



**Alabaré Christian Care Centres**  
**Trustees' report and Financial Statements**  
**for the year ended 31 March 2013**

Alabaré Christian Care Centres  
Company Registration Number 2604011  
Charity Number 1006504

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#### Contact Details

Further copies of the Trustees' Report and Financial Statements for the year ended 31<sup>st</sup> March 2013 may be obtained from:

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## Reference and Administrative details

The name of the Charity:	Alabaré Christian Care Centres trading as Alabaré Christian Care and Support
Registration numbers:	Charity registration number: 1006504 Company registration number: 2604011
Registered and principal office:	33, Brown Street, Salisbury, Wiltshire SP1 2AS Telephone: 01722 322882 Website: <a href="http://www.alabare.co.uk">www.alabare.co.uk</a>
Trustees/Directors:	John Proctor (Chairman) David Durston (Vice Chairman) Jeffrey Peacock Timothy Robertson David Lawes Dawn Wood Malcolm Cassells Susan Pendrey Caroline Probert Mark Proctor Steve Godwin (appointed 24 <sup>th</sup> January 2013)
Patrons:	The Right Reverend Declan Lang, Bishop of Clifton Miranda, Countess of Pembroke The Right Reverend Nicholas Holtam, Bishop of Salisbury The Right Reverend Stephen Conway, Bishop of Ely Lord Tom King
Chief Executive Officer:	Andrew Lord
Company Secretary:	Elizabeth Webbe
Bankers:	The Royal Bank of Scotland plc 14 Minster Street, Salisbury, Wiltshire SP1 1TP
Solicitors:	Wilson's Steynings House, Fisherton Street, Salisbury SP2 7RJ
Auditors:	Nexia Smith and Williamson Imperial House, 18 - 21 Kings Park Road, Southampton SO15 2AT

## **Trustees' report for year ended 31 March 2013**

The Trustees present their report together with the financial statements of the Charity for the year ended 31 March 2013, which should be read in conjunction with the reference and administrative details on page 3. The financial statements have been prepared based on the accounting policies set out in note 1 to the financial statements. This report has been prepared with consideration of the public benefit of Alabaré's aims and activities.

Alabaré Christian Care Centres is a charity registered with the Charity Commission and a company limited by guarantee. Since 1st January 2010, the Charity has been trading under the name Alabaré Christian Care & Support, as agreed by the Board of Trustees; however it continues to exist under the registered name of Alabaré Christian Care Centres.

### **Structure, Governance and Management**

Alabaré Christian Care Centres is a charitable company limited by guarantee and was set up on 11th March 1991. It is governed by a Memorandum and Articles of Association, which were last amended in 2004.

The objects of Alabaré Christian Care Centres, as set out in its governing document, are:

- The relief of poverty by the provision of special accommodation and ancillary services, such as day centres and counselling, for those who are by reason of social, emotional and/or physical disadvantage (impairment) are in need of sustained support to enable them to lead lives which permit choice and development of their potential and an assured place in society;
- The relief and prevention of sickness, disease and physical and mental disability;
- The advancement of religion.

The Charity's objectives are set to reflect its community aims. Each year the Trustees review its objectives and activities to ensure that they continue to reflect its aims. In carrying out this review the Trustees have considered the Charity Commission's general guidance on public benefit and, in particular, its supplementary public guidance on 'the prevention or relief of poverty for the public benefit' and 'the advancement of religion for the public benefit'.

**Our vision** in Alabaré is a society where everyone has the opportunity to live a fulfilling life.

**Our Mission** is to support people to find purpose, hope and meaning in their lives, by providing

- Good quality accommodation – a safe home till they can find a permanent home
- Professional support and advice- offering choice and explaining consequences
- Training in life skills
- Care, compassion and respect – listening to their needs and aspirations
- Support in overcoming the barriers they face in transforming their lives
- Our Values

**The values** that lie at the heart of our work are

- care for service users, who are often vulnerable and marginalised
- compassion for those in difficulty or in distress
- generosity in allowing people another chance
- respect for all, valuing each person, their experience, opinions and choices
- Our Principles

**The principles** embodied in the professional nature of our work

- Integrity – expressed in honesty and reliability, transparency, accountability and trustworthiness
- Inclusiveness – welcoming people from all backgrounds, treating them fairly, recognising and valuing their distinctiveness as individuals
- Empowerment – creating an environment which enables people to take control of their own lives, by listening to them and offering choice wherever possible
- Equality in the delivery of services to our service users and employment of staff, and recognising and valuing the diversity of the communities we serve.
- Collaboration in our enthusiasm for working in partnership with others

All trustee appointments are approved by the full Board of Trustees. The Board of Trustees regularly undertake full skills audit, most recently in March 2012, to identify missing skills within the Board. The results of this audit will inform the process of recruiting trustees. Applications for trusteeship are encouraged from all sections of the community. In addition, the Trustees are keen that their membership reflects the geographical area that the Charity serves.

The Memorandum and Articles require that two thirds of the trustees shall be active members of a church belonging to Churches Together in England and Wales. One third of the trustees must retire at each Annual General Meeting, those longest in office retiring first and the choice between any of equal service being made in lots. The Board reserves four of its places to be filled by election from amongst nominated members of the Alabaré Christian Community.

The Charity has a policy for the recruitment of trustees. On appointment, new trustees are offered training. In addition, each year there are two half day training sessions for all trustees. The last three were held in October 2011, December 2012 and May 2013.

