



Alabaré Christian Care & Support
(A Company Limited by Guarantee)

REPORT OF THE TRUSTEES AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

Company number: 2604011

Charity number: 1006504

**Alabaré Christian Care & Support
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For the year ended 31 March 2021**

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**Alabaré Christian Care & Support
Report of the Trustees**

For the year ended 31 March 2021

Reference and Administrative details

Company Number

2604011

Charity Number

1006504

Registered Office

Riverside House, 2 Watt Road, Salisbury, Wiltshire SP2 7UD

Governing document

Articles of Association dated 30 July 2020.

Patrons

The Right Reverend Declan Lang, Bishop of Clifton
The Right Reverend Stephen Conway, Bishop of Ely
The Right Reverend Nicholas Holtam, Bishop of Salisbury
The Lord King of Bridgwater CH
General The Lord Dannatt GCB, CBE, MC, DL
Brigadier Simon Firth CBE
The Right Reverend June Osborne (appointed 2020)
Revd Joanna Jepson (appointed 2021)

Honorary President

John Proctor

Board of Trustees

Malcolm Cassells	Chair of Board
Don Alexander	
Teresa Barsby	
Phil Davis	Vice-Chair
Catherine Detain	
David Durston	
Martin Clark	
Richard Holman	Chair of Finance & Resources Committee
John Hunter	Chair of Governance and Quality Committee
Alicia Proctor	
Mark Proctor	

Committees Structure

Finance & Resources Committee
Governance & Quality Committee

**Alabaré Christian Care & Support
Report of the Trustees**

For the year ended 31 March 2021

Key Management

Andrew Lord	(Chief Executive)
Kevin Fairman	(Finance & Commercial Director)
Vanessa Bedford	(Lead Operations Manager)
Keith Thomasson	(Senior Chaplain)
Kirsty Scullion, Rebecca Mullen & Claire Sime	(Fundraising & Marketing Managers)
Jo King	(Charity Manager)
Sue Gumbleton, Anne Williams, Georgina Vickers	(Operations Managers)
Nick Dalton	(Financial Controller)
Karen Bell	(Human Resources Manager)

Bankers

The Royal Bank of Scotland plc, 14 Minster Street, Salisbury, Wiltshire SP1 1TP

Solicitors

Wilsons, Alexandra House, St John's Street, Salisbury SP1 2SB

Auditors

Fawcetts LLP, Windover House, St Ann Street, Salisbury SP1 2DR

The Trustees present their report together with the financial statements of the Charity for the year ended 31 March 2021 which should be read in conjunction with the reference and administrative details set out below. The financial statements have been prepared based on the accounting policies set out in note 1 to the financial statements.

Alabaré Christian Care & Support is a charity registered with the Charity Commission and a company limited by guarantee. Since 1 January 2010, the Charity has been trading under the name Alabaré Christian Care & Support and on 12 September 2020 changed its registered name to Alabaré Christian Care & Support.

Objectives and Activities

Objects

The Objects of Alabaré Christian Care & Support, 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 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.

Objects and Public Benefit

The Charity's Objects are set to reflect its community aims. The Trustees review its Objects and activities from time to time to ensure that they continue to reflect its aims. The Trustees have been engaged in the creation of a Five-Year Plan for the organisation which was agreed at the Board of Trustees meeting in April 2018.

Alabaré Christian Care & Support Report of the Trustees

For the year ended 31 March 2021

Objects and Public Benefit (cont'd)

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". The Trustees are satisfied that the public benefit requirement is being met.

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 until 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

Structure, Governance and Management

Governing Documents

Alabaré Christian Care & Support is a charitable company limited by guarantee and was set up on 11 March 1991. The governing document is the Articles of Association, which was amended in 2020.

Trustee Board

All Trustee appointments are approved formally by the Board of 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. Section 7 of the Charity's Articles outlines the minimum and maximum number of trustees that comprise the Board and the maximum term that can be served.

**Alabaré Christian Care & Support
Report of the Trustees**

For the year ended 31 March 2021

Trustee Board (cont'd)

The Board of Trustees met eight times during the year 2020/21. The Board of Trustees delegates certain functions to two committees: i) Governance and Quality Committee chaired by John Hunter who is a Trustee, and ii) Finance and Resources Committee which is chaired by Richard Holman, who is also a Trustee. The membership of the committees is Trustees and volunteers with appropriate experience.

The Board of Trustees reviewed and changed its governing documents in 2020. The Objects of the Charity were not changed.

