

Alabaré Christian Care Centres
(A Company Limited by Guarantee)

REPORT OF THE TRUSTEES AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

Company number: 2604011

Charity number: 1006504

**Alabaré Christian Care Centres
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For the year ended 31 March 2020**

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**Alabaré Christian Care Centres
Report of the Trustees**

For the year ended 31 March 2020

Reference and Administrative details

Company Number

2604011

Charity Number

1006504

Registered Office

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

Governing document

Memorandum and Articles of Association dated 22 April 2004.

Honorary President

John Proctor from April 2019

Board of Trustees

Malcolm Cassells	Chairman from December 2019
Don Alexander	
Teresa Barsby	appointed July 2019
Phil Davis	
Catherine Detain	appointed November 2019
David Durston	
Martin Clark	
Richard Holman	Chairman from April 2019 to December 2019
John Hunter	
David Lawes	resigned July 2019
Alicia Proctor	
John Proctor	resigned April 2019
Mark Proctor	
Christine Robinson	resigned July 2019

Committees Structure

Finance and Resources Committee
Governance and Quality Committee

Key Management

Andrew Lord	(Chief Executive)
Kevin Fairman	(Finance Director from January 2020)
Jo King	(Charity Manager)
Keith Thomasson	(Senior Chaplain)
Nick Dalton	(Financial Controller)
Sue Gumbleton, Georgina Vickers	(Operations Managers)
Vanessa Bedford, Anne Williams	
Karen Bell	(HR Manager)
Kirsty Scullion, Rebecca Mullen	(Marketing and Fundraising Managers)
Claire Sime	

**Alabaré Christian Care Centres
Report of the Trustees**

For the year ended 31 March 2020

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 2020 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 Centres 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 and Support as agreed by the Board of Trustees; however, it continues to exist under the registered name of Alabaré Christian Care Centres. In July 2020 the charity will change its registered name to Alabaré Christian Care and Support.

Objectives and Activities

Objects

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 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. 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

**Alabaré Christian Care Centres
Report of the Trustees**

For the year ended 31 March 2020

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 Centres is a charitable company limited by guarantee and was set up on 11 March 1991. The governing documents are the Memorandum and Articles of Association, which were last amended in 2004.

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.

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 by lots. The Board reserves four of its places to be filled by nominated members of the Alabaré Christian Community in accordance with its governing documents.

The Board of Trustees met 6 times during the year 2019/20. In April 2019 Richard Holman was appointed interim Chairman, replacing John Proctor. In December 2019 Malcolm Cassells was appointed Chairman. The Board of Trustees delegates certain functions to committees. The Board last undertook an extensive review of the committee structure in 2017. There are two committees – Governance and Quality Committee chaired by John Hunter who is a Trustee, and Finance and Resources Committee which is chaired by Richard Holman, who is a Trustee. Malcolm Cassells was Chairman of the Finance and Resources Committee until December 2019, after which Richard Holman became Chairman of it. The membership of the committees is Trustees and volunteers with appropriate experience.

During 2019/20 the Board of Trustees started a review of the governing documents, the process expected to be completed in summer 2020. The Objects of the Charity are not being changed.

**Alabaré Christian Care Centres
Report of the Trustees**

For the year ended 31 March 2020

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.

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 control organisationally. 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 Centres
Report of the Trustees**

For the year ended 31 March 2020

OBJECTIVE	RISK	HOW WE MANAGE THE RISK
Wellbeing of all	COVID-19	Closure of services Risk assessment and procedures for handwashing, social distance, PPE usage. Furloughing of staff Staff training Pastoral support Coronavirus Business Interruption Loan
Provide homes and services to vulnerable people.	Poor quality care Breaches of Health and Safety legislation	Sufficient and appropriately trained paid and volunteer staff. Internal audit programme monitored by the Governance and Quality Committee Lee Proctor (Trustee) responsible for safeguarding Regular health and safety audits
Financially sustainable charity	Poor occupancy Poor fundraising returns Not retaining public sector funding contracts Control of expenditure	Regular review of occupancy, demand, suitability of service. Fundraising plan which sets out a diverse range of opportunities and initiatives, benchmarking and regular review of progress. Delivery of an excellent service. Identification and securing new opportunities. Setting of annual budgets, regular review. Retendering of suppliers.
Motivated staff team	Dissatisfied staff	Annual staff survey Support via Chaplaincy service Review of pay and rewards in Jan 2020 Sufficient and appropriately trained paid and volunteer staff.