The Board of Trustees meets four times a year. The Board of Trustees delegates certain functions to committees. These functions are set out in each committee's Terms of Reference. During 2012/13 the following Committees operated – Finance, Resources, Quality and Audit and two Care and Support Committees. The Finance Committee was chaired by Malcolm Cassells, Resources by Susan Pendrey, Quality and Audit by John Proctor, Bristol Area Care and Support Committee by Andrew Bailey and Robert Veron and Wiltshire Care and Support Committee by David Durston. There was also a dormant Devon and Dorset Care and Support Committee.

The Board undertook an extensive review of the committee structure in 2012/13. In order to improve and simplify the Governance structure, a number of committees were abolished and from April 2013 three Board committees created – i) Governance; ii) Quality and Audit; iii) Finance and Resources. Each committee is chaired by a trustee and its decisions are approved by the Board of Trustees. Each Trustee serves on at least one committee. The Governance Committee will be chaired by David Durston, Finance and Resources by Malcolm Cassells and Quality and Audit by Steve Godwin.

Although the Board is the key decision-making body, many day to day decisions are made by appropriate staff within the framework of policies and procedures approved by the Board.

During 2012/13 the Management Structure was reviewed and restructured. From October 2012 the new Executive Management Team was led by Andrew Lord, Chief Executive Officer, with the support of four Directors – Ian Burnham Finance Director, Janet Herring Care and Support Director, Peter Boyer Commercial Director and Geoffrey Wills Campaign Director. The operational management structure was also reorganised resulting in the creation of the Care and Support Department, organised on a client group / specialism basis.

The Charity is very active in forming partnerships. In 2006 the Charity formed a consortium with three other organisations (Splitz, Drugs and Homeless Initiative and Westlea Housing Association) called Community 4 (C4). This consortium currently provides the Floating Support Service for Wiltshire. In 2010, with Drugs and Homeless Initiative, we successfully tendered for the Somerset Floating Housing Support Service. Many of our properties, including Alabaré Place, are managed on behalf of housing associations. Our flagship scheme, Alabaré Place, is managed on behalf of Westlea Housing Association. Our commitment to partnership working is further evidenced by the appointment of a Partnership Manager in January 2013.

## **Risk Management**

The Trustees have overall responsibility for ensuring that the Charity has appropriate systems of control, financial or organisational. They are responsible for ensuring that:

- The Charity is operating efficiently and effectively;
- Its assets are safeguarded against unauthorised use or disposition;
- Proper records are maintained and that financial information used within the Charity, or for publication, is reliable;
- The Charity complies with relevant laws and regulations.

The systems of internal control are designed to provide reasonable, but not absolute, assurance against material misstatement or loss. They include:

- A business plan and annual budget approved by Trustees;
- Regular consideration by the Trustees of financial results, variance from budgets, non-financial performance indicators and benchmarking reviews;
- Delegation of authority and segregation of duties;
- Identification and management of risks.

The major risks to which the Charity is exposed are

- Quality of services
- Uncertainty of income from statutory sources
- Low fundraising income returns

Objective	Risk	How we manage the risk
Provide homes and services to vulnerable people.	A serious protection incident causes harm to an individual and / or serious reputational damage to the charity, with legal and financial consequences.	Creation of the Care and Support Department with a clear focus on quality.  Sufficient and appropriately trained paid and volunteer staff.  Internal audit by the Quality and Audit Committee.
To deliver services to our core beneficiaries.	A reduction in statutory contracts that reduces our income to a level that impacts the delivery of services.	Regular meetings with funders for early warning of any reduction in funding.  Development of new income streams for core work.
To deliver services to our core beneficiaries.	A reduction in voluntary contributions leaving us insufficient income to meet our needs and objectives.	Regular review.  Development of new income streams for core work.  Closure of service.

## Review of 2012/13

During the year 2012/13 we made progress in meeting the targets in 2012 – 2017 Business Plan. Listed are some of the highlights from the year.

### Governance and Management Structure

- Review and improvements to Trustee role descriptions, function and role of Board Committee Terms of Reference.
- Review and changes to structure of Executive Management Team and operational management structure.
- Investment in management training for senior managers.

### Quality of Services and Outcomes achieved

- Providing care and support to 3,696 people (last year 2,330), of which 95.6 % (last year 90.28%) move on from our services in a planned way.
- Creation of new Care and Support department, bringing together all operational services under the leadership of the Care and Support Director, with a focus on raising quality.

- Successful CQC inspection of our learning disabilities care services in October 2012.
- Substantial improvements totalling £164k to our first home – Barnabas House, completed in May 2013.
- Internal management reviews of all operational services
- Quality and Audit committees reviews of 12 services in 2012/13.
- Opening of a new home for veterans in Fareham and a young people's home for care leavers in Salisbury

#### Income Generation

- Opening of 4 new charity shops in 2012/13
- Gaining financial support from Army Benevolent Fund, Seafarers, RN & RM charity, the Royal British Legion.

#### Raising awareness of our work

- Formal opening of Alabaré Place by the Countess of Wessex
- Formal Opening of the Fareham Veterans Home by Mark Hoban MP, Employment Minister in September 2012

#### Staff and Volunteers

- Commitment to Mindful Employer
- Commitment to Positive about Disability
- Successful reaccreditation for Investors in People in March 2013
- Recruitment of first volunteer coordinator in April 2012
- Employing 148 FTE paid and 185 people who volunteer
- Volunteer roles include Sleep in, Drop In Centre Worker, Trustee, Committee Member, Cleaner and Accounts Assistant
- Recruitment of Rev Canon Jonathan Martin as Senior Chaplain in January 2013

### Financial Review

During the year 2012/13 the total income raised was £6.56m and total costs £6.86m resulting in a deficit of £300k.