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

The Board reviewed and revised the Scheme of Delegation during this period and Pay & Rewards for employees was considered at the September 2020 Board meeting.

Process for induction and training of Trustees

A process is in place for the induction of Trustees which has been agreed by the Governance and Quality Committee. Training for Trustees is an initial PowerPoint giving the history of the organisation, safeguarding, health and safety, boundaries and key policies which must be read. Further training is online training and two development afternoons each year.

Risk Management

The Trustees have overall responsibility for ensuring that the Charity has appropriate systems of organisational control. 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 the 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 misstatement or loss. They include:

- A strategic 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 set out in the following table. They are reviewed by the Board of Trustees regularly.

**Alabaré Christian Care & Support
Report of the Trustees**

For the year ended 31 March 2021

OBJECTIVE	RISK	HOW WE MANAGE THE RISK
Wellbeing of all	Covid-19	Risk assessments, updated procedures, hand-washing and social distancing, provision of adequate PPE, staff training, and pastoral support.
Provide good quality homes and services to vulnerable people	Poor quality care and/or breaches of Health & Safety legislation	Appropriately trained and remunerated staff, internal audit programme including regular Health & Safety audits monitored by Finance and Resources Committee, Lee Proctor (Trustee) lead responsibility for safeguarding, introduction of tenant satisfaction survey.
Financially sustainable charity	Low occupancy, poor fundraising returns, not retaining local authority contracts, poor control of expenditure	Regular review of occupancy, 2-year rolling fundraising plan, management of sickness absence, employee retention, delivering excellent services, budget management including control of agency costs, business cases approved for all new opportunities, retendering of supplier contracts.
Motivated staff team	Dissatisfied staff leading to higher turnover and sickness	Annual staff survey, ongoing support via Chaplaincy service, review of pay and rewards, commitment to training
Secure and reliable IT systems	Potential breaches of Data Protection legislation	Regular review meeting with outsourced IT services provider
Leadership	Not achieving vision, not addressing issues, loss of external confidence	Recruitment of three key posts achieved in 2021 to strengthen management team of charity

**Alabaré Christian Care & Support
Report of the Trustees**

For the year ended 31 March 2021

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 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: these are monitored closely to ensure that any risk is mitigated. In March 2019 £900k of a Lloyds Bank variable loan was transferred to a fixed interest rate loan and in June 2020 the Trustees approved a further transfer of Lloyds Bank variable loan to fixed interest rate loan.

Statutory Funding Risk

Some £m of the Charity's income is from direct or indirect statutory sources. During 2017/18 contracts held with Wiltshire Council for supported housing for single homeless and vulnerable young people were put out to tender. Alabaré won the tenders and was awarded new contracts from April 2018. These contracts last a minimum of four years.

We confirm that the major risks to which the Charity is exposed, as identified by the Trustees, have been reviewed and systems or procedures are established to manage those risks.

Achievements and Performance

When looking at the 2021 statutory accounts for Alabaré Christian Care & Support, our financial performance in the last year looks very similar to what was achieved in the previous financial year. How we managed to achieve that faced with the challenges of the COVID crisis was certainly not like any year before in Alabaré's 30-year history.

There are many people involved directly and indirectly with Alabaré to recognise in this statement, but first and foremost are our front-line care and support employees. Across the whole of the sector, a debt of gratitude is owed to those people who have put the health and wellbeing of others first and foremost during these incredibly difficult times. The level of dedication witnessed was truly outstanding and makes our commitment to pay above National Living Wage an ongoing priority.

Thinking back to March 2020, the urgent concern of the Board of Trustees was how many months our employees could be paid before the cash ran out. At that time, there was a serious concern about what level of fundraising we would be able to generate, that our retail outlets would need to close, and what would the effect be on the occupancy levels at our services.

**Alabaré Christian Care & Support
Report of the Trustees**

For the year ended 31 March 2021

Achievements and Performance (cont'd)

Gradually though, the financial pressure started to ease based on the following:

- The Government's furlough scheme. At the height of the COVID crisis, we had +50 employees on furlough.
- A number of our landlords of leased properties agreed payment holidays.
- Our three funders agreed capital repayments delays on our loans.
- We took up the opportunity for CBIL (Coronavirus Business Interruption Loan) funding of £0.5m.
- Local authorities provided compensation for our loss of income from the closure of our retail shops.
- Trust grant bodies started to make funding available to support organisations.