**Alabaré Christian Care Centres
Report of the Trustees**

For the year ended 31 March 2020

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

- John Proctor, Chairman and founder, stepped down as a trustee in April 2019 and has been appointed Honorary President.
- Supported 1632 service users in the four operational divisions of services for the homeless, vulnerable young people, people with learning disabilities and veterans.
- Delivery of emergency winter provision for the homeless in Trowbridge, Chippenham and Salisbury.
- Successful retendering to deliver residential services for vulnerable young people in Hampshire and Wiltshire. New contracts to start in 2020/21.
- Opening of a residential service for vulnerable young people in Bournemouth.
- Working with Our Enterprise / Our Wilton Trust on the Wilton Veterans Initiative, which opened November 2019. Alabaré provides support staff and training advisors for the initiative.
- Integration of the Community Self Build Agency into Alabaré in May 2019. An initiative for self build for veterans started in Leominster in September 2019 and a further self build planned for Plymouth in January 2021.
- Celebration of 10 years of support for veterans, with the 10th anniversary of the Plymouth Home for Veterans.

Alabaré Christian Care Centres Report of the Trustees

For the year ended 31 March 2020

- A highly successful community project "Flags of Thanks" in Salisbury, as part of National Armed Forces Day 2019.
- Community based fun events including Wingwalking, Longleat Glow Run, Skydive and sleep outs.
- During 2019/20 Alabaré secured grants from a number of Trusts and Foundations, all are recognised in the Annual Impact Report. However special mention is given to those which have been significant and long-term supporters. The Royal Army and Royal Navy Royal Marines Charity have continued to invest in the work of Alabaré throughout the year, as have the Community of St Deny's and a number of Community Foundations. Particular mention is made of a long-term partnership with The Big Lottery People and Places in Wales.
- From February 2020 Alabaré was dealing with the impact of COVID-19. Service users and staff went sick with COVID-19 at 19 symptoms. Thankfully all who fell sick recovered. Community based services were closed, staff members furloughed. Fundraising events were postponed. An emergency appeal, GoFundMe and support from grant making trusts ensured that the financial consequences were minimal. All residential services for vulnerable people continued to operate in a challenging time.

Charity's strategies for 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** – Attracting, retaining, developing and rewarding the best people for full-time, part-time and volunteers. Make Alabaré forward, living our Values and practising our Principles
- **To Deliver Excellent Services** – Focussing on our service users' needs to build and sustain the provision of services that are a best sector, delivering outcomes consistent with our Mission and meeting the challenges of our next journey
- **To Live our Values** – Stand and celebrating our ethos and values and our Christian mission and identity, embracing all. Meet our support with open arms to meet our aspiration that no-one should be turned away
- **To Focus on our Financials** – Building a resilient, viable organisation that makes financially sound decisions and is business like. Make decision-making about investing for growth and sustainability and is alive to commercial reality
- **To Influence our World** – Influence the sector in thinking and research on our operating environment and the needs of the communities we support, building partnerships, encouraging collaboration and campaigning to achieve our vision

Meeting the challenges in the future requires passion, commitment and relentless focus. We will also want to work with partners who share our values to enable real change in our world so that we can deliver and grow our services to meet the needs of the communities we support across the breadth of our communities.

**Alabaré Christian Care Centres
Report of the Trustees**

For the year ended 31 March 2020

Financial and Reserves Review

In accordance with the approved 5 year plan 2018-2023, the Charity plans to build and maintain the level of free reserves to be at least three months of operating expenditure. Progress is reviewed on a regular basis by Trustees in the Finance & Resources Committee and at Board meetings.

As at 31 March 2020, the Charity's total reserves (restricted and unrestricted) had increased to £3,473k from £3,069k for the prior year. Of this total reserves figure at 31 March 2020, £3,102k (£2,927k) related to unrestricted reserves and £371k (£142k) to restricted reserves.

Of the unrestricted reserves figure at 31 March 2020, £2,678k (£2,434k) is represented by fixed assets. The level of free reserves at 31 March 2020 is £247k (£335k).

The restricted reserves of £371k is detailed by activity in note 20. These reserves are the result of funders making grants in advance of 2020/21 and are likely to be fully expended in 2020/21. The largest is £111k from the Department of Health and Social Care in relation to the Riverside Sanctuary development.

Future Plans

Alabaré saw a strong demand for the services it provides last year with a 12.8% increase in income versus the prior year. The coronavirus crisis has presented the charity with considerable operational challenges, as is obviously the case for all care and support providers in the sector, as we do all we can to make the people we support and our employees & volunteers, as safe as possible in these unprecedented times.

