



embercombe
change your world

Annual Report 2016–17
embercombe.org



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The Trustees are pleased to present their annual report and financial statements of the Trust for the year ended 31 March 2017. The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Trust's memorandum and Articles of Association, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), which was published on 16 July 2014.

About Embercombe

Our mission is to be a powerful and innovative catalyst for the emergence of leaders and change agents who will take courageous action for a just, peaceful, and sustainable world.

Embercombe was founded in 1999 by Mac Macartney, an international speaker, writer and change-maker, with a background in training and development. Mac's experience of being mentored by Native Americans informed the development of Embercombe, particularly the practice of the Children's Fire and walking the Twin Trail of inner work and outer action. Embercombe was born as a place to grow leaders, to offer us the opportunity to reconnect to who we really are and what the world needs from us, to develop ourselves as the courageous, resilient and connected caretakers of the future.

Reference and administrative details

Registered Company number 5943952
(England and Wales)

Registered Charity number 1116793

Registered office

Embercombe
Higher Ashton
Exeter
Devon
EX6 7QQ

Trustees

Charles Anderson Chair (appointed 23.09.2017)
Mac Macartney (Embercombe Founder)
Ruth Dobson Treasurer (appointed 23.09.2017)
Victoria Hands ex-Chair (resigned 23.09.2017)
Andrew Rose ex-Treasurer (resigned 23.09.2017)

Bank

The Co-operative Bank
Skelmersdale
WN8 6WT

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Our vision, mission and guiding principles

Our **vision** is for all of us to be living in
the world of our longing.

Our **mission** is to be a powerful and innovative
catalyst for the emergence of leaders and change
agents who will take courageous action for a just,
peaceful, and sustainable world.

Embercombe's five guiding principles

The Children's Fire

The Children's Fire is part of the Earth teachings of the elders of early America. Over time the elders came to understand that all human actions needed to reflect the balance and wisdom observed in nature. The Children's Fire is the heart of Embercombe, a reminder of the first promise: No law, no action of any kind, shall be taken that will harm the children seven generations hence.

The Twin Trail

By uncovering our true gifts, responsibilities and passions we are able to bring ourselves fully to the world, leading ourselves and others on a path of positive action. At Embercombe we invite people to follow the 'twin trail' of inner healing and spiritual deepening, with outer action to change the world.

Connection

Connection to nature, community and ourselves underpins everything we do at Embercombe. By connecting to the very essence of what it means to be human, we will be more effective communicators and leaders for change.

Sustainability

Living and working sustainably is at our essence. On the Embercombe land we grow much of our own biodynamic food, managing our waste using compost loos and supporting our electricity use with solar power. We continually strive to become more sustainable and every year brings new ideas and progress.

Community

We seek to build a community where we live and work in an authentic and courageous way with each other. Our community is formed of our on-site volunteers, assistants and staff, facilitators and trustees, as well as those near and far beyond the Embercombe gates interested in our work, with whom we engage directly or indirectly.

Report from the chair of the trustees



The turbulence of events currently playing out in the world, frequently with huge negative impacts on individuals, societies and our planet, are a constant reminder of the rationale for Embercombe's existence and of the relevance of our mission.

Embercombe is proud that more people than ever – people of all ages, genders, race and educational background – have embarked upon transformative journeys on our residential leadership programmes as well as within their own homes and hearts; journeys that inspire them to take action to create the world of our longing, a world that is demonstratively more just, peaceful and sustainable.

Our programmes seek to offer a space for participants to reconnect to a deeper sense of self as a member of the human and natural worlds, to rediscover their passion, purpose and gifts and to develop the resilience to live a life of daring, courage and imagination – in short, for individuals to lead from their fullest potential.

I'm delighted therefore to report on the significant progress that has been made since our last report to strengthen the basis from which Embercombe brings its unique impact to the world.

As at the date of this report our financial resilience has been improved by the sale of non-core assets allowing for the settlement of a long-standing legal dispute and for financial reserves to be rebuilt. Additionally improvements have been made to the systems and processes that impact on health and safety, compliance and risk management. Our core programme offering is being refined to be fully aligned with our mission and we are now making good progress in establishing a sustainable operating model.

It would not be possible to deliver to our mission without the vision, passion and dedication of the community at Embercombe and the support of a wide stakeholder base committed to our success. I wish to thank all of those involved in supporting Embercombe for their hard work and dedication. I am confident that Embercombe can strengthen its presence in the world and look forward to participating in the process that will bring it about.

Charles Anderson

Mr Charles Anderson

Giving thanks

During the financial year 2016 to 2017, Embercombe received grants for its charitable work, which it would like to acknowledge and thank the funders for their generous support. These are:

The Rank Foundation provided a core-funding award of £35,000 from its main grants programme to fund the salary of Embercombe's leadership position (Director). This donation is part of a three-year grant to support Embercombe to complete its development into a robust and financially sustainable organisation with increased impact in three key areas by 2019.

The Northbrook Community Trust is the core funder for the Embercombe TRIBE programme since 2013 and gave £10,000 during the 2016/17 financial year. TRIBE is a partnership programme between South Dartmoor Community College (SDCC) and Embercombe. Those who benefit are 11–14 year olds who currently attend SDCC. TRIBE is a blended life learning and literacy programme delivered via SDCC literacy and outdoor sessions, with residential camps at Embercombe to improve life skills, well-being, emotional literacy and increased motivation in literacy learning.

The Big Lottery awarded a grant of £10,000 for the Awards for All programme – a transformational

education residential, bringing together three masters in the crafts of felting, basket making and clay to pot for a five day residential session, alongside opportunities for nature connection and transformational learning theory and experience. Participants have gained the skills to deliver at least two basics and one more in-depth workshop in rural craft.

The Rank Foundation's Time to Shine grants programme, with the purpose to enable people with skills and talent to earn a living wage, gave £11,597 during this financial year for a woodland and land internship at Embercombe. In 2017 this will strengthen our capacity to create accessible spaces to and sustainability of Embercombe's 20-acre woodland through identifying potential projects in alignment with Embercombe's values.