Alabaré would therefore like to take the opportunity to thank all our partners and stakeholders during this time for their continued support.

At the start of this statement, the contribution of the front-line employees in our care and support services was highlighted. In addition, there are other people who should be recognised: those people working in "back-office" support functions, the management team at Alabaré under the excellent leadership of our CEO, Andrew Lord, our team of volunteers and of course our Board of Trustees. In particular, the trust fundraising team performed outstandingly well in 2020-21.

Looking ahead to the financial year 2021-22, Alabaré will certainly not be complacent in saying we are through the Covid crisis. However, having weathered the storm on the last 15 months, the charity is well placed to face the year ahead in a stronger position now.

As a charity, all of Alabaré's surpluses are re-invested back into the services we provide. In 2021-22, Alabaré will therefore be looking at how we can extend our reach through more accommodation-based support as the demand increases, particularly in areas such as the provision of mental health services.

We will continue to make the health and wellbeing of the people we support our number one priority and ensure that Alabaré is on a solid financial footing for our next 30 years.

Charity's strategies for achieving its aims and objectives

A Five-Year Plan was agreed by the Board of Trustees on 19 April 2018. The Plan has the following strategic themes:

- **To Value our People** – by recruiting, retaining, developing and rewarding the best people for full-time, part-time and volunteer roles to take Alabaré forward, living our Values and practising our Principles
- **To Deliver Excellent Services** – by focusing on our service users' needs to build and sustain the provision of services that are a beacon for the sector, delivering outcomes consistent with our Mission and meeting the challenges of our users' support journey
- **To Live our Values** – by reflecting and celebrating our ethos and values and our Christian mission and identity, embracing all those who need our support with open arms to meet our aspiration that no-one should be turned away
- **To Focus on our Finances** – by building a resilient, viable organisation that makes financially sound decisions and is business-minded in its decision-making about investing for growth and sustainability and is alive to commercial realities

**Alabaré Christian Care & Support
Report of the Trustees**

For the year ended 31 March 2021

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**Alabaré Christian Care & Support
Report of the Trustees**

For the year ended 31 March 2021

Trustees' Responsibilities

Company law requires the Trustees (who are also the Directors of Alabaré Christian Care and Support Limited 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

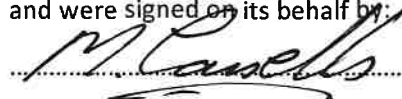
Each Trustee of the charity has confirmed in fulfilling his/her duties as a Trustee:

- (a) So far as each Trustee is aware, there is no relevant audit information of which the charity'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 charity's auditors are aware of that information.

Auditors

A resolution to re-appoint Fawcetts LLP as auditors for the ensuing year will be proposed.

The financial statements were approved and authorised for issue by the Board of Trustees on 30/6/21 and were signed on its behalf by:


.....

Malcolm Cassells - Chair of Trustees/Directors

**Report of the Independent Auditors
To the Members of
Alabaré Christian Care & Support**

Opinion

We have audited the financial statements of Alabaré Christian Care & Support (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources 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.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Report of the Trustees (including Strategic Report), other than the financial statements and our Report of the Auditors thereon. The Trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees, which includes the Report of the Directors and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Report of the Directors included within the Report of the Trustees have been prepared in accordance with applicable legal requirements.

**Report of the Independent Auditors (continued)
To the Members of**

Alabaré Christian Care & Support

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Report of the Directors included within the Report of the Trustees.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities set on page 9, the Trustees (who are also directors of the charitable company for the purposes of company law and trustees of the charity for the purposes of charity law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Identifying and assessing potential risks related to irregularities

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

- the nature of the industry and sector, control environment and financial performance;
- results of our enquiries of management about their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the charity's documentation of their policies and procedures relating to:
 - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
 - the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations
- the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

**Report of the Independent Auditors (continued)
To the Members of**

Alabaré Christian Care & Support

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the following area: revenue and surplus recognition. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We have also obtained an understanding of the legal and regulatory frameworks that the charity operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements.

Audit response to risks identified

As a result of performing the above, we identified revenue and surplus recognition a key audit matter related to the potential risk of fraud. Our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- enquiring of management concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing any correspondence with the Regulator of Social Housing and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

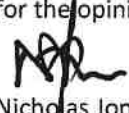
We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Auditors.

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.