In terms of our financial position, the financial year 20-21 has started positively with the continued support of local councils and various partners including property, landlords, funders, and grant awarding bodies. Having agreed Coronavirus Business Interruption Loan Scheme (CBILS) funding of £500k with RBS bank, Alabaré is now in a strong cash position for the remainder of this financial year and also into the longer-term future with interesting potential new opportunities ahead.

Complaints

We have received no complaints about fundraising activities. All other complaints were dealt with through the Charity's complaints process.

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.

**Alabaré Christian Care Centres
Report of the Trustees**

For the year ended 31 March 2020

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 re-appoint Fawcetts LLP as auditors for the ensuing year will be proposed at the Annual General Meeting.

The financial statements were approved and authorised for issue by the Board of Trustees on
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 Centres**

Opinion

We have audited the financial statements of Alabaré Christian Care Centres (the 'charitable company') for the year ended 31 March 2020 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 2020 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the 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 Centres

Matters on which we are required to report by exception

In light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the 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, 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.

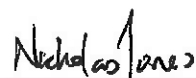
Auditor's responsibilities for the audit of the financial statements

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

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:.....30 July 2020.....

**Alabaré Christian Care Centres
Statement of Financial Activities
(including the Income and Expenditure account)**

For the year ended 31 March 2020

Income and expenditure		Unrestricted	Restricted	2020 Total	2019 Total
	Note	£	£	£	£
INCOME AND ENDOWMENTS FROM:					
Donations and legacies	3	702,332	835,047	1,537,379	1,412,329
Charitable activities	4	7,404,998	-	7,404,998	6,317,777
Other trading activities	5	466,069	-	466,069	608,851
Investment Income	6	1,738	-	1,738	2,281
Total income		8,575,137	835,047	9,410,184	8,341,238
EXPENDITURE ON:					
Raising funds, marketing and trading activities	7	1,356,075	-	1,356,075	1,135,448
Charitable activities	7	7,239,125	411,162	7,650,287	7,650,753
Total expenditure		8,595,200	411,162	9,006,362	8,786,201
NET INCOME/(EXPENDITURE)		(20,063)	423,885	403,822	(444,963)
Transfers between funds	20	195,209	(195,209)	-	-
NET MOVEMENT IN FUNDS		175,146	228,676	403,822	(444,963)
RECONCILIATION OF FUNDS:					
Total funds brought forward		2,927,158	141,833	3,068,991	3,513,954
TOTAL FUNDS CARRIED FORWARD		3,102,304	370,509	3,472,813	3,068,991

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

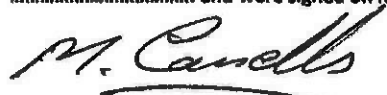
The notes form part of these financial statements

**Alabaré Christian Care Centres
Balance Sheet**

As at 31 March 2020

	Note	2020 £	2019 £
Fixed assets			
Tangible fixed assets	14	5,603,801	5,523,875
Investments	15	9,000	9,000
		<u>5,612,801</u>	<u>5,532,875</u>
Current assets			
Debtors	16	714,337	358,307
Cash at bank and in hand		<u>490,625</u>	<u>1,233,554</u>
Total current assets		1,204,962	1,591,861
Liabilities			
Creditors: Amounts due within one year	17	<u>(587,362)</u>	<u>(1,115,017)</u>
Net current assets		<u>617,600</u>	<u>476,844</u>
Total assets less current liabilities		6,230,401	6,009,719
Creditors: Amounts due after more than one year	18	<u>(2,757,588)</u>	<u>(2,940,728)</u>
NET ASSETS		<u>3,472,813</u>	<u>3,068,991</u>
Funds			
Unrestricted funds:	20	3,102,304	2,927,158
Restricted income funds	20	370,509	141,833
TOTAL CHARITY FUNDS		<u>3,472,813</u>	<u>3,068,991</u>

The financial statements were approved and authorised for issue by the Board of Trustees on 18/6/20 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 Centres