Catalyst Bursaries: a total of 67 donors gave collectively £5,374 towards sponsoring young people to do the Catalyst. Donations ranged from the smallest at £1.77 to the largest of £2,500 given by the Greaves family.

"The experience was on so many levels one of utter transformation that it surpasses words."

Mark Thompson – Leadership Consultant

Our core leadership programmes

The Journey: Our flagship residential programme in authentic leadership for adults, based around a reconnection to and rediscovery of that which you love, your gifts and your responsibilities. Kindling the fire within so that you feel able to take action to nurture and protect that which you care for.

"As a result of the program, I am clearer about what I want to bring to the world, and I am completely inspired by how the program is curated and delivered – all of which I can translate into my work life and what I am able to offer to changes in the world." J, 2016

The Descent: Our residential programme for Journey alumni. The Descent is a plunge into the mysterious wild, a journey into the dream-world and an opportunity to walk ancient paths that reach inwards and outwards.

"A deeper connection with nature led to a deeper connection with myself which has brought more peace – a deep internal embodied realisation that I and the earth are one. What we do to her we do to ourselves. I am now more mindful of my consuming habits and their impact on the earth and have a general sense of increased well being as a result of this." MD, 2016

Catalyst: Our residential programme in authentic leadership for those aged 18–25 years who are seeking an experience of community, connection and learning and how to meet uncertainty with creativity and resilience.

"Gave me a self-belief that encouraged me to pursue my ambitions with a strongly renewed sense of focus, conviction and positive energy. Since my course I have been selected to represent Bristol in a national poetry slam,

developed the courage to start performing my music on the street, and joined an organisation teaching music workshops to teenagers." J, 2016

Speaking Out: A dynamic, engaging two-day public speaking programme with a difference!

This programme is for those people who wish to communicate with impact and authenticity and who wish to handle the issues that hold them back from doing so.

"I now have a sense of being able to integrate my business self with my nature loving inner self, and feel stronger in my ability to tell stories." DE, 2016

"I no longer hate my voice, or my delivery of words, and have learned a much deeper level of self-love." CN, 2016

SOLD OUT
in 2016

Five
5-day courses
with 140
participants

Two
2-day courses
with 32
participants

Three
5-day courses
with 90
participants

70%
increase
over 2015



Young people

Grow the Grown Ups:

A self-development programme for adults with young children, where parenting is the focus and stimulus for growing internally while you support your child.

**SOLD
OUT**
in 2016

Experience Weekends:

An opportunity to come and volunteer your enthusiasm and a willing pair of hands, to help in both seasonal and on-going work at Embercombe.

320
people
joined us in
2016/17

Assistantship and

Volunteering: Living on-site, the assistants and volunteers scheme offers a wonderful opportunity to live, work and play as part of a larger community of people, with a dual focus of developing inner leadership while providing service to Embercombe (see page 14 for more info).

50+
assistants and
volunteers

Examples of Partnership Programmes:

- Natural Beekeeping
- Men's Nation
- Inner Rehabilitation

LEAP: A transformative residential school programme for ages 14–18, which aims to inspire and empower young people, connecting them to a world where they feel able to make positive change.

TRIBE: A hands-on, experiential, outdoor-learning residential for young people aged 11–14 years from South Dartmoor Community College, to raise their ability levels to use literacy across all areas of learning.

LIFEbeat: A residential programme for disadvantaged young people aged 14–18 years old, to improve their emotional wellbeing – giving them the skills and inspiration to overcome the challenges they face and to lead confident lives.

Natural Learning: groups for families whose children learn in the world, honouring all children's right to learn and grow in a way that best supports their development (sometimes called home education).

Patrick Mwenda, the Officer in Charge in Kenya's maximum security prison and who trained at Embercombe describes the project as "a force to be reckoned with". Governor Mwenda has recently been awarded an international prize as the best governor in the world.

36 organisations chose to hire out our facilities, including Dark Mountain, The African Prisons project and Futerra:

"What a great hosting you gave our gathering. It certainly would not have been the same without you, your great team, delicious food, the land that welcomed us and the spirit of the place. Thank you from the depth of our hearts." **Dark Mountain, 2016**

"The connection with the land at Embercombe deepens the work I can do with the group. Spending time alone in nature offers invaluable time to reflect on themselves and their life. Embercombe offers an opportunity to feel part of the community. This is something that the group cherished." **The African Prisons Project, 2016**

"You guys were AMAZING! People haven't stopped buzzing here... We are very grateful." **Ed Gillespie, Co-founder, Futerra**

What we achieved in 2016/17

During the 12 months, over 3,000 people participated in our programmes and events, with almost 2,000 joining us as participants on our wide selection of leadership, community and partnership programmes. The take-up of our core leadership programmes continued to increase, with the overall numbers of paying participants increasing by 10% on the former year to almost 300. And we continued to receive very positive feedback from course participants:

"I spoke on BBC Radio 4's 'Costing the Earth' last week and thanks to Embercombe's Speaking Out workshop I feel I spoke with clarity, strength and from my deepest values."
Claudi Williams

We brought in a range of experience and knowledge into the organisation that enabled us to improve our programme, operational and financial management, laying the groundwork for a Embercombe to 'walk its talk' as a sustainable social enterprise. This included

recruiting a new Director and a senior management team with a range of skills and experience required to take the organisation forward, while upgrading our on-site facilities and raising our standards of compliance and professionalism.

We began working with new and existing facilitators and partners to develop our plans for exciting new programmes, while implementing changes based on customer feedback to further enhance the experience for our programme participants.

We refreshed our website to make it clearer, more accessible and user-friendly. And re-launched our social media presence to make it more interesting, shareable and consistent, resulting in a 19% increase in the number of likes of our Facebook page (up to 5,695). On average our Facebook posts were seen by 1,175 more people than in 2015/16, an increase of 317%.

During 2016/17, we developed plans to make the most of the Linhay – a beautiful building

and an outstanding, timber-framed, handcrafted space for events and programmes. Through this and other work we expanded our business development and partnerships, hiring out our spaces, including the Linhay, to 36 organisations.

