency for their component. This enabled us to successfully navigate the first strategic gateway under the Mid-Wales Growth Deal. Although new statutory funding opportunities of £2.5m value were expected in 2022, these remained in the pipeline with delays in government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

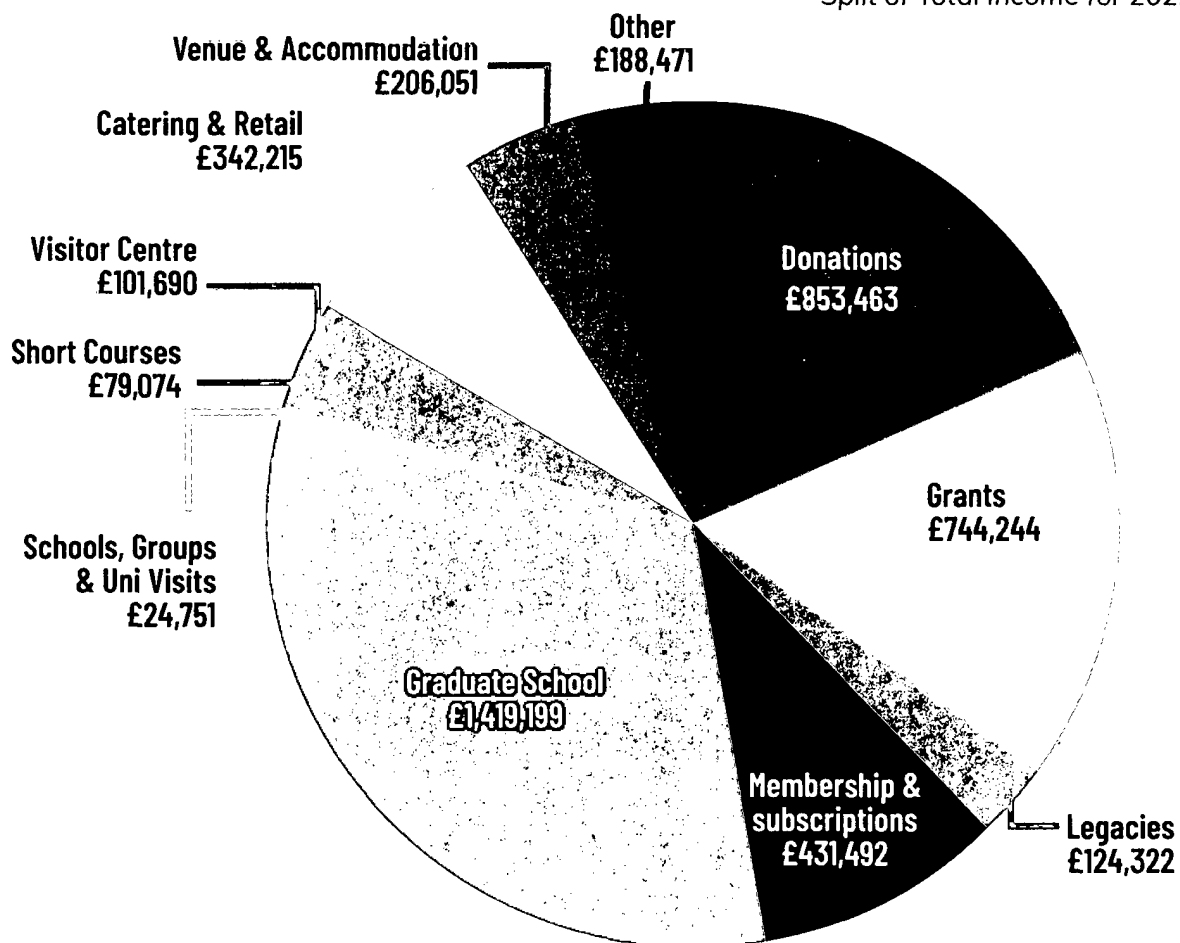
from Moondance for the ZCB Hub & Innovation Lab, £256,844 from the UK Community Renewal Fund and an anonymous donation of £125,000 towards the redevelopment of the site.