The principal funding sources are set out in the table below:

Income Source	2012/13	2012/13
	£	%
	£	%
Supporting People Contracts	2,190,404	33.4%
Accommodation Charges	1,855,889	28.3%
Other Contracts	1,902,124	29.0%
Voluntary Donations	167,843	2.6%
Other Activity Related	242,362	3.7%
General Grants	147,199	2.2%
Fundraising Events	35,536	0.6%
Bank Interest	15,358	0.2%
	<hr/>	
	6,556,715	100.0%
	<hr/>	

Uncertainty of income from statutory sources, particularly Supporting People contracts represents a significant risk. For our work with homeless people in Wiltshire, the contracts run to March 2016. In Hampshire the Supporting People contracts for our Young Persons Services have been renewed and run to March 2015. The remaining contracts are being extended on a short term basis. Our Plymouth Floating Support Service and Bournemouth Floating Support services are subject to tender in 2013/14.

Income from fundraising remains lower than planned for. Further reviews are required to assess whether the mix of different types fundraising income is right and how to maximise returns.

The main components of expenditure were:

<b>Expenditure Item</b>	2012/13	2012/13
	£	%
Staff Costs	4,184,299	61.0%
Training Costs	52,648	0.8%
Rent of properties	807,716	11.8%
Repairs & Maintenance	376,802	5.5%
Heat & Light	246,472	3.6%
Water rates and council tax	150,341	2.2%
Staff travel	166,977	2.4%
Depreciation & loss on disposal	109,224	1.6%
Telephone & IT	226,172	3.3%
Equipment, furniture etc	59,052	0.9%
Stationery, printing etc	150,233	2.2%
Insurance	56,955	0.8%
Professional Fees inc Governance Costs	69,990	1.0%
Debt costs	115,002	1.7%
Other	84,049	1.2%
	<hr/>	
	6,855,932	100.0%

Being part of the service sector means that employees are the Charity's most valuable asset and consequently the biggest cost, amounting to £4,184k in the year to 31st March 2013, representing an average of 148 full-time equivalents. The Charity continues to have a strong commitment to the training and development of its staff, as evidenced by the re-accreditation by Investors in People in March 2013. The Charity has maintained its IIP status since 2001.

The non staff costs relate to the day to day running, upkeep and support of the 54 properties used to deliver our services and the 17 other properties used for regional and central administration and our retail activities which commenced during the year. One freehold property was disposed of during the year when a service was discontinued.

The Charity has a Reserves Policy, which was reviewed in April 2010. The Trustees decided to increase the prudent level of free reserves to £0.75m from April 2010. In keeping with the Charity Commission's definition of free reserves, this sum excludes designated free reserves and reserves held in the form of fixed assets held for charity use (e.g. accommodation) and performance related investments (of which Alabaré has none). As at 31st March 2013 the Charity had unrestricted free reserves of £552,757 and is working towards the target £750k.

## **Financial Risk Management**

### **Price Risk**

The Charity is exposed to price risk due to normal inflationary increases in the purchase price of the goods and services purchased in the UK.

### **Credit Risk**

The amount of exposure to any individual counterparty is not currently subject to a limit that is re-assessed annually. This is due to the type of customers and also the fact that most contracts are with public bodies.

### **Liquidity Risk**

The Charity actively maintains a mixture of cash and long-term debt finance that is designed to ensure that the Charity has sufficient available funds for operations and planned expansions.

### **Interest rate risk**

The Charity has both interest bearing assets and interest bearing liabilities which earn interest at both fixed and variable rates, and are therefore monitored closely to ensure that any risk is mitigated.

## **Plans for Future Periods- Business Plan 2012 - 2017**

In January 2012 The Board of Trustees approved the 2012-2017 Business Plan. The plan acknowledged that in April 2012 Alabaré Christian Care and Support celebrated its 21st anniversary. Starting with one vulnerable homeless man, to now supporting over 3,600 vulnerable and marginalised people, we have at our heart a vision of “a society where everyone has the opportunity to live a fulfilling life”. In the lead up to the 21st anniversary, the charity took stock of its history, strengths and weakness and where the charity wishes to go in the future. This led to the approval by the Board of Trustees in October 2011 of a new vision, mission and values statements.

The formulation of the 2012 – 2017 Business Plan builds on these new vision, mission and values statements, turning them into concrete goals, aims and objectives. Our first goal is to provide excellent quality services so that every one of service users receives the appropriate support as they seek their fulfilling life. Recognising that there is unmet need and our homes and services may need to change over time, the second goal is the development of new services.

To help achieve the first two goals, investment is needed in the infrastructure of the charity to provide that solid platform for change and growth. We also recognise that we operate in a difficult environment and the charity has to be resilient, and hence the fourth goal focuses on greater resilience through the development of profitable charity shops and the Homes & Minds Major Gift Campaign.

The final goal is ensuring that there is excellent Governance, leadership and staff. It is the people working for Alabaré, whether paid or volunteers that will ensure that all the goals are achieved, and ultimately, that “everyone has the opportunity to live a fulfilling life”.

All the Charity’s activities have been translated into specific statements concerning purpose, outcomes and outputs. These, in turn, have been linked to Government objectives and a variety of local, regional and national strategies. From these statements a set of targets and measurements have been developed that enable trustees and operational managers to monitor and manage performance and to keep the organisation on track. The Business Plan for 2012-2017 sets out the aims for the Charity over the next five years. These aims are directly linked to the long-terms goals of the Charity and the key ones are as follows:

### **Aim 1: Excellent Quality Services**

- The achievement of the organisation wide PQASSO quality assurance system.
- Achieving at least level B in Supporting People Quality Assessment Framework.
- A five year property improvement programme
- Improving service user involvement at all levels within the charity.
- All homes and services using an Outcome Star measurement tool.