We reviewed and made changes to the assistant and volunteer on-site programmes, with a view to creating a fulfilling experience for the individuals and group, while enabling them to fully support Embercombe's residential programmes.

"This is the single most profound opportunity for growth I have ever encountered." Josh

We initiated new fundraising and marketing plans, as well as selling some of Embercombe's property portfolio, with the aim of raising funds, enhancing our financial stability and setting a strong financial foundation for Embercombe's future.



Embercombe's year



3,000 participants
in our **programmes**
and **events**



39,000

hours volunteered
in 2016–17



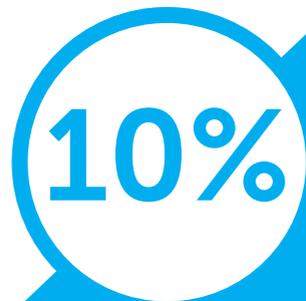
People visited
Embercombe on our
'Apple, Pumpkin and
Pizza' Open Day



+10%

increase in
like-for-like
donations

Increase in number
of Embercombe
Facebook page likes



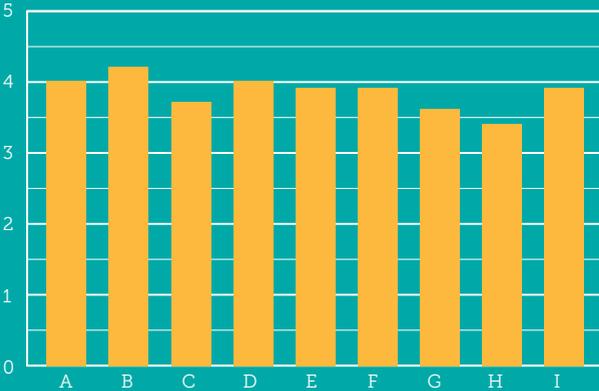
The increase
in the number
of **paying**
participants
on our core
programmes

Making a difference in the world – our impact

Changes made as a direct result of participating in Embercombe’s programmes:

How much did the programmes you attended enhance the following?

Scale: 0 very little – 5 very much



- A Relationship with nature?
- B Self-belief in capacity to make change, lead?
- C Your ability to communicate?
- D Your sense of wellbeing and happiness?
- E Your sense of resilience?
- F Your creativity and a creative approach to life?
- G Your ability to network with others?
- H Your ability to initiate and collaborate on new projects?
- I Your ability to get through and overcome difficulties?

% of participants who stated that the following elements had a lasting impact on their life



- A Nature
- B Community
- C Learning new skills and models
- D Breathwork
- E Ritual
- F Making a pledge
- G Bodywork
- H Food



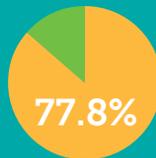
Would you recommend the programme you attended to your friends?



The Journey feedback form: 85.7% fully met their objectives.



The Catalyst feedback form: 100% fully met their objectives.

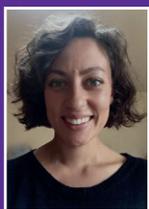


The Descent feedback form: 77.8% fully met their objectives.



Have you recommended the programme you attended to someone else?

Young people facilitating change in their worlds



Tove Eriksson, creator of Holding Space, Making Change the July 2016 facilitation training for Catalyst alumni

I started at Embercombe in July 2014, when I arrived in the valley from the Glastonbury Festival.

I was 24, having studied for three years at university and after two years in the 'real' world but was feeling slightly lost.

One week after arriving and a Catalyst course under my belt, I made some key decisions in life. I felt overjoyed by spending time with the group and was inspired by Ben and Kanada's facilitation, something I have later come to describe as a little bit of magic in our otherwise not so magical world.

As I was growing, I was also frustrated at the lack of space to really go into what was happening. How can I manage triggers coming up for me when conflicts arise in groups? How can I learn more about being present with groups and sharing tools with others? Why does this work

matter? Perhaps a better way for frustrated is to say that I was hungry for more. This energy and the accumulation of my questions led to the creation of the Facilitator's Path: Holding Space, Making Change in July 2016.

Eleven Catalyst alumni (young people who have previously done the course) joined on a journey to deepen the strands of the Catalyst, in other words: Nature connection, creative facilitation and peer-to-peer mentoring. My aim with the training was to create a supportive and safe environment where Catalyst alumni could grow.

The Facilitator's Path: Holding Space, Making Change is an exciting addition to the Catalyst Course – which can't help but create action and life wherever it moves. It has been shown through alumni events after the training and comments from participants, that spaces such as this training play a big role in strengthening the community of people that works hard for a better world for all that live in it. For Tove's full blog see: <https://embercombe.org/the-facilitators-path/>

Our assistant and volunteer programmes

Our residential assistant and volunteer programmes are an exciting and inspiring opportunity to support Embercombe in its work to fulfil its purpose.

Our team of assistants and volunteers is essential to the day-to-day operational delivery necessary to support our work. While this means working hard as part of a team, it is also a great opportunity to live, work and play in a larger community of people – assistants, staff, volunteers, visitors and participants on our programmes, – who seek to practice authentic relationships and develop their own capacity to lead in creating a better world.

Our residential assistants and volunteers come from a diverse range of backgrounds, with each group being comprised of a range of nationalities, ages and gender identities.

“One of the key benefits to being an assistant at Embercombe is the experience of contributing to a pioneering social-enterprise that is at the centre of an emerging future and sending ripples out into the world.” Cindy Wansbury, 2016–2017 assistant

We want to thank all of those who have taken part in our volunteering (3–4 months) and

assistantship (10–12 months) programmes. We recognise the contribution, the commitment and the dedication that people make to commit significant periods of time to support Embercombe and we aim to make their experience fulfilling, memorable and transformative.

Antoine Quereilhac, volunteer (with the guitar) 2017

I was a 3-month volunteer in Spring 2017. I very much enjoyed the experience as I met so many lovely and interesting people: the volunteers, the managers and the people from the programmes. I really enjoyed this experience as I learned so many things about myself and about what I really want to do in my life in the future. I particularly enjoyed sharing with others – learning from them and sharing what I knew – and especially learning how to work with the land. A highlight for me was having the opportunity to share that opportunity and learning with young people.