**Statement of Cash Flow
For the year ended 31 March 2020**

	Notes	2020 £	2019 £
CASH FLOWS FROM OPERATING ACTIVITIES:			
Net cash provided by/(used in) operating activities	a	(319,584)	363,017
Cash flows from investing activities:			
Purchase of property and other fixed assets		(266,913)	(1,303,359)
Proceeds from disposal of fixed assets		7,577	-
Net cash provided by/(used in) investing activities		<u>(259,336)</u>	<u>(1,303,359)</u>
Cash flows from financing activities:			
Repayments of borrowing		(164,009)	(111,752)
Cash inflows from new borrowing		-	1,200,000
Net cash provided by/(used in) financing activities		<u>(164,009)</u>	<u>1,088,248</u>
CHANGE IN CASH AND CASH EQUIVALENTS FOR THE YEAR		(742,929)	147,906
Cash and cash equivalents brought forward	b	1,233,554	1,085,648
CASH AND CASH EQUIVALENTS CARRIED FORWARD AT 31 MARCH	b	<u>490,625</u>	<u>1,233,554</u>

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

	2020 £	2019 £
Net income/(expenditure) for the year as per the Statement of Financial Activities	403,822	(444,963)
Adjusted for:		
Depreciation	183,093	201,470
Profit on disposal of fixed assets	(3,683)	-
(Increase)/decrease in debtors	(356,030)	64,923
Increase/(decrease) in creditors	(546,786)	541,587
Net cash (used in)/provided by operating activities	<u>(319,584)</u>	<u>363,017</u>

b) Analysis of cash and cash equivalents

	2020 £	2019 £
Cash at bank and in hand	<u>490,625</u>	<u>1,233,554</u>

Alabaré Christian Care Centres
Notes to the Financial Statements
For the year ended 31 March 2020

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 Centres
Notes to the Financial Statements
For the year ended 31 March 2020

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 Centres
Notes to the Financial Statements
For the year ended 31 March 2020

2. Comparative Statement of Financial Activities - comparative balances as at 31 March 2019

	Unrestricted £	Restricted £	2019 Total £
INCOME AND ENDOWMENTS FROM:			
Donations and legacies	1,058,116	354,213	1,412,329
Charitable activities	6,317,777	-	6,317,777
Other trading activities	608,851	-	608,851
Investment Income	2,281	-	2,281
Total income	<u>7,987,025</u>	<u>354,213</u>	<u>8,341,238</u>
EXPENDITURE ON:			
Raising funds	1,135,448	-	1,135,448
Charitable activities	6,422,044	1,228,709	7,650,753
Total expenditure	<u>7,557,492</u>	<u>1,228,709</u>	<u>8,786,201</u>
NET INCOME/(EXPENDITURE)	429,533	- 874,496	(444,963)
Transfers between funds	-	-	-
NET MOVEMENT IN FUNDS	<u>429,533</u>	<u>(874,496)</u>	<u>(444,963)</u>
RECONCILIATION OF FUNDS:			
Total funds brought forward	2,497,625	1,016,329	3,513,954
TOTAL FUNDS CARRIED FORWARD	<u><u>2,927,158</u></u>	<u><u>141,833</u></u>	<u><u>3,068,991</u></u>

Alabaré Christian Care Centres
Notes to the Financial Statements

For the year ended 31 March 2020

3. Donations and legacies	Unrestricted	Restricted	Total	Total
	£	£	2020	2019
	£	£	£	£
Charitable Trusts - general grants	361,658	806,707	1,168,365	674,189
Other general grants	17,067	3,400	20,467	7,911
Corporate donations	770	1,000	1,770	2,914
Individual donations	141,615	7,427	149,042	92,159
Church/community groups	132,440	16,513	148,953	172,574
Legacies	48,782	-	48,782	462,582
	<u>702,332</u>	<u>835,047</u>	<u>1,537,379</u>	<u>1,412,329</u>
<i>2019 total</i>	<u>1,058,116</u>	<u>354,213</u>	<u>1,412,329</u>	
4. Charitable activities	Unrestricted	Restricted	Total	Total
	£	£	2020	2019
	£	£	£	£
Supporting people	1,273,084	-	1,273,084	1,268,120
Other public sector contracts	720,133	-	720,133	401,786
Other contracts	1,704,090	-	1,704,090	1,581,502
Accommodation charges	3,516,948	-	3,516,948	3,049,094
Other income	190,743	-	190,743	17,275
	<u>7,404,998</u>	<u>-</u>	<u>7,404,998</u>	<u>6,317,777</u>
<i>2019 total</i>	<u>6,317,777</u>	<u>-</u>	<u>6,317,777</u>	
5. Other trading activities	Unrestricted	Restricted	Total	Total
	£	£	2020	2019
	£	£	£	£
Sponsored events	100,178	-	100,178	189,223
Sales from retail activities	335,940	-	335,940	366,454
Other earned income	29,951	-	29,951	53,174
	<u>466,069</u>	<u>-</u>	<u>466,069</u>	<u>608,851</u>
<i>2019 total</i>	<u>608,851</u>	<u>-</u>	<u>608,851</u>	
6. Investment income	Unrestricted	Restricted	Total	Total
	£	£	2020	2019
	£	£	£	£
Bank interest	1,738	-	1,738	2,281
	<u>1,738</u>	<u>-</u>	<u>1,738</u>	<u>2,281</u>
<i>2019 total</i>	<u>2,281</u>	<u>-</u>	<u>2,281</u>	