Nicholas Jones FCCA (Senior Statutory Auditor)
for and on behalf of Fawcetts LLP, Chartered Accountants & Statutory Auditors
Windover House, St Ann Street, Salisbury, SP1 2DR

Date: 5 July 2021

Alabaré Christian Care & Support
Statement of Financial Activities
(including the Income and Expenditure account)

For the year ended 31 March 2021

Income and expenditure	Note	Unrestricted £	Restricted £	2021 Total £	2020 Total £
INCOME AND ENDOWMENTS FROM:					
Donations and legacies	3	597,479	1,087,958	1,685,437	1,537,379
Charitable activities	4	7,566,750	-	7,566,750	7,404,998
Other trading activities	5	290,414	-	290,414	466,069
Investment Income	6	649	-	649	1,738
Total income		8,455,292	1,087,958	9,543,250	9,410,184
EXPENDITURE ON:					
Raising funds, marketing and trading activities	7	963,713	-	963,713	1,157,890
Charitable activities	7	7,104,909	1,165,183	8,270,092	7,848,472
Total expenditure		8,068,622	1,165,183	9,233,805	9,006,362
NET INCOME/(EXPENDITURE)		386,670	(77,225)	309,445	403,822
Transfers between funds	20	-	-	-	-
NET MOVEMENT IN FUNDS		386,670	(77,225)	309,445	403,822
RECONCILIATION OF FUNDS:					
Total funds brought forward		3,102,304	370,509	3,472,813	3,068,991
TOTAL FUNDS CARRIED FORWARD		3,488,974	293,284	3,782,258	3,472,813

The above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above.

The notes form part of these financial statements

**Alabaré Christian Care & Support
Balance Sheet**

As at 31 March 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible fixed assets	14	5,547,933	5,603,801
Investments	15	9,000	9,000
		<u>5,556,933</u>	<u>5,612,801</u>
Current assets			
Debtors	16	621,030	714,337
Cash at bank and in hand		1,645,968	490,625
		<u>2,266,998</u>	<u>1,204,962</u>
Liabilities			
Creditors: Amounts due within one year	17	(894,048)	(587,362)
		<u>1,372,950</u>	<u>617,600</u>
Net current assets			
		<u>6,929,883</u>	<u>6,230,401</u>
Total assets less current liabilities			
Creditors: Amounts due after more than one year	18	(3,147,625)	(2,757,588)
		<u>3,782,258</u>	<u>3,472,813</u>
NET ASSETS		<u>3,782,258</u>	<u>3,472,813</u>
Funds			
Unrestricted funds:	20	3,488,974	3,102,304
Restricted income funds	20	293,284	370,509
		<u>3,782,258</u>	<u>3,472,813</u>
TOTAL CHARITY FUNDS		<u>3,782,258</u>	<u>3,472,813</u>

The financial statements were approved and authorised for issue by the Board of Trustees on 30/6/21 and were signed on its behalf by:



Malcolm Cassells (Chairman)

Company registration number: 02604011

The notes form part of these financial statements

Alabaré Christian Care & Support

**Statement of Cash Flow
For the year ended 31 March 2021**

	Notes	2021 £	2020 £
CASH FLOWS FROM OPERATING ACTIVITIES:			
Net cash provided by/(used in) operating activities	a	929,850	(319,584)
Cash flows from investing activities:			
Purchase of property and other fixed assets		(164,544)	(266,913)
Proceeds from disposal of fixed assets		-	7,577
Net cash provided by/(used in) investing activities		<u>(164,544)</u>	<u>(259,336)</u>
Cash flows from financing activities:			
Repayments of borrowing		(120,313)	(164,009)
Cash inflows from new borrowing		510,350	-
Net cash provided by/(used in) financing activities		<u>390,037</u>	<u>(164,009)</u>
CHANGE IN CASH AND CASH EQUIVALENTS FOR THE YEAR		1,155,343	(742,929)
Cash and cash equivalents brought forward	b	490,625	1,233,554
CASH AND CASH EQUIVALENTS CARRIED FORWARD AT 31 MARCH	b	<u><u>1,645,968</u></u>	<u><u>490,625</u></u>

a) Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2021 £	2020 £
Net income/(expenditure) for the year as per the Statement of Financial Activities	309,445	403,822
Adjusted for:		
Depreciation	220,412	183,093
Profit on disposal of fixed assets	-	(3,683)
(Increase)/decrease in debtors	93,307	(356,030)
Increase/(decrease) in creditors	306,686	(546,786)
Net cash (used in)/provided by operating activities	<u><u>929,850</u></u>	<u><u>(319,584)</u></u>

b) Analysis of cash and cash equivalents

	2021 £	2020 £
Cash at bank and in hand	<u><u>1,645,968</u></u>	<u><u>490,625</u></u>

Alabaré Christian Care & Support
Notes to the Financial Statements

For the year ended 31 March 2021

1. Accounting policies

a) Basis of preparation of the accounts

The financial statements have been prepared under the historical cost convention and in accordance with applicable Accounting Standards in the United Kingdom, the accounting regulations issued under the Companies Act 2006 and the Statement of Recommended Practice (SORP) FRS102 "Accounting and Reporting by Charities".