Did you know?

27% of our volunteers in 2016–17 came from outside the UK





Financial information

Financial review

Results for the Year

Income from charitable activities, comprising the programmes which Embercombe runs for its various beneficiary groups, amounted to £362,663, an increase of 5% over the previous year (£344,475). This was supplemented by income from donations of £204,343. The prior year figure for donations of £1,088,210, incorporated a £901,985 credit acknowledging the gift of the Linhay upon its completion to Embercombe. Excluding this gift, donations in 2015/16 would have been £186,225, so on a like-for-like basis donations increased by 10% in 2016/17.

Expenditure on charitable activities was £591,573 compared with £641,685 in the previous year. However, the prior year figure included a charge of £140,000 arising from the settlement of the dispute with Embercombe Building Company ("EBC") in relation to the Linhay. Net of this item underlying expenditure on charitable activities in 2015/16 was £501,685, so on a like-for-like basis such expenditure rose 18% in 2016/17. The main cause of this increase was a 61% rise in salary costs (including social security and pension contributions) to £208,695 owing to the recruitment of a management team. Underlying direct expenditure on charitable activities was flat at £280,627. Professional fees continued to be higher than normal (£30,441 vs. £27,777 in 2015/16) owing primarily to legal fees connected with the Linhay contractual dispute. No expenditure was devoted to raising funds.

The result was a net deficit for the year of £24,548, compared with net income in 2015/16 of £791,300. However less the Linhay credit and the EBC settlement from the 2015/16 figure, the net income is £29,315. The difference between the two years' results is less than the increase in the salary costs year-on-year.

Net incoming cash flow over the year was £28,566, resulting in year-end cash balances of £142,378.

The year-end balance sheet shows net current liabilities of £53,645 but these include the provision for the final part of the EBC settlement of £118,000, which was paid at the end of June 2017. The charity also had a short term loan of £30,000 at year-end, which has since been repaid. There are no creditors falling due after one year.

EBC Settlement

In March 2016 Embercombe Building Company ("EBC"), the constructors of the Linhay, served a claim in the Bristol division of the High Court for payment by Embercombe of £357,911 pursuant to a disputed interim payment notice. The dispute was settled out of court in August 2016 by Embercombe's agreement to a final settlement amount of £140,000 plus VAT, payable 30 June 2017.

Sale of Cottages

In order to finance the final EBC payment and to provide operating funds for future development work on the Embercombe site, it was decided to sell the two cottages comprising part of the Embercombe estate. An open market auction process was followed resulting in the cottages being sold. Completion of both sales occurred in July 2017.

Further details are contained in note 20 to the Financial Statements.

Reserves

The Charity's reserves position at year-end was as follows:

Year ended 31st March

Reserves	At 31 March 2017	At 31 March 2016
Unrestricted Funds – Reserves	(78,925)	(71,768)
Fixed Assets	1,188,811	1,208,090
Restricted Funds	25,290	18,340
Endowment Funds (i)	1,117,467	1,122,529
Total Funds	2,252,643	2,277,191
Annual operating expenditure (Excludes EBC settlement liability)	578,229	470,865
Ratio of reserves to annual operating expenditure	n/a	n/a

(i) *Endowment Funds* – The endowment fund represents the gift of the freehold property to the charity together with expenditure by the previous trust on the property at Embercombe, prior to the company being formed.

Owing to the short-term payable of £118,000 to EBC for the settlement of the Linhay dispute reserves at 31 March 2017 were negative. For better comparison purposes the reserves of the prior year have been restated to recognise the provision of £140,000 made as at 31 March 2016 towards this settlement, resulting in the reserves at that date also becoming negative. Whilst until 2016 reserves had been positive, the level was below the level the Trustees see as desirable. The reason for the original depletion of reserves was the excess expenditure on the Linhay in 2014 and 2015, over and above the funding provided by Viridor for the build.

The Board has over the last year reviewed the reserves position and the cash flow forecasts for the business at every meeting. It actioned the sale of the cottages in order to fund the EBC final settlement and to rebuild the Charity's reserves position. With the cottage sales now completed, the reserves ratio at the end of the current year 2017/18 will cover the target of at least six months of future operating costs.

Principal Risks & Uncertainties

As at the year-end the principal risk facing the Charity was that it might not be able to meet the 30

June deadline for payment of the final instalment of the EBC settlement. In the event the sale of both cottages was sufficiently far advanced for a bridging loan to be arranged to fund the payment.

The principal tasks regarding risk currently facing the Charity are (i) development of a more comprehensive Risk Register, (ii) making further progress regarding health and safety standards and (iii) recruitment of new trustees.

Structure, Governance and Management

The objects of the company are to promote all purposes which are charitable under the laws of England and Wales.

Governing Document

Embercombe is a charitable company limited by guarantee incorporated under the Companies Acts and is governed in accordance with the Memorandum and Articles of Association dated 22 September 2006.

Public Benefit Obligation

Embercombe meets its public benefit obligation by providing leadership programmes to adults and young persons to enable them to find their inner resources and strength to become catalysts

in bringing about a just, peaceful and sustainable world. Embercombe welcomes participants from all backgrounds and does not discriminate on the basis of age, gender, race, religion, political persuasion or on any other basis. The Trustees consider that any personal benefit received by individuals attending its programmes is incidental to the Charity's broader goal of bring about a just, peaceful and sustainable world. In making this statement the Trustees have had regard to the Charity Commission's guidance on public benefit.

The Board of Trustees

Trustees are appointed following: An interview process with the Chair of Trustees and at least one other Trustee; reference and CV checks; attendance as an observer at least one Trustee Board meeting. Trustees are selected to fill specific skills needs on the Board, to ensure diversity is maintained and for the ability to contribute time and energy in service of Embercombe's mission.

Trustees are issued with the Charities Commission guidelines "The Essential Trustee".

One new Trustee, Charles Anderson joined the Board during the year: Sue Holland provided additional professional support and advice to the Board as an Associate Trustee. Associate Trustees are involved in Board discussions, bringing additional professional expertise when required, but do not have voting rights. Post Sue Holland's retirement the position of Associate Trustee will no longer be offered.