Alabaré Christian Care Centres
Notes to the Financial Statements

For the year ended 31 March 2020

7. Expenditure	Staff costs £	Other direct costs £	Support costs £	Total 2020 £	Total 2019 £
<i>Raising funds, marketing and trading activities</i>					
Fund raising and marketing team	424,808	212,477	77,811	715,096	547,615
Charity shops	214,051	180,562	48,181	442,794	546,300
Social business	86,031	90,589	21,565	198,185	41,533
	<u>724,890</u>	<u>483,628</u>	<u>147,557</u>	<u>1,356,075</u>	<u>1,135,448</u>
<i>Charitable activities</i>					
Veterans	560,867	666,710	149,881	1,377,458	1,434,238
Homelessness	1,044,549	802,470	225,515	2,072,534	1,848,941
Young people	1,062,354	739,612	220,015	2,021,981	1,707,017
Learning difficulties & mental health	1,212,732	241,207	177,522	1,631,461	1,542,603
Training and development	363,120	124,229	59,504	546,853	367,954
Exceptional item: Our Wilton (note 20)	-	-	-	-	750,000
	<u>4,243,622</u>	<u>2,574,228</u>	<u>832,437</u>	<u>7,650,287</u>	<u>7,650,753</u>
	<u>4,968,512</u>	<u>3,057,856</u>	<u>979,994</u>	<u>9,006,362</u>	<u>8,786,201</u>
TOTAL 2019	4,309,444	3,603,405	873,352	8,786,201	
8. Support costs				Total 2020 £	Total 2019 £
Staff costs			461,760	417,422	
Property costs			31,580	40,095	
IT costs			171,821	145,936	
HR and administration costs			210,259	177,995	
Finance charges			104,574	91,904	
			<u>979,994</u>	<u>873,352</u>	
9. Net income/(expenditure)				Total 2020 £	Total 2019 £
This is stated after charging:					
Depreciation			183,093	201,470	
Profit on disposal of fixed assets			(3,683)	-	
Auditors' remuneration:					
- audit			8,580	8,400	
- non-audit			2,340	2,400	
Operating lease rentals:					
- property rental			<u>1,110,575</u>	<u>1,085,572</u>	

**Alabaré Christian Care Centres
Notes to the Financial Statements**

For the year ended 31 March 2020

10. Staff costs and numbers	2020	2019
	£	£
Salaries and wages	4,638,548	4,068,903
Sessional staff (including agency)	284,097	221,339
Employer's national insurance and contributions	354,703	304,479
Employer's pension contributions	152,913	132,145
	<u>5,430,261</u>	<u>4,726,866</u>
 The average number of people employed, including part-time staff:	2020	2019
	No.	No.
	<u>268</u>	<u>255</u>

One employee earned between £60,000 and £70,000 per annum during the current and previous year, and employer pension contributions of £4,160 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 2020 a total of 26,925 hours was volunteered in this way (2019: 25,279 hours).

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 £534,921 (2019: £509,737).

11. Trustees expenses and remuneration

Trustees are not remunerated. Travel expenses totalling £87 were paid to 1 Trustee in the year and were incurred in the course of their duties as Trustee (2019: £405 to 2 Trustees).

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 company amounted to £152,913 (2019: £132,145). Included within the pension contributions are amounts paid after the year end of £24,016 (2019: £17,459).