Alabaré Christian Care Centres meets the definition of a public benefit entity under FRS 102.

The trustees have considered the financial position of the organisation and believe that it is currently a going concern. The Coronavirus outbreak has so far not had a material impact on this assessment and, based on their current knowledge, they do not expect it to do so going forward.

These financial statements have been prepared on a going concern basis and are presented in Sterling (£) which is the functional currency of the charity. The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

b) 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.

Restricted funds are those donated, or raised, for use in a particular area or for a specific purpose. Purchases of fixed assets with restricted funds are deemed to be satisfied once the purchase has taken place and therefore these restricted fund balances are released to unrestricted general funds unless the restriction is deemed to be on a permanent basis.

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

c) Income

Income is recognised in the Statement of Financial Activities when the charity is legally entitled to it, 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.

d) Expenditure

Expenditure is 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 where applicable.

Raising funds are those costs incurred in attracting voluntary income, and those incurred in fundraising activities/events and retail.

Expenditure directly attributable to a specific activity category (e.g. raising funds and charitable activities) 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.

The costs of central support services have been allocated to activity cost categories on a basis consistent with use of the resources pro rata to the direct costs of the various operations.

**Alabaré Christian Care & Support
Notes to the Financial Statements**

For the year ended 31 March 2021

1. Accounting policies (continued)

e) 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 (eg food for use in providing meals at the drop-in centre) are also not included in the statement of financial activities on the same basis as above;

(iii) the value of services provided by volunteers is not incorporated into these financial statements;

(iv) other goods which are donated for sale through the retail operation are not included in the accounts until they are sold as they have no cost attached;

(v) 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.

f) 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.

g) Leasing and hire purchase commitments

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

h) 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:

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
Short life assets	1 year

i) 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.

j) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Alabaré Christian Care & Support
Notes to the Financial Statements

For the year ended 31 March 2021

2. Comparative Statement of Financial Activities - comparative balances as at 31 March 2020

	Unrestricted £	Restricted £	2020 Total £
INCOME AND ENDOWMENTS FROM:			
Donations and legacies	702,332	835,047	1,537,379
Charitable activities	7,404,998	-	7,404,998
Other trading activities	466,069	-	466,069
Investment Income	1,738	-	1,738
	<u>8,575,137</u>	<u>835,047</u>	<u>9,410,184</u>
EXPENDITURE ON:			
Raising funds	1,157,890	-	1,157,890
Charitable activities	7,437,310	411,162	7,848,472
	<u>8,595,200</u>	<u>411,162</u>	<u>9,006,362</u>
NET INCOME/(EXPENDITURE)	(20,063)	423,885	403,822
Transfers between funds	195,209	(195,209)	-
NET MOVEMENT IN FUNDS	<u>175,146</u>	<u>228,676</u>	<u>403,822</u>
RECONCILIATION OF FUNDS:			
Total funds brought forward	2,927,158	141,833	3,068,991
TOTAL FUNDS CARRIED FORWARD	<u><u>3,102,304</u></u>	<u><u>370,509</u></u>	<u><u>3,472,813</u></u>