Post Year-End Board Changes

In June and July 2017 respectively Andrew Rose and Victoria Hands gave their notice of resignation as Trustees effective 23 September 2017 and Sue Holland also notified the Board of her intention to step down as Associate Trustee.

Ruth Dobson was appointed as a Trustee and Treasurer on 23rd September 2017.

Charles Anderson was appointed Chair on 23rd September 2017

Organisational Structure

During the year to 31 March 2017 the Charity was run by a Managing Director, reporting to the Board of Trustees, and a senior management team

("SMT") reporting to the Managing Director. This team was recruited during the first quarter of the year and took up their posts primarily in August and September 2016.

Internal Control & Risk Management

The Trustees acknowledge overall responsibility for Embercombe's internal controls and risk management. The annual budget, prepared by the Managing Director, is approved by the Trustees after detailed scrutiny. The financial reporting system compares income and expenditure against budget on a monthly basis. A three year forward cash-flow forecasting model is used to assist effective management of financial resources.

The various risks facing the Charity and their means of mitigation are recorded in a Risk Register which is updated before every Board meeting and reviewed by the Trustees at that meeting. A discussion of the principal risks as at the end of the financial year is contained in the Financial Review section.

Management, Staff and Volunteers

The work of running Embercombe includes programme leadership and delivery, marketing, finance and administration, site maintenance and housekeeping, volunteer management, partnership development, fundraising, land management, growing food, and building projects. We have a small team of paid staff and a larger team of volunteers (up to 30 resident on site or visiting on a daily basis at any one time) that make up our workforce.

A new Managing Director, in role from May 2016, recruited a management team responsible for programme delivery, marketing, fundraising, site and operations and finance. At the end of the financial year 2016/17 the management personnel of the Charity were:

Glyn Bottrell – Managing Director
Nick Ilston – Site Development & Operations
Alex Moseley – Marketing Manager
Caroline Burkie – Business & Development Manager
Clare Mann – Finance & HR

Post year-end management changes

In July 2017 redundancy notices were served on Messers Bottrell, Ilston, Moseley and Ms Burkie following a decision by the Trustees to reduce overheads and seek an alternative organisational structure. Ms Helen Gibbons was appointed as Sustainability Director on a 6-month service contract, open to renewal, based on review.

Pay Policy

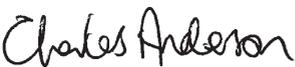
The Board is responsible for setting remuneration policy for the Managing Director. It agrees the appointment of the Managing Director and his remuneration, as well as the budget within which the Managing Director can negotiate staff salaries. Final approval of the overall cost of salaries is given by the Board.

The Board pays close attention to remuneration levels in the sector in determining remuneration packages. Basic salaries are set having regard to responsibilities, pay levels for comparable positions and available resources.

Small Company Provisions

This report has been prepared in accordance with the small companies' regime under the Companies Act 2006.

Approved by the Board and signed on its behalf by:



Charles Anderson – Chair of Trustees

16th October 2017

Date

Trustees Responsibilities

Charity Law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company for that period. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;

- make judgements that are reasonable and prudent;
- state whether the policies adopted are in accordance with the appropriate SORP on Accounting by Charities and the Accounting Regulations and with applicable accounting standards, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue its operations.

The Trustees are responsible for ensuring the maintenance of proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with applicable law. They are also responsible for safeguarding the assets of the charitable company and hence for ensuring that reasonable steps are taken for the prevention and detection of fraud or other irregularities.

Embercombe selects and appoints trustees in line with current Charities Commission guidelines seeking to balance the expertise and professional experience of Board members.

In so far as the Trustees are aware:

- There is no relevant accounting information of which the company's independent examiner is unaware;
- The Trustees have taken all steps that they can reasonably be expected to have taken to make themselves aware of any relevant accounts information and to establish that the independent examiner is aware of that information.



Charles Anderson – Chair of Trustees

16th October 2017

Date

Independent examiners' report to the Trustees of Embercombe

I report on the financial statements for the year ended 31 March 2017, which are set out on pages 22 to 31.

Respective responsibilities of Trustees and examiner

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The Charity's Trustees consider that an audit is not required for this year under section 144 (2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The Charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Chartered Institute of Management Accountants.

Having satisfied myself that the Charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the General Directions given by the Charity Commission under section 145 (5) (b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and the seeking of explanations from you as Trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and, consequently, no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

1. which gives me reasonable cause to believe that, in any material respect, the requirements
 - (a) to keep accounting records in accordance with section 386 of the Companies Act 2006; and
 - (b) to prepare accounts which accord with the accounting records, comply with the accounting requirements of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities have not been met; or
2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Bertram Andrew Northmore FCMA
Independent Examiner
Northmore Business Associates Ltd
Tor View Office
Fore Street, Tamerton Foliot
Plymouth, Devon PL5 4NA

19 September 2017

Date

Statement of Financial Activities for the Year Ended 31 March 2017

					Year Ended	Year Ended
					31 March 17	31 March 16
		Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds	Total Funds
	Notes	£	£		£	£
Income from						
Donations	2	166,554	37,789		204,343	1,088,210
Charitable activities	3	362,643	20		362,663	344,745
Investment Income	4	19			19	30
Total Income		529,216	37,809		567,025	1,432,985
Expenditure on						
Raising funds						
Charitable activities	5	555,652	30,859	5,062	591,573	641,685
Total Expenditure		555,652	30,859	5,062	591,573	641,685
Net Income/ (expenditure) before transfers	7	(26,436)	6,950	(5,062)	(24,548)	791,300
Net movement in funds		(26,436)	6,950	(5,062)	(24,548)	791,300
Reconciliation of Funds						
Total funds brought forward		1,136,322	18,340	1,122,529	2,277,191	1,485,891
Total Funds Carried Forward		1,109,886	25,290	1,117,467	2,252,643	2,277,191
Note –						
Of the Total Funds Carried Forward, the amount invested in fixed assets is:		1,188,811		1,117,467	2,306,278	2,330,619