### **Aim 2: Developing services for people with learning disabilities**

- To develop 100 supported bedspaces with staff providing care and support.
- To develop domiciliary care for people living in their own homes.
- To put the Friday club drop in centre on a sustainable footing.

### **Aim 3: Developing Services For Veterans**

- To develop supported accommodation and move on for veterans in Plymouth, Bristol, Weymouth, Hampshire, Wiltshire, Gloucestershire, Wales and Northern England.
- To develop a comprehensive befriending and mentoring system.

### **Aim 4: Developing services for vulnerable young people**

- Develop new leaving care schemes
- Develop a comprehensive package of life skills training to young people.

**Aim 5: Developing services for people who are homeless or at risk of homelessness**

- Completing the Alabaré Place vision by ensuring all appropriate education, training, recreation and employment are in place.
- Successful implementation of the Crisis Private sector rented accommodation service.

**Aim 6 : Investing in the infrastructure**

- A new Head Office
- Introducing a new rent system
- Introducing the Homeless Link IT based resident Support Planning

**Aim 7: Governance and leadership**

- Promoting the new vision, mission and values.
- Review of the Board and Committee structure
- Update of the risk management systems.

**Aim 8: Developing Charity Shops and Social Enterprise**

- Develop 4 charity shops per year
- Develop 2 social enterprises.

**Aim 9: Homes and Minds Major Gift Campaign**

- Raise £6m
- Increase the number of supporters and donors

**Aim 10: Recognising the contribution of our paid and volunteer staff**

- Review of the pay scales
- Successful reaccreditation for IIP in 2013.
- Achieving an appropriate volunteer accreditation scheme.

**Trustees' Responsibilities**

Company law requires the Trustees (who are also the Directors of Alabaré Christian Care Centres Ltd for the purpose of company law) to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the Charity at the end of the year and of the incoming and outgoing resources for the year then ended.

In preparing those financial statements, the Trustees are required to select suitable accounting policies and then apply them consistently, making judgments and estimates that are reasonable and prudent. The Trustees also must prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue its activities.

The Trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the Charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees also are responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## **Statement of Disclosures to Auditor**

Each Trustee of the company has confirmed in fulfilling his/her duties as a Trustee:

- (a) So far as each Trustee is aware, there is no relevant audit information of which the company's auditors are unaware;
- (b) Each Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

## **Auditors**

A resolution to appoint Nexia Smith and Williamson as auditors for the ensuing year will be proposed at the annual general meeting.

Signed by order of the Trustees

Trustee/Director

Approved by order of the Trustees on 27 June 2013.

## **Independent auditors' report to the members of Alabaré Christian Care Centres (No 2604011)**

We have audited the financial statements of Alabaré Christian Care Centres for the year ended 31 March 2013 which comprises the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes 1 to 26. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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.

### **Respective responsibilities of trustees and auditor**

As explained more fully in the Trustees' Responsibilities Statement, set out on page 12, 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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

A description of the scope of an audit of financial statements is provided on the APB's website at [www.frc.org.uk/apb/scope/private.cfm](http://www.frc.org.uk/apb/scope/private.cfm).

### **Opinion on financial statements**

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 2013 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information provided in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where 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.

Julie Mutton  
(Senior Statutory Auditor)  
**Nexia Smith & Williamson**  
Statutory Auditor  
Chartered Accountants

18 – 21, Kings Park Road,  
Southampton  
SO15 2AT

Date

**Alabaré Christian Care Centres**  
**STATEMENT OF FINANCIAL ACTIVITIES AND INCOME AND EXPENDITURE ACCOUNT**  
**Year ended 31st March 2013**

	Note	Unrestricted £	Restricted £	Total £	2011/12 £
<b>INCOMING RESOURCES</b>					
Incoming Resources from generated funds					
Voluntary Income	2	168,461	146,583	315,044	574,686
Activities for Generating Funds	3	218,335	5,123	223,458	122,106
Investment Income	4	15,358	0	15,358	6,181
Incoming Resources from charitable activities	5	6,002,855	0	6,002,855	5,751,353
<b>Total Incoming Resources</b>		<b>6,405,009</b>	<b>151,706</b>	<b>6,556,715</b>	<b>6,454,326</b>
<b>RESOURCES EXPENDED</b>					
Costs of generating Funds (inc Retail)	6	458,202	0	458,202	197,158
Costs of Charitable Activities	7	6,032,529	291,904	6,324,433	6,218,480
Governance Costs	8	73,297	0	73,297	72,910
<b>Total Resources Expended</b>		<b>6,564,028</b>	<b>291,904</b>	<b>6,855,932</b>	<b>6,488,548</b>
<b>Net Outgoing resources for the year/net expenditure for the year</b>		<b>(159,019)</b>	<b>(140,198)</b>	<b>(299,217)</b>	<b>(34,222)</b>
<b>RECONCILIATION OF FUNDS</b>					
Funds Brought Forward		2,855,601	295,048	3,150,649	3,184,871
<b>Total funds Carried Forward</b>		<b>2,696,582</b>	<b>154,850</b>	<b>2,851,432</b>	<b>3,150,649</b>

The charity has no recognised gains or losses other than the results for the year as set out above. All of the activities are classed as continuing.