Alabaré Christian Care & Support
Notes to the Financial Statements

For the year ended 31 March 2021

3. Donations and legacies	Unrestricted	Restricted	Total	Total
	£	£	2021	2020
			£	£
Charitable Trusts - general grants	194,591	976,296	1,170,887	1,168,365
Other general grants	91,795	104,703	196,498	20,467
Corporate donations	-	-	-	1,770
Individual donations	247,908	1,529	249,437	149,042
Church/community groups	48,184	5,430	53,614	148,953
Legacies	15,000	-	15,000	48,782
	<u>597,479</u>	<u>1,087,958</u>	<u>1,685,436</u>	<u>1,537,379</u>
<i>2020 total</i>	<i>702,332</i>	<i>835,047</i>	<i>1,537,379</i>	
4. Charitable activities	Unrestricted	Restricted	Total	Total
	£	£	2021	2020
			£	£
Housing support contracts	1,081,548	-	1,081,548	1,273,084
Other public sector contracts	822,346	-	822,346	720,133
Other contracts	1,607,158	-	1,607,158	1,704,090
Accommodation charges	3,635,398	-	3,635,398	3,516,948
Other income	420,300	-	420,300	190,743
	<u>7,566,750</u>	<u>-</u>	<u>7,566,750</u>	<u>7,404,998</u>
<i>2020 total</i>	<i>7,404,998</i>	<i>-</i>	<i>7,404,998</i>	
5. Other trading activities	Unrestricted	Restricted	Total	Total
	£	£	2021	2020
			£	£
Fundraising events	182,974	-	182,974	100,178
Sales from retail activities	87,727	-	87,727	335,940
Other earned income	19,713	-	19,713	29,951
	<u>290,414</u>	<u>-</u>	<u>290,414</u>	<u>466,069</u>
<i>2020 total</i>	<i>466,069</i>	<i>-</i>	<i>466,069</i>	
6. Investment income	Unrestricted	Restricted	Total	Total
	£	£	2021	2020
			£	£
Bank interest	649	-	649	1,738
	<u>649</u>	<u>-</u>	<u>649</u>	<u>1,738</u>
<i>2020 total</i>	<i>1,738</i>	<i>-</i>	<i>1,738</i>	

Alabaré Christian Care & Support
Notes to the Financial Statements

For the year ended 31 March 2021

7. Expenditure	Staff costs £	Other direct costs £	Support costs £	Total 2021 £	Total 2020 £
<i>Raising funds, marketing and trading activities</i>					
Fund raising and marketing team	449,861	109,137	70,082	629,080	715,096
Charity shops	168,620	128,733	37,280	334,633	442,794
	<u>618,481</u>	<u>237,870</u>	<u>107,362</u>	<u>963,713</u>	<u>1,157,890</u>
<i>Charitable activities</i>					
Veterans housing	683,402	642,848	166,275	1,492,525	1,377,458
Homeless	1,083,901	882,724	246,560	2,213,185	2,072,534
Young people	1,154,198	675,395	229,380	2,058,973	2,021,981
Learning disabilities & mental health	1,380,169	247,065	204,010	1,831,244	1,631,461
Training and development	372,611	14,960	48,591	436,162	546,853
Veterans training and enterprise	123,416	88,072	26,515	238,003	198,185
	<u>4,797,697</u>	<u>2,551,064</u>	<u>921,331</u>	<u>8,270,092</u>	<u>7,848,472</u>
	<u>5,416,178</u>	<u>2,788,934</u>	<u>1,028,693</u>	<u>9,233,805</u>	<u>9,006,362</u>
TOTAL 2020	4,968,512	3,057,856	979,994	9,006,362	
8. Support costs				Total 2021 £	Total 2020 £
Staff costs			487,317	461,760	
Property costs			51,572	31,580	
IT costs			134,023	171,821	
HR and administration costs			266,295	210,259	
Finance charges			89,486	104,574	
			<u>1,028,693</u>	<u>979,994</u>	
9. Net income/(expenditure)				Total 2021 £	Total 2020 £
This is stated after charging:					
Depreciation			220,412	183,093	
Profit on disposal of fixed assets			-	(3,683)	
Auditors' remuneration:					
- audit			9,420	8,580	
- non-audit			2,580	2,340	
Operating lease rentals:					
- property rental			<u>1,092,796</u>	<u>990,256</u>	

**Alabaré Christian Care & Support
Notes to the Financial Statements**

For the year ended 31 March 2021

10. Staff costs and numbers	2021	2020
	£	£
Salaries and wages	4,940,847	4,638,548
Sessional staff (including agency)	420,115	284,097
Employer's national insurance and contributions	386,046	354,703
Employer's pension contributions	156,486	152,913
	5,903,494	5,430,261
The average number of people employed, including part-time staff:	2021	2020
	No.	No.
	271	268

One employee earned between £70,000 and £75,000 per annum during the current and previous year, and employer pension contributions of £4,239 were made in respect of the above individual's employment.

The value of services provided by volunteers is not incorporated into these financial statements but makes a significant impact on the work the charity is able to deliver. In the year to 31st March 2021 a total of 10,618 hours was volunteered in this way (2020: 26,925 hours). The Charity saw a substantial reduction in services provided by volunteers due to the restrictions caused by the COVID-19 pandemic.