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

Balance Sheet as at 31 March 2017

					Year Ended	Year Ended
					31 March 17	31 March 16
		Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds	Total Funds
	Notes	£	£	£	£	£
Fixed Assets						
Tangible Assets	10	1,188,811		1,117,467	2,306,278	2,330,619
Current Assets						
Stock		300			300	3,000
Debtors	11	10,798			10,798	35,908
Cash at bank		117,088	25,290		142,378	113,812
Total Current Assets		128,186	25,290		153,476	152,720
Current Liabilities						
Creditors – amounts falling due within one year	12	(207,111)			(207,111)	(206,148)
Net Current Assets		(78,925)	25,290		(53,635)	(53,428)
Total Assets less Current Liabilities		1,109,886	25,290	1,117,467	2,252,643	2,277,191
Net Assets		1,109,886	25,290	1,117,467	2,252,643	2,277,191
Funds						
Unrestricted funds					1,109,886	1,136,322
Restricted funds					25,290	18,340
Endowment funds					1,117,467	1,122,529
Total Funds	13				2,252,643	2,277,191

For the year in question, the charitable company was entitled to exemption from an audit under section 477 of the Companies Act 2006.

The charity was granted a dispensation under regulation 34(3)(a) for the financial year ended 31/3/16 from the requirements of section 144(2) of the 2011 Act.

The members have not required the charitable company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Act.

The Trustees/directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The financial statements were approved by the board of Trustees on 4th September 2017 and were signed on its behalf by: Andrew Rose – Trustee, Treasurer

Statement of Cash Flows for the year ended 31 March 2017

		Year Ended	Year Ended
	Note	31 March 17	31 March 16
		£	£
Net cash provided by / (used in) operating activities		37,391	971,783
Cash flows from investing activities			
Interest		19	30
Purchase of tangible fixed assets		(8,844)	(902,054)
Proceeds from sale of fixed assets			0
		(8,825)	(902,024)
Change in cash and cash equivalents in the year		28,566	69,759
Cash and cash equivalents at the beginning of the year		113,812	44,053
Cash and cash equivalents at the end of the year		142,378	113,812

Notes to the Financial Statements

Year Ended 31 March 2017

1. Accounting Policies

Basis of preparation

The financial statements have been prepared under the historical cost convention with items being recognised at cost or transaction value unless otherwise stated in the notes to these accounts.

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 (FRS102) (Charities SORP FRS 102, effective 1 January 2015), with FRS 102, and with the requirements of the Companies Act 2006 and the Charities Act 2011.

The Charity constitutes a public benefit entity as defined by FRS 102.

Critical accounting estimates and areas of judgement

The items in the financial statements where the Trustees have had to make significant judgements and estimates include:

- The estimates of the useful economic lives of the tangible fixed assets used to determine the depreciation charge;
- The basis on which support costs have been allocated across the various expenditure headings
- The accounting for the Linhay property, which was valued at lower of cost and net realisable value and supported by a professional valuation

Assessment of going concern

Although the Charity generated net cash in the year to 31 March 2017, for some months it has been operating at a deficit as a result of the increased overheads resulting from the recruitment of a new senior management team during the year, combined with the withdrawal of the financial support of our major donor. This payment, combined with the need to finance the final payment to the Embercombe Building Company ("EBC"), led the trustees to pursue the sale of the cottages as the sole practical means of providing working capital to meet Embercombe's needs.

Had the sale of the cottages not succeeded, the Charity would have rapidly ceased to be a going concern. Fortunately the proceeds of sale materially exceeded expectations, and this, combined with the reduction in overheads from the recently implemented management redundancies, has led that the Trustees to conclude a going concern assumption continues to be appropriate for the preparation of the financial statements.

Income recognition

All incoming resources are included in the Statement of Financial Activities when the Charity is legally entitled to the income, the amount can be quantified with reasonable accuracy and it is probable that the income will be received.

Resources expended

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Expenditure comprises direct costs and support costs. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources. Grants offered subject to conditions which have not been met at the year-end date are noted as a commitment but not accrued as expenditure.

Support Costs

Support costs represent indirect charitable expenditure and include governance costs. Support costs include salaries of office-based staff, facilities and premises costs, insurance and bank charges, information systems, communications and other general services.

Support costs are allocated to other headings on a reasonable basis.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life, as follows:

Land and Buildings

Straight line over 10 to 50 years on buildings only

Plant and Machinery

20% on reducing balance

Debtors

Debtors are recognised at their settlement amount less any provision for non-recoverability

Creditors and Provisions

Creditors and provisions are recognised when there is an obligation which is likely to result in the transfer of economic resources and the amount of such transfer can be estimated reliably. The amount recognised is the amount which the Charity anticipates it will pay to settle the obligation.

Taxation

The Charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the Charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

2. Donations	Year Ended	Year Ended
	31 March 17	31 March 16
	£	£
Donations	204,343	1,088,210

In 2017, donations related to unrestricted funds (£166,554) and restricted funds (£37,789).

In 2016, donations related to an exceptional item (Linhay gift £901,985), unrestricted funds (£153,187) and restricted funds (£33,038).

3. Income from Charitable Activities	Year Ended	Year Ended
	31 March 17	31 March 16
	£	£
Charitable Activities	362,663	344,745

In 2017, income from on charitable activities related to unrestricted funds (£362,643) and restricted funds (£20).