**Alabaré Christian Care Centres**

**MOVEMENT IN FUNDS AVAILABLE FOR FUTURE ACTIVITIES**

**Year ended 31<sup>st</sup> March 2013**

	Unrestricted Funds	Restricted Funds	31 March 2013	31 March 2012
Net Movement of Funds	(159,019)	(140,198)	(299,217)	(34,222)
Resources used in the acquisition of tangible fixed assets	(87,482)	0	(87,482)	(85,725)
<b>Net Movement in Funds available for future activities</b>	<b>(246,501)</b>	<b>(140,198)</b>	<b>(386,699)</b>	<b>(119,947)</b>

The notes on pages 21 to 34 form part of these financial statements.

**Alabaré Christian Care Centres  
BALANCE SHEET  
Year ended 31st March 2013**

	Note	31 <sup>st</sup> March 2013 £	31 <sup>st</sup> March 2012 £
Fixed Assets			
Tangible Fixed Assets	17	2,249,815	2,442,970
Current Assets			
Debtors	18	480,460	897,771
Investments	19	9,000	9,000
Cash at bank and in hand	20	1,040,200	901,776
		<hr/>	<hr/>
Total Current Assets		1,529,660	1,808,547
Liabilities			
Creditors : Amounts falling due within one year	21	<hr/> (537,585)	<hr/> (675,935)
		<hr/>	<hr/>
Net Current Assets		992,075	1,132,612
Total Assets less Current Liabilities		3,241,890	3,575,582
Creditors : Amounts falling due after more than one year	22	<hr/> (390,458)	<hr/> (424,933)
		<hr/>	<hr/>
NET ASSETS		<hr/> <b>2,851,432</b>	<hr/> <b>3,150,649</b>
 <u>The Funds of the Charity</u>			
Unrestricted Income Funds			
General Fixed Assets less associated funding	26	1,830,451	1,993,969
General - Other	26	<hr/> 552,757	<hr/> 548,644
Total General Funds	23	2,383,208	2,542,613
Designated Funds	23	<hr/> 313,374	<hr/> 312,988
Total Unrestricted Funds		2,696,582	2,855,601
Restricted Income Funds	24	<hr/> 154,850	<hr/> 295,048
TOTAL CHARITY FUNDS	26	<hr/> <b>2,851,432</b>	<hr/> <b>3,150,649</b>

These financial statements were approved by members of the Board of Trustees on 27 June 2013 and signed on their behalf by:

Rev John Proctor (Chairman)

## Alabaré Christian Care Centres

### CASH FLOW STATEMENT Year ended 31st March 2013

	Notes	2012-13 £	2011-12 £
Net Cash inflow/(outflow) from operating activities	a	73,954	(114,354)
Returns on Investments		15,358	6,181
Proceeds from disposal of tangible assets		171,411	0
Capital expenditure acquiring tangible assets		(87,482)	(85,725)
Cash inflow/(outflow) before changes in financing		173,241	(193,898)
Financing			
Repayment of Bank loan		(29,637)	(28,618)
New Repayment of Other loan		(5,180)	11,475
Net Cash flow	c	138,424	(211,041)
Increase/(Decrease) in cash in the year		138,424	(211,041)

#### Notes to Cash Flow Statement for year ended 31 March 2013

	2012-13 £	2011-12 £
Note a <u>Reconciliation of changes in resources to net cash inflow from operating activities</u>		
Net movement of funds for the year	(299,217)	(34,222)
Investment income	(15,358)	(6,181)
Depreciation Charges	109,142	86,428
Loss on Disposal of Fixed Assets	84	888
Write down in the value of investment	0	7,500
Decrease/(Increase) in Debtors	417,311	(411,247)
(Increase)/Decrease in Creditors	(138,008)	242,480
	73,954	(114,354)

Note

b Analysis of net funds

	1 <sup>st</sup> April 2012 £	Cash Flow £	31 <sup>st</sup> March 2013 £
Net Cash:			
Cash at bank and in hand	901,776	138,424	1,040,200
Debt:			
Bank Loan	(449,001)	29,637	(419,364)
Other Loan	(11,475)	5,180	(6,295)
	<hr/> 441,300	<hr/> 173,241	<hr/> 614,541

Note Reconciliation of net cash flow to movement in net funds

	2012-13 £	2011-12 £
Increase/(Decrease) in cash in the year	138,424	(211,041)
Cash outflow from loans	34,817	17,143
Movement in net funds this year	<hr/> 173,241	<hr/> (193,898)
Opening Net funds	441,300	635,198
Closing net funds	<hr/> 614,541	<hr/> 441,300

**Alabaré Christian Care Centres**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**Year ended 31st March 2013**

1 Accounting Policies

The principal accounting policies, all of which have been applied consistently throughout the year, are set out below.

1.1 Basis of preparation of the accounts

The financial statements have been prepared under the historical cost basis of accounting. They are in accordance with the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (Revised 2005), applicable accounting standards and The Companies Act. The results include those of the parent company only and not the subsidiary on the grounds of immateriality.

1.2 Fund accounting

Unrestricted funds are general funds that are available for use at the Trustees' discretion in the furtherance of the objectives of the charity.

Designated funds are unrestricted funds set aside at the discretion of the Trustees for specific purposes. The designated fund for fixed assets is that part of unrestricted funds that represents fixed assets held for the Charity's activities. The designated fund for 'Sinking Fund' is earmarked by the Trustees for planned maintenance of properties owned or leased by the Charity.

Restricted funds are those donated, or raised, for use in a particular area or for a specific purpose.

All funds are reviewed annually and transfers between funds undertaken as determined by that review.

1.3 Incoming resources

Incoming resources are recognised in the Statement of Financial Activities when the charity is legally entitled to the income, there is certainty of receipt and the amount can be quantified with reasonable accuracy.