The key management personnel of the charity are listed on page 1. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services was £582,999 (2020: £534,922).

11. Trustees expenses and remuneration

Trustees are not remunerated. During the year, there were no travel expenses incurred in the course of their duties as Trustees (2020: £87 to 1 Trustee).

12. Pension

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 charity amounted to £156,486 (2020: £152,913). Included within the pension contributions are amounts paid after the year end of £24,193 (2020: £24,016).

13. Taxation

No taxation is payable by the company because it is a registered charity and its activities are classified as exempt.

Alabaré Christian Care & Support
Notes to the Financial Statements

For the year ended 31 March 2021

14. Tangible fixed assets

	Freehold property £	Short leasehold property £	Equipment £	Motor vehicles £	Total £
Cost					
At 1 April 2020	5,800,963	365,480	1,327,579	76,686	7,570,708
Additions	-	114,887	41,257	8,400	164,544
Disposals	-	-	-	-	-
At 31 March 2021	<u>5,800,963</u>	<u>480,367</u>	<u>1,368,836</u>	<u>85,086</u>	<u>7,735,252</u>
Depreciation					
At 1 April 2020	609,597	128,726	1,191,442	37,142	1,966,907
Charge for the year	111,835	42,371	55,070	11,136	220,412
Eliminated on disposals	-	-	-	-	-
At 31 March 2021	<u>721,432</u>	<u>171,097</u>	<u>1,246,512</u>	<u>48,278</u>	<u>2,187,319</u>
Net book value					
At 31 March 2021	<u>5,079,531</u>	<u>309,270</u>	<u>122,324</u>	<u>36,808</u>	<u>5,547,933</u>
At 31 March 2020	<u>5,191,366</u>	<u>236,754</u>	<u>136,137</u>	<u>39,544</u>	<u>5,603,801</u>

15. Investments

	2021 £	2020 £
Unlisted UK equity investments	<u>9,000</u>	<u>9,000</u>

16. Debtors

	2021 £	2020 £
Trade debtors	380,236	346,872
Deposits	22,521	19,544
Accrued income	107,288	224,982
Prepayments	110,985	122,939
	<u>621,030</u>	<u>714,337</u>

**Alabaré Christian Care & Support
Notes to the Financial Statements**

For the year ended 31 March 2021

17. Creditors: amounts due within one year	2021	2020
	£	£
Trade creditors	124,860	125,555
Tax and National Insurance	96,755	91,899
Deferred income	171,183	-
Other creditors	44,627	45,665
Bank loan	219,270	168,187
Accruals	237,353	156,056
	<u>894,048</u>	<u>587,362</u>
18. Creditors: amounts due after more than one year	2021	2020
	£	£
Bank loans (note 21)	<u>3,147,625</u>	<u>2,757,588</u>
Repayable by instalments:	2021	2020
	£	£
Less than 1 year	219,270	168,187
Between 2 and 5 years	1,160,920	730,046
In 5 years or more	1,986,705	2,027,542
	<u>3,366,895</u>	<u>2,925,775</u>

Loan terms and security:

All the loans are based on variable rate terms and are secured against the properties of the charity.

Triodos Bank: total loan of £596,142, 25 year term at 2.5% above base, maturing in March 2043.

RBS: total loan of £1,045,721, 6 year term, 15 year term and 25 year term at 2.5% above base, maturing in October 2026, December 2028 and January 2040, July 2040 and October 2040.

Lloyds: total loan of £1,714,682, 15 year term at 2.4% above base, maturing in January 2030 and 2031 and 12 year term at 3.89% fixed/2.15% above base, maturing in September 2031 and July 2033.

WVCA: total loan of £10,350, 2 year term at 0%, maturing in February 2023.