In 2016, income related to unrestricted funds (£344,729) and restricted funds (£16)

4. Investment Income	Year Ended	Year Ended
	31 March 17	31 March 16
	£	£
Deposit Account Interest	19	30
Investment income is unrestricted for both years		

5. Expenditure on Charitable Activities	Year Ended	Year Ended
	31 March 17	31 March 16
	£	£
Programme costs – Facilitators, travel, food, cleaning and equipment	207,954	171,420
Facilities improvements, repairs, refurbishment and depreciation	59,270	99,309
Marketing and PR	13,403	10,168
Fixed Asset Impairment – EBC Settlement	0	140,000
Support Costs (note 6)	310,946	220,788
	591,573	641,685

In 2017, charitable activities expenditure related to unrestricted funds (£555,652), restricted funds (£30,859) and endowment funds (£5,062)

In 2016, expenditure related to unrestricted funds (£610,865), restricted funds (£25,758) and endowment funds (£5,062)

6. Support and Governance Costs	Year Ended	Year Ended
	31 March 17	31 March 16
	£	£
Wages and Social Security	208,236	129,942
Pensions	459	0
Repairs, Renewals and Facility Improvements	82	55
Utilities	28,627	25,862
Other Costs	61,833	57,089
Accountancy (governance)	6,455	4,742
Other Professional (governance)	4,754	2,598
Independent Examiners Fees (governance)	500	500
	310,946	220,788

7. Net Income (Expenditure) for the year is stated after charging	Year Ended	Year Ended
	31 March 17	31 March 16
	£	£
Depreciation – owned assets	33,185	29,339

8. Trustees' Remuneration and Benefits	0	0
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No Trustees received any remuneration or other benefits in respect of their role as trustee (2016: Nil). Travel expenses totalling £684 were reimbursed to three Trustees (£1,212 to two Trustees in 2016).

9. Staff Costs	Year Ended	Year Ended
	31 March 17	31 March 16
	£	£
Wages and Salaries	196,320	123,106
Social Security Costs	11,916	6,836
	208,236	129,942

Pension contributions of £459 were paid in the period under an auto-enrolment scheme (2016: Nil).

No bonuses were paid and no redundancy costs were incurred in the period (2016: Nil)

The average number of employees during the year was as follows:	Year Ended	Year Ended
	31 March 17	31 March 16
	£	£
Operations – Average Headcount	11	7

The key management personnel of the Charity comprised the Managing Director and four direct reports. The Managing Director's remuneration totalled £29,502 (2016: £26,917) excluding employer's national insurance contributions of £2,592 (2016: £2,595). The Trustees received no remuneration (2016: Nil), for their role as Trustees.

No employee earned more than £60,000 in either financial year.

10. Tangible Fixed Assets	Land and Buildings	Plant and Machinery	Totals
	£	£	£
Cost			
At 1 April 2016	2,438,228	55,469	2,493,697
Additions	379	8,465	8,844
Disposals	0	0	0
At 31 March 2017	2,438,607	63,934	2,502,541
Depreciation			
At 1 April 2016	126,177	36,901	163,078
Charge for year	27,708	5,477	33,185
Eliminated on disposal	0	0	0
At 31 March 2017	153,885	42,378	196,263
Net Book Value			
At 31 March 2017	2,284,722	21,556	2,306,278
At 31 March 2016	2,312,051	18,568	2,330,619

11. Debtors: Amounts Falling Due Within One Year	Year Ended	Year Ended
	31 March 17	31 March 16
	£	£
Trade Debtors	2,617	20,053
Prepayments	3,066	8,240
Other Debtors	5,115	7,615
	10,798	35,908

12. Creditors: Amounts Falling Due Within One Year	Year Ended	Year Ended
	31 March 17	31 March 16
	£	£
Trade Creditors	5,910	19,433
Taxation and Social Security	4,609	1,885
VAT Creditor	7,552	10,698
Provision for EBC settlement	0	140,000
Payable to EBC	118,000	0
Loan	30,000	0
Other Creditors	41,040	34,132
	207,111	206,148

13. Movement in Funds	At 1 April 2016	Net movement in funds	Transfers between funds	At 31 March 2017
	£	£	£	£
Unrestricted funds				
General Fund	1,136,322	(26,436)	0	1,109,886
Restricted Funds				
Aelfi	819	(819)	0	0
Awards for All (A&W)	0	8,527	0	8,527
Catalyst Bursary	1,764	(1,238)	0	526
Charcoal Burner	434	(434)	0	0
Ecorys SP	2,403	(1,427)	0	976
EU Fund	2,360	(2,360)	0	0
Linhay – Local Giving	560	(560)	0	0
Northbrook	10,000	(4,000)	0	6,000
Start	0	218	0	218
Time to Shine	0	9,043	0	9,043
	18,340	6,950	0	25,290
Endowment Funds	1,122,529	(5,062)	0	1,117,467
Total Funds	2,277,191	(24,548)	0	2,252,643

14. Net movement in funds, included in the above are as follows:	Incoming Resources	Resources Expended	Movement in Funds
	£	£	£
Unrestricted funds			
General Fund	529,216	(555,652)	(26,436)
Restricted Funds			
Aelfi	0	(819)	(819)
Awards for All (A&W)	10,000	(1,473)	8,527
Catalyst Bursary	5,394	(6,632)	(1,238)
Charcoal Burner	0	(434)	(434)
Ecorys SP	0	(1,427)	(1,427)
EU Fund	0	(2,360)	(2,360)
Linhay – Local Giving	0	(560)	(560)
Northbrook	10,000	(14,000)	(4,000)
Start	818	(600)	218
Time to Shine	11,597	(2,554)	9,043
	37,809	(30,859)	6,950
Endowment Funds		(5,062)	(5,062)
Total Funds	567,025	(591,573)	(24,548)

The endowment fund represents the gift of the freehold property to the trust together with expenditure by the previous trust on the property at Embercombe, prior to the company being formed.