Income from charitable activities includes income as earned (i.e. as the related goods or services are provided) under contract or where entitlement to grant funding is subject to specific performance conditions. Where contractual income is received in advance it is deferred and included in Deferred Income within Creditors.

Investment income is recognised on a receivable basis. On-line shop income and income derived from events is recognised as earned.

1.4 Resources expended

- (i) Resources expended are recognised when a liability is incurred. This means that expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of VAT.
- (ii) Costs of generating funds are those costs incurred in attracting voluntary income, and those incurred in fundraising activities/events.
- (iii) Governance costs are those costs associated with the governance arrangements, which relate to the general running of the charity as opposed to the direct management functions inherent in generating funds, service delivery and

programme or project work. They are primarily associated with constitutional and statutory requirements and include the strategic planning processes that contribute to the future development of the charity.

- (iv) Expenditure directly attributable to a specific activity category (e.g. costs of generating funds, charitable activities and governance costs) has been included in the relevant category. Where costs are attributable to more than one activity, they are apportioned across activities based on the time spent by staff on those activities and their use of shared resources.
- (v) The costs of central support services have been allocated to activity cost categories on a basis consistent with use the of resources pro rata to the salaries of the various operations.

#### 1.5 Donated goods and volunteer and other donated services

Donated goods are recognised in different ways dependent on how they are used by the charity:

- (i) those donated for direct transmission to beneficiaries (chiefly clothing and food) are not included in the statement of financial activities on the basis that, if they had not been donated, the charity would not have purchased them;
- (ii) those donated to be used in service provision (e.g. food for use in providing meals at drop-in centres, furniture for houses) are included in the statement of financial activities as incoming resources and resources expended when they are used, if material. They are valued at the amount the charity would have had to pay to acquire them. In the case of donated white goods, the market value is deemed to be £nil.

The value of services provided by volunteers is not incorporated into these financial statements.

Where services are provided to the charity as a donation that would normally be purchased from our suppliers, this contribution is included in the financial statements at an estimate based on the value of the contribution to the charity.

#### 1.6 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost and depreciated over their useful economic lives, less any estimated residual value, at the following rates:

<u>Asset</u>	<u>Depreciation</u>
Land	Not depreciated
Freehold buildings	50 years
Short leasehold buildings	Period of lease
Furniture and equipment	4 years
Computer equipment	4 years
Motor vehicles	4 years

#### 1.7 Pension costs

The charitable company operates a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of the charity. The annual contributions payable are charged to the Statement of Financial Activities.

#### 1.8 Leasing and Hire Purchase Commitments

Rental payments under operating leases are charged as expenditure as incurred over the term of the lease.

## 1.9 Investments

Investments are included in the financial statements at market value. All gains and losses are taken to the Statement of Financial Activities in line with the Charity SORP. The Investment was de listed during the year.

## 2 Voluntary Income

Voluntary income falls into the following categories:

	Unrestricted Funds £	Restricted Funds £	2012-13 Total £	2011-12 Total £
<u>Donations &amp; Legacies</u>				
Individual Donations	55,341	67,456	122,797	55,400
Church/community Groups	24,166	9,952	34,118	44,447
Legacies	10,930	0	10,930	1,339
<u>General Grants</u>				
Statutory Bodies	17,177	600	17,777	25,999
Charitable Trusts	58,576	68,500	127,076	407,993
Other Grants	0	0	0	31,000
Corporate Donations	2,271	75	2,346	8,508
Total	168,461	146,583	315,044	574,686

### 3 Activities for Generating Funds

Activities for generating funds relate to fundraising and retail activities carried out by the Charity primarily to generate incoming resources, which will be used to undertake its charitable activities.

	Unrestricted Funds £	Restricted Funds £	2012-13 Total £	2011-12 Total £
Sponsored Events	7,303	5,123	12,426	23,261
Sales from Retail Activities	187,922	0	187,922	59,018
Income from JV Charity Shop	12,500	0	12,500	22,500
General Fundraising	10,610	0	10,610	17,327
<b>Total</b>	<b>218,335</b>	<b>5,123</b>	<b>223,458</b>	<b>122,106</b>

### 4 Investment Income

	Unrestricted Funds £	Restricted Funds £	2012-13 Total £	2011-12 Total £
Bank Interest	15,358	0	15,358	6,181
<b>Total</b>	<b>15,358</b>	<b>0</b>	<b>15,358</b>	<b>6,181</b>

### 5 Income from Charitable Activities

Income from charitable activities includes all incoming resources received, which are a payment for goods and services provided for the benefit of the charity's beneficiaries.

	Unrestricted Funds £	Restricted Funds £	2012-13 Total £	2011-12 Total £
Supporting People	2,190,404	0	2,190,404	2,367,781
Other Public Sector contracts	964,187	0	964,187	952,815
Other contracts	801,907	0	801,907	82,113
Self Directed Support	136,030	0	136,030	45,416
Accommodation Charges	1,603,521	0	1,603,521	2,036,807
Residential Fees	252,368	0	252,368	204,544
Room Hire	22,347	0	22,347	54,747
Student Training fees	24,969	0	24,969	0
Other Income	7,122	0	7,122	7,130
<b>Total</b>	<b>6,002,855</b>	<b>0</b>	<b>6,002,855</b>	<b>5,751,353</b>

## 6 Costs of Generating Funds

These are the costs that are associated with generating incoming resources from all sources other than from undertaking charitable activities. It includes the cost of applying to charitable trusts and other grant-making bodies, and events to raise awareness and generate income but it excludes marketing activities such as the encouragement of volunteering, the cost of the twice yearly newsletter and other publicity. It excludes publications that are primarily designed to inform service users or potential users.