19. Operating lease commitments

As at 31 March the charity had total future minimum lease payments under non-cancellable operating leases are as follows:

	2021	2020
	£	£
Less than 1 year	108,362	697,756
Between 2 and 5 years	859,633	292,500
In 5 years or more	124,801	-
	<u>1,092,796</u>	<u>990,256</u>

**Alabaré Christian Care & Support
Notes to the Financial Statements**

For the year ended 31 March 2021

20. Statement of funds

	Balance at 1.04.20 £	Incoming resources £	Outgoing resources £	Transfers to/(from) £	Balance at 31.03.21 £
Restricted funds:					
Veterans housing	124,486	303,641	(386,831)	-	41,296
Homeless	2,623	81,201	(78,625)	-	5,199
Young People:					
Salisbury Mother & Baby	28,000	28,000	(28,000)	-	28,000
Other Young People	22,016	98,850	(117,866)	-	3,000
Learning disabilities and mental health:					
Riverside Sanctuary	110,687	69,667	(183,754)	5,000	1,600
Learning disabilities	-	52,312	(52,232)	-	80
Training and development	23,203	33,727	(38,578)	-	18,352
Veterans training and enterprise	49,670	317,277	(214,876)	-	152,071
Central services	9,824	103,283	(64,421)	(5,000)	43,686
	<u>370,509</u>	<u>1,087,958</u>	<u>(1,165,183)</u>	<u>-</u>	<u>293,284</u>
Unrestricted funds:					
General - fixed assets	2,678,026	-	(220,412)	223,424	2,681,038
General - other funds	424,278	8,455,292	(7,848,210)	(223,424)	807,936
	<u>3,102,304</u>	<u>8,455,292</u>	<u>(8,068,622)</u>	<u>-</u>	<u>3,488,974</u>
	<u><u>3,472,813</u></u>	<u><u>9,543,250</u></u>	<u><u>(9,233,805)</u></u>	<u><u>-</u></u>	<u><u>3,782,258</u></u>

Restricted funds: these represent grants and donations received for specific purposes within each charitable activity. The transfer represents the release of restricted funds used to purchase fixed assets as in line with the accounting policies.

General - fixed assets: this represents the net book value of fixed assets less bank loans secured against the properties.

Alabaré Christian Care & Support
Notes to the Financial Statements

For the year ended 31 March 2021

20. Statement of funds (continued)

Comparative statement of funds for the year ended 31 March 2020:

	Balance at 1.04.19 £	Incoming resources £	Outgoing resources £	Transfers to/(from) £	Balance at 31.03.20 £
Restricted funds:					
Veterans housing	126,029	287,815	(289,358)	-	124,486
Homeless	804	29,093	(27,274)	-	2,623
Young People:					
Salisbury Mother & Baby	-	56,000	(28,000)	-	28,000
Other Young People	-	31,138	(9,122)	-	22,016
Learning disabilities and mental health:					
Riverside Sanctuary	-	305,896	-	(195,209)	110,687
Learning disabilities	-	140	(140)	-	-
Training and development	5,000	56,158	(37,955)	-	23,203
Veterans training and enterprise	-	55,440	(5,770)	-	49,670
Central services	10,000	13,367	(13,543)	-	9,824
	<u>141,833</u>	<u>835,047</u>	<u>(411,162)</u>	<u>(195,209)</u>	<u>370,509</u>
Unrestricted funds:					
General - fixed assets	2,434,091	-	(183,093)	427,028	2,678,026
General - other funds	493,067	8,575,137	(8,412,107)	(231,819)	424,278
	<u>2,927,158</u>	<u>8,575,137</u>	<u>(8,595,200)</u>	<u>195,209</u>	<u>3,102,304</u>
	<u>3,068,991</u>	<u>9,410,184</u>	<u>(9,006,362)</u>	<u>-</u>	<u>3,472,813</u>

Alabaré Christian Care & Support
Notes to the Financial Statements

For the year ended 31 March 2021

21. Analysis of net assets between funds

	Fixed assets £	Net current assets £	Creditors > 1 year £	Total £
Restricted funds	-	293,284	-	293,284
Unrestricted funds:				
General - fixed assets	5,547,933	280,730	(3,147,625)	2,681,038
General - other funds	9,000	798,936	-	807,936
Net assets at the end of the year	<u>5,556,933</u>	<u>1,372,950</u>	<u>(3,147,625)</u>	<u>3,782,258</u>

Comparative analysis of net assets between funds for the year ended 31 March 2020:

	Fixed assets £	Net current assets £	Creditors > 1 year £	Total £
Restricted funds	-	370,509	-	370,509
Unrestricted funds:				
General - fixed assets	5,603,801	(168,187)	(2,757,588)	2,678,026
General - other funds	9,000	415,278	-	424,278
Net assets as at 31 March 2019	<u>5,612,801</u>	<u>617,600</u>	<u>(2,757,588)</u>	<u>3,472,813</u>

22. Related party transactions

There are no related party transactions (2020: none).

23. Status

The charity is limited by guarantee and has no share capital.