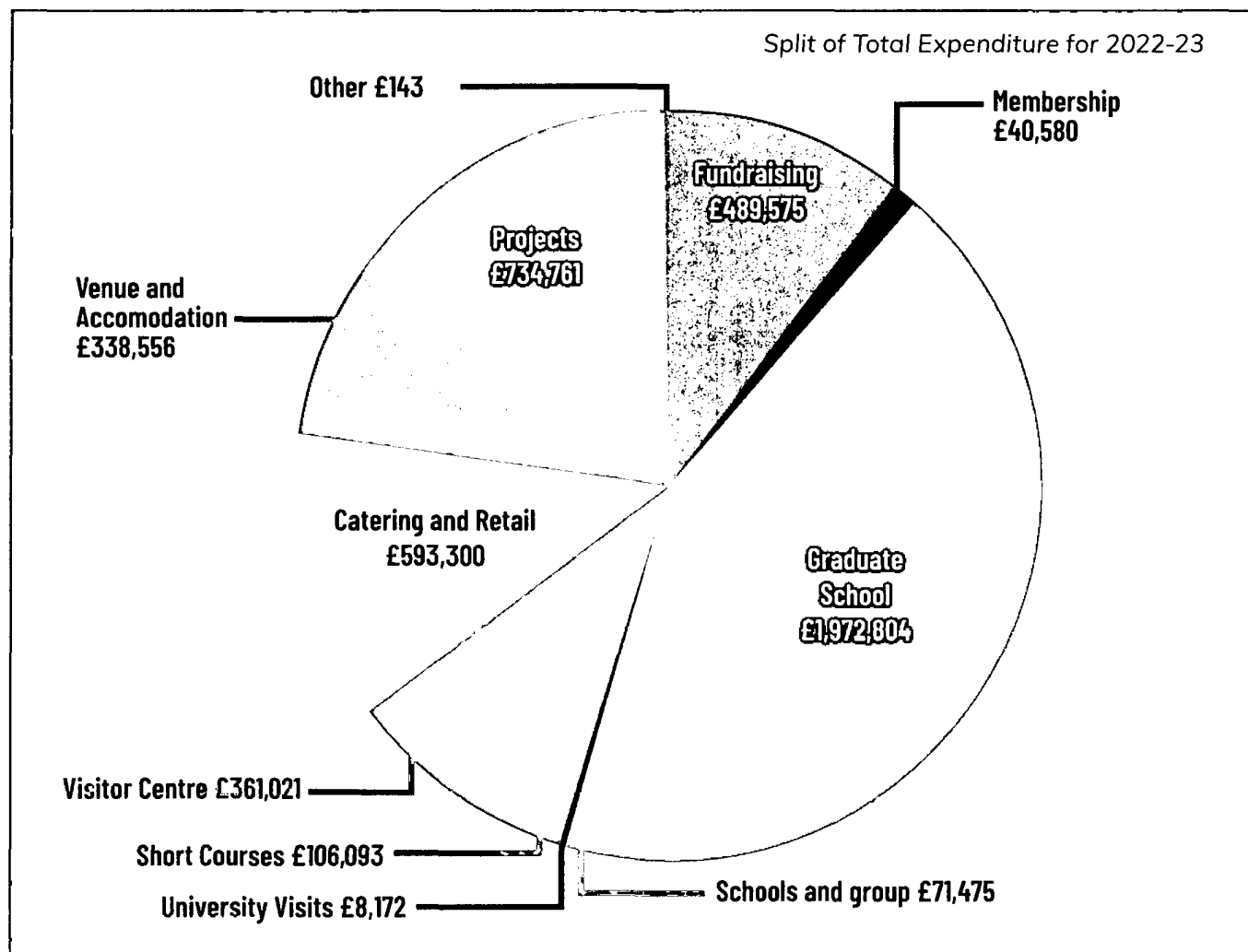
Due to the increase in restricted income, the level of unrestricted income as a percentage of total income fell to 79% compared to 89% in 2022.

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

Split of Total Income for 2022-23





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

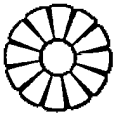
of the additional challenges we have faced during the year to March 2023. Our plans continue to be focussed on strengthening CAT's overall financial position and building free reserves.

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.

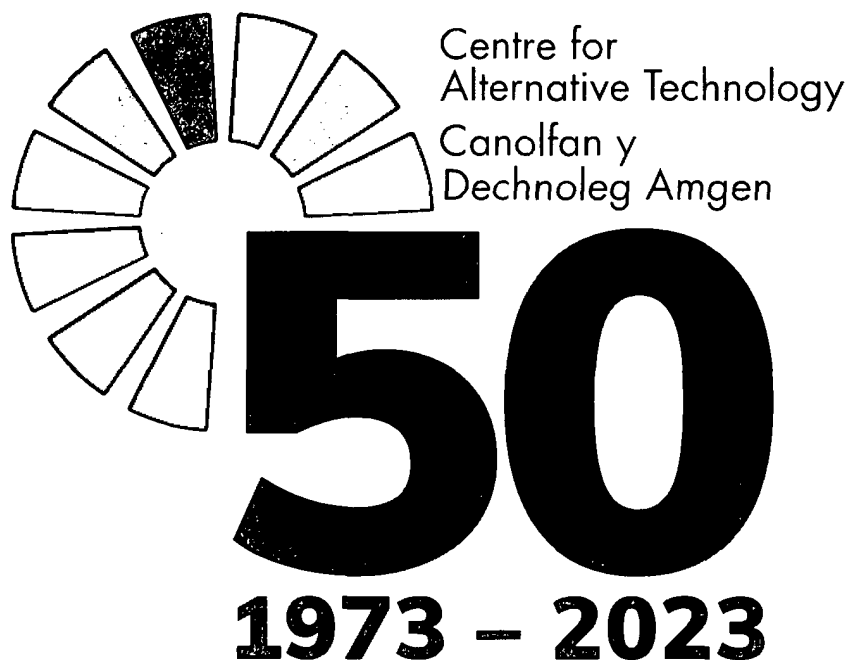
All trustees give their time freely and no Trustee received remuneration in the year. Details of trustees' expenses and related party transactions are disclosed in note 9 to the accounts.

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.

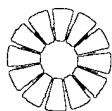
In due course, further pipeline funding from the National Lottery Climate Action Fund and other

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 :						
Donations and legacies:						
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
Charitable activities:						
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
Other income:						
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	75,404
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:				
Donations & Legacies:				
Donations	166,124	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
Income from charitable activities:				
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
Other Income:				
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	181,861
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	209,410
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	100,917	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	100,221	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	50,208
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	43,914	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		304,302		486,150
Tax and social security		40,065		33,541
Loans		54,724		63,536
Other creditors		163,373		170,115
Accruals		191,855		146,103
Deferred income		301,201		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)		(1,181,597)
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		1,310,931
	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.