	Unrestricted Funds £	Restricted Funds £	2012-13 Total £	2011-12 Total £
Fund Raising Team	127,213	0	127,213	116,320
Retail Team	142,700	0	142,700	0
Ambassadors	0	0	0	80
Expenses and Other Direct Costs	128,789	0	128,789	64,103
Support Costs	59,500	0	59,500	16,655
<b>Total</b>	<b>458,202</b>	<b>0</b>	<b>458,202</b>	<b>197,158</b>

A programme to generate income by opening a chain of charity shops was introduced in May 2012.

By 31st March 2013, 4 had been opened and a further 7 are forecast to open in the next financial year

## 7 Cost of Charitable Activities

Resources expended on charitable activities comprise all the resources applied by the charity in undertaking its work to meet its charitable objectives as opposed to the cost of raising funds to finance these activities and governance costs.

	Direct Costs £	Support Costs £	2012-13 Total £	2011-12 Total £
Floating Support	569,273	111,079	680,352	776,877
Veterans	428,447	41,498	469,945	452,726
Supported Housing & Drop Ins	1,867,267	190,082	2,057,349	1,983,790
Young People	1,188,425	156,745	1,345,170	1,296,887
Learning Difficulties, Mental Health	1,524,658	246,959	1,771,617	1,708,200
	<b>5,578,070</b>	<b>746,363</b>	<b>6,324,433</b>	<b>6,218,480</b>

## 8 Governance Costs

Governance costs relate to the cost of those activities that provide the infrastructure, which allows the charity to operate as a legal entity and to generate the information required for public accountability.

	2012-13 Total £	2011-12 Total £
AGM, Board & Committee Meetings	2,661	1,905
Auditor's remuneration	10,000	10,379
Strategic Management & Support Costs	60,636	60,626
Total	<u>73,297</u>	<u>72,910</u>

## 9 Pensions

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. Contributions payable by the company amounted to £86,183 (31<sup>st</sup> March 2012 - £80,825). Included within the pension contributions are amounts paid after the year end £10,232.

## 10 Items included in Resources Expended

The resources expended figures are stated after charging:

	2012-13 Total £	2011-12 Total £
Depreciation	109,142	86,428
Lease Payments	5,180	5,467
Property Rental	737,059	682,753
Loss on Disposal of Fixed Assets	84	8,388
Auditors Remuneration	10,000	10,379

## 11 Support Costs

Support costs are those costs that, while necessary for the delivery of charitable activities, do not themselves produce or constitute the output of those activities. Similarly, costs will be incurred in supporting income generation activities such as fundraising, and in supporting the governance of the charity. Support costs include general management (GM), payroll and financial administration, information technology (IT), human resources (HR), health and safety (H&S),

	HR, H&S, Training & Property	Finance & IT	GM	PR	Total
	£	£	£	£	£
Floating Support	27,039	46,039	25,577	12,423	111,078
Veterans	10,101	17,200	9,555	4,641	41,497
Supported Housing & Drop Ins	46,270	78,784	43,769	21,259	190,082
Young People	38,155	64,967	36,093	17,531	156,746
Learning Difficulties, Mental Health	60,115	102,358	56,866	27,620	246,959
Fundraising	0	0	27,617	0	27,617
Governance	0	0	60,636	0	60,636
Total 2012/13	181,680	309,348	260,113	83,474	834,615
Total 2011/12	183,885	307,097	368,518	91,086	950,586

## 12 Staff Costs

	2012-13 Total £	2011-12 Total £
Salaries	3,716,628	3,475,082
Sessional staff (including Agency)	95,566	106,250
Employer's National Insurance contributions	285,922	270,956
Employer's Pension contributions	86,183	80,825
	4,184,299	3,933,113

One employee earned between £60,000 and £70,000 per annum during the current and previous year.

### 13 Staff Numbers

The average number of people employed, including part-time staff, calculated on a full-time equivalent basis analysed by activity was:

	2012-13 Number	2011-12 Number
Homelessness	30.4	32.5
Floating Support	19.8	25.0
Veterans	8.3	8.9
LD and Mental health	38.2	40.8
YP	26.6	28.4
Retail	6.0	0
Fund Raising and marketing	3.7	4.9
Support Services	13.5	14.0
Governance	1.4	1.4
	<hr/>	<hr/>
	147.9	155.9

### 14 Trustees' Expenses and Remuneration

Trustees are not remunerated. No one claimed travel expenses incurred in the course of his duties (31<sup>st</sup> March 2012 - £nil).

### 15 Related Party Transactions

Caroline Probert, Trustee, is a member of Trethowans Solicitors LLP. The Charity has purchased £5,758 (31 March 2012 - £6,814) services from Trethowans. At the year end there were Nil outstanding (31 March 2012 - £nil).

The Charity was in a joint venture with Crisis Centre Ministries in respect of a Charity Shop in Clevedon. During the year donations of £12,500 to Alabaré (31 March 2012 - £22,500) were made before the financial year end. The turnover of the Joint venture in the year to 30 June 2012 was £173k (2011 - £141k), and a surplus was generated of £4k (2011 - £5k) after making the donations referred to above.

### 16 Taxation

No taxation is payable by the company because it is a registered charity, and no tax arises on its charitable activities. The on-line shop has a very small turnover so no taxation charge has arisen.