Restricted funds represent:

- Aelfi: funds raised to build a well in memory of Aelfi Morris, a deceased Catalyst alumnus.
- Awards for All (A&W) : funding to design a programme for teachers and people working with young people
- Catalyst bursary: a fund used in £100 lots to fund bursary places on our Catalyst programme for young adults.
- Ecorys funding from the Grundtvig Soft Skills Empowered Parents Project to support our parenting programmes.
- EU Fund: EU research project: Learning Communities in Rural Europe.
- Linhay Local Giving : crowd funding via the website and local donations for minor equipment and fittings to finish the Linhay training centre.
- Northbrook: funding to support residential and outreach elements of the Tribe programme for young people from disadvantaged backgrounds with low literacy and numeracy ability.
- Charcoal Burner: donation from one benefactor for building a charcoal burner, with the building project as an integral part of programme delivery and the resulting charcoal also supporting programme delivery.
- Start: supporting refugees to settle into the South West
- Time to Shine: Funded woodland innovator position, funding a one year contract

15. Analysis of net assets between funds	Fixed Assets	Current Assets	Current Liabilities
	£	£	£
Unrestricted Funds	1,188,811	128,186	(207,111)
Restricted Funds		25,290	
Endowment Funds	1,117,467		
	2,306,278	153,476	(207,111)

16. Related Party Transactions

During the year to 31 March 2017, fees totalling £22,900 were paid to two Trustees in respect of their acting as facilitators on programmes run by Embercombe. Tim Macartney received £21,500 and Johannes Moeller received £1,400. In addition they were paid a total of £2,010 in associated expenses, £1,912 to Tim Macartney and £98 to Johannes Moeller. In 2016 a total of £22,875 was paid in facilitation fees to Tim Macartney and Johannes Moeller. The rate per day paid to Trustee Facilitators is comparable to the fees charged by non-Trustee Facilitators.

Tim Macartney and his family have until recently occupied a cottage on the Embercombe estate for which he paid a rent of £10,000 (2016: £10,000).

No amount payable to or owed by any related party in respect of the transactions described above remained outstanding at year-end.

The Trustees who are not subject to related party transactions consider that the engagement of Tim Macartney and Johannes Moeller as programme facilitators, and the renting of the cottage to Tim Macartney and his family were in the public benefit interest of the Charity given the special skills and experience of those individuals.

All payments were made with reference to the authorities detailed within the Memorandum and Articles of Association (up-dated 2015) governing Embercombe's operation.

17. Share Capital and Members Liability

The company is limited by guarantee. In the event of the company being wound up, the liability of each member is limited to £1.

18. Control

The Charity is under the effective control of its Trustees.

19. Reconciliation of net movement in funds to net cash flows from operating activities	Year Ended 31 March 2017	Year Ended 31 March 2016
	£	£
Net movement in funds	(24,548)	791,300
Investment income shown in investing activities	(19)	(30)
Decrease/(increase) in stock	2,700	0
Decrease/(increase) in debtors	25,110	(18,916)
Increase/(decrease) in creditors	963	170,090
Depreciation charge	33,185	29,339
	37,391	971,783

20. Post Year-End Events

In July 2017 the sale of two cottages on Embercombe's land took place, realising total sales proceeds of £756,000 before costs. The proceeds were used to repay the short term loan of £30,000 and also to repay a £50,000 bridging loan which had been taken out in late June to finance the final settlement payment to Embercombe Building Company ("EBC") on 30 June 2017.

Giving Acknowledgements

Embercombe would like to acknowledge and thank the following facilitators, assistants and volunteers with whom its work would not be possible and who worked tirelessly throughout this year, to provide their best service to Embercombe and the pursuit of its endeavours.

Facilitators

Mac Macartney – Co-lead facilitator on The Journey, The Descent and Speaking Out.

Kanada Elizabeth Gorla – Co-lead facilitator on The Journey, The Catalyst and Speaking Out. Plus partner programmes; On-Purpose and Miss Represented.

Deborah Antoinette Ward – Facilitator on Speaking Out

Fred Groom – Facilitator on the Journey and Head Grower at Embercombe

Fiona Barnes – Lead facilitator on Natural Learning and Embercombe Experience Weekends

Tina Sharman – Lead facilitator on the Descent and facilitator on The Journey

Daniel Payne – Facilitator on Catalyst and Lifebeat

Joanna Watters – Facilitator on Grow the Grown Ups

Tim Hall – Facilitator on Grow the Grown ups and Natural Beekeeping

Joey Waterson – Facilitator on The Journey, Catalyst and The Descent

Ben Mali Macfadyn – Facilitator for Catalyst

Stephan Pfaff – Back row lead on The Journey and Catalyst

Jessie Watson-Brown – Facilitator on Natural Beekeeping and specialist in primitive crafts

Johannes Moeller – Facilitator On-Purpose

Lloyd Newman – Land and crafts facilitator for On-Purpose and Woodland Innovator at Embercombe

Jo Clark – Lead facilitator on Embercombe education programmes

Jo Ridley – Land based education facilitator and educator

Jane Robertson – Land based education specialist in ancient skills

Jack Payne-Cook – Land based education specialist in nature connection

Naomi Hannam – Land based education

Isabel Wright, Robin Harris, Ronja Schlumberger, Richard Loizou, Tony Almond, Lewis Winks, Katie Rowan, Ruth Gardiner, Kat Ballam, Rosie Fry, Kathy Elwand – Land Based Education Facilitators

Staff

Fred Groom

Clare Mann

Alex Moseley

Caroline Burkie

Glyn Bottrell

Joanna Ridley

Laura Marshall

Nick Ilston

Susie Peat

Assistants

Sam Platt

Niaomh Convery

Alex Martin

Cornelia Altgard

Marianna Riddle

Erica Lowe

Robin Harris

Lloyd Newman

Keren Kossow

Richard Loizou

Sarah Twigg

Nick Beighton

Cindy Wansbury

David Smart-Knight

Rosa Martin

Volunteers

Johnny Marshall

Louis Miles

Theo Palems

Kelly O'brian

Ben Fox

Kate Mellors

Hikari Inada

Kiloran Benn O'Leary

Ditte Waaler

Joss Holmes

Imogen Quilley

Ric Hollingberry

Ali Thomas

Shaun Higgins

Adam Land

Robin Webster

Harry Soolia

Max Hansmann

Yaara Weiser

Ronja Schlumberger

Isabel Wright

Fiona Barnes

Roseanna Godwin

Aisling Murphy

Hugh Rose

Tom Wilkinson

Ava Maginnis

Adrienn Gonczi

Dorit Losekrug

Mujeeb Zia

Farai Angelou-Walker

Tomaso Perssi

Sophie Horroks

Callum Mclean

Alon Shaltiel

Anika Nixdorf

Telma Antunes

Gabrielle Millar-Cahill



Our **mission** is to be a powerful and innovative catalyst for the emergence of leaders and change agents who will take courageous action for a just, peaceful, and sustainable world.

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