## 17 Tangible Fixed Assets

	Freehold Property £	Short Leasehold Property £	Equipment £	Motor Vehicles £	Total £
<u>Cost</u>					
1st April 2012	2,468,990	45,604	730,833	40,944	3,286,371
Additions	0	0	81,137	6,345	87,482
Disposals	(183,637)	0	(40,333)	(15,750)	(239,720)
At 31st March 2013	2,285,353	45,604	771,637	31,539	3,134,133
<u>Depreciation</u>					
1st April 2012	138,507	45,604	618,346	40,944	843,401
Charge for the Period	47,543	0	60,145	1,454	109,142
Disposals	(13,134)	0	(39,341)	(15,750)	(68,225)
At 31st March 2013	172,916	45,604	639,150	26,648	884,318
<u>Net Book Value</u>					
At 31st March 2013	2,112,437	0	132,487	4,891	2,249,815
At 31 <sup>st</sup> March 2012	2,330,483	0	112,487	0	2,442,970

## 18 Debtors

	31 <sup>st</sup> March 2013 £	31 <sup>st</sup> March 2012 £
Trade debtors	309,402	565,031
Supporting People Income due	0	37,898
Deposits	30,378	28,544
Sundry debtors	130,663	226,700
Prepayments	10,017	39,598
Total	480,460	897,771

Sundry debtors includes a grant all of which is due in the next 12 months. The 2012 figures included an amount of £60,000 which was due after more than one year

The SORP requires that grants which have been approved but which are receivable in a future period should be included in the accounts. Grants totalling £60,000 (2012 £180,000) have been recognised in sundry debtors above.

19 Investments

	31 <sup>st</sup> March 2013 £	31 <sup>st</sup> March 2012 £
Unlisted Investment	9,000	9,000

Investments were donated the year 2010/11.

At that time they were listed but de-listed during 2012/13.

The Trustees view is that they remain at, or close to the value shown above. It is not the charity's intention to hold them for the longer term.

20 Cash at Bank and in Hand

	31 <sup>st</sup> March 2013 £	31 <sup>st</sup> March 2012 £
RBS Current Account	8,339	(3,126)
RBS Deposit Account	0	0
RBS Interest Account	576,952	397,204
Santander Term Deposit	452,210	503,781
Lloyds TSB Term Deposit	2	2
Petty Cash	2,697	3,915
Total	1,040,200	901,776

21 Creditors: amounts falling due within one year

	31 <sup>st</sup> March 2013 £	31 <sup>st</sup> March 2012 £
Trade Creditors	116,818	141,497
Tax and National Insurance	73,954	77,244
Deferred Income	144,237	191,067
Other Creditors	108,234	189,333
Bank Loan	30,201	29,592
Accruals	64,141	47,202
Total	537,585	675,935

22 Creditors: amounts falling due after more than one year

	31 <sup>st</sup> March 2013 £	31 <sup>st</sup> March 2012 £
Bank Loan	389,163	419,409
Other Loan	1,295	5,524
<b>Total</b>	<b>390,458</b>	<b>424,933</b>

Loan to purchase property in Plymouth

Repayable by Instalments as follows:

	31 <sup>st</sup> March 2013 £	31 <sup>st</sup> March 2012 £
Less than one year	30,201	29,592
Between one and two years	31,258	30,644
Between two and five years	102,293	98,588
In five years or more	255,612	290,177
<b>Total</b>	<b>419,364</b>	<b>449,001</b>

Lender	Triodos Bank nv
Term	15 years
Maturity	31 July 2024
Loan Type	Variable
Interest Rate	1.75% over Base Rate
Security	Secured on properties in Plymouth

23 Movement on Funds

	General £	Designated (Sinking Fund) £	Restricted Funds £	Total £
At 1st April 2012	2,542,613	312,988	295,048	3,150,649
Net Incoming/(Outgoing) resources	(159,405)	386	(140,198)	(299,217)
Transfers	0	0	0	0
<b>At 31st March 2013</b>	<b>2,383,208</b>	<b>313,374</b>	<b>154,850</b>	<b>2,851,432</b>

24 Movement on Restricted Funds

	Balance 1st April 2012	Incoming Resources		Outgoing Resources	Balance 31st March 2013
		Individuals, Church & Community	Grants from Charities		
	£	£	£	£	£
Alabaré Place	403	11,059	0	(11,462)	0
Veterans projects	180,000	11,151	66,500	(167,244)	90,407
Barnabas House	114,645	50,000	0	(100,202)	64,443
Towpath	0	7,779	1,000	(8,779)	0
The Junction	0	92	500	(592)	0
Oasis House	0	50	0	(50)	0
LD Projects	0	3,575	0	(3,575)	0
	<u>295,048</u>	<u>83,706</u>	<u>68,000</u>	<u>(291,904)</u>	<u>154,850</u>

25 Commitments under Operating Leases

As at 31<sup>st</sup> March 2013 the charity had annual commitments for rental payments under operating leases as set out below:

	31 <sup>st</sup> March 2013		31 <sup>st</sup> March 2012	
	Land & Buildings	Other Items	Land & Buildings	Other Items
	£	£	£	£
Within a year	136,747	0	73,676	0
Within 2 to 5 years	470,350	0	495,078	0
After more than 5 years	266,642	78,023	213,039	71,098
Total	<u>873,739</u>	<u>78,023</u>	<u>781,793</u>	<u>71,098</u>

26 Analysis of Reserves

	Fixed Assets	Net Current Assets	Creditors falling due after more than one year	Total
	£	£	£	£
Designated Funds	0	313,374	0	313,374
General Funds	2,249,815	523,851	(390,458)	2,383,208
Restricted Funds	0	154,850	0	154,850
Total	<u>2,249,815</u>	<u>992,075</u>	<u>(390,458)</u>	<u>2,851,432</u>

Bruised Reed Trust is the only subsidiary of Alabaré Christian Care Centres. The Trustees of Alabaré Christian Care Centres are the Trustees. The company is dormant and has nil funds.