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 Centres
Notes to the Financial Statements

For the year ended 31 March 2020

14. Tangible fixed assets

	Freehold property £	Short leasehold property £	Equipment £	Motor vehicles £	Total £
Cost					
At 1 April 2019	5,800,963	200,671	1,264,969	48,187	7,314,790
Additions	-	164,809	62,610	39,494	266,913
Disposals	-	-	-	(10,995)	(10,995)
At 31 March 2020	<u>5,800,963</u>	<u>365,480</u>	<u>1,327,579</u>	<u>76,686</u>	<u>7,570,708</u>
Depreciation					
At 1 April 2019	497,585	119,106	1,135,040	39,184	1,790,915
Charge for the year	112,012	9,620	56,402	5,059	183,093
Eliminated on disposals	-	-	-	(7,101)	(7,101)
At 31 March 2020	<u>609,597</u>	<u>128,726</u>	<u>1,191,442</u>	<u>37,142</u>	<u>1,966,907</u>
Net book value					
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>
At 31 March 2019	<u>5,303,378</u>	<u>81,565</u>	<u>129,929</u>	<u>9,003</u>	<u>5,523,875</u>

15. Investments

	2020 £	2019 £
Unlisted UK equity investments	<u>9,000</u>	<u>9,000</u>

16. Debtors

	2020 £	2019 £
Trade debtors	346,872	192,681
Deposits	19,544	19,094
Accrued income	224,982	43,138
Prepayments	122,939	103,394
	<u>714,337</u>	<u>358,307</u>

**Alabaré Christian Care Centres
Notes to the Financial Statements**

For the year ended 31 March 2020

17. Creditors: amounts due within one year	2020	2019
	£	£
Trade creditors	125,555	132,583
Tax and National Insurance	91,899	78,427
Deferred income	-	56,479
Other creditors (note 21)	45,665	537,065
Bank loan	168,187	149,056
Accruals	156,056	161,407
	<u>587,362</u>	<u>1,115,017</u>
18. Creditors: amounts due after more than one year	2020	2019
	£	£
Bank loans	<u>2,757,588</u>	<u>2,940,728</u>
Repayable by instalments:	2020	2019
	£	£
Less than 1 year	168,187	149,056
Between 2 and 5 years	730,046	720,513
In 5 years or more	2,027,542	2,220,215
	<u>2,925,775</u>	<u>3,089,784</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 £617,033, 25 year term at 2.5% above base, maturing in March 2043.

RBS: total loan of £549,919, 15 year term and 25 year term at 2.5% above base, maturing in September 2028 and December 2039/July 2040.

Lloyds: total loan of £1,758,823, 15 year term at 2.4% above base, maturing in January 2030 and 12 year term at 3.89% fixed/2.15% above base, maturing in June 2033.

19. Operating lease commitments

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

	2020	2019
	£	£
Less than 1 year	697,756	626,428
Between 2 and 5 years	292,500	441,200
In 5 years or more	-	-
	<u>990,256</u>	<u>1,067,628</u>

**Alabaré Christian Care Centres
Notes to the Financial Statements**

For the year ended 31 March 2020

20. Statement of funds

	Balance at 1.04.19 £	Incoming resources £	Outgoing resources £	Transfers to/(from) £	Balance at 31.03.20 £
Restricted funds:					
Veterans	126,029	287,815	(289,358)	-	124,486
Homelessness	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 difficulties 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
Social business	-	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>

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 inline 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 Centres
Notes to the Financial Statements

For the year ended 31 March 2020

20. Statement of funds (continued)

Comparative statement of funds for the year ended 31 March 2019:

	Balance at 1.04.18 £	Incoming resources £	Outgoing resources £	Transfers to/(from) £	Balance at 31.03.19 £
Restricted funds:					
Veterans:					
Wilton Development	750,000	-	(750,000)	-	-
Other Veterans Services	217,736	310,940	(402,647)	-	126,029
Homelessness	1,000	3,847	(4,043)	-	804
Young People:					
Salisbury Mother & Baby	28,000	-	(28,000)	-	-
Other Young People	19,593	4,020	(23,613)	-	-
Learning difficulties	-	-	-	-	-
Training and development	-	15,898	(10,898)	-	5,000
Central services	-	19,508	(9,508)	-	10,000
	<u>1,016,329</u>	<u>354,213</u>	<u>(1,228,709)</u>	<u>-</u>	<u>141,833</u>
Unrestricted funds:					
General - fixed assets	2,420,451	-	(201,470)	215,110	2,434,091
General - other funds	77,174	7,987,025	(7,356,022)	(215,110)	493,067
	<u>2,497,625</u>	<u>7,987,025</u>	<u>(7,557,492)</u>	<u>-</u>	<u>2,927,158</u>
	<u>3,513,954</u>	<u>8,341,238</u>	<u>(8,786,201)</u>	<u>-</u>	<u>3,068,991</u>

Wilton Development: sum received in accordance with the agreement signed with Our Wilton to deliver supported housing for veterans. This balance was request back from Our Wilton to assist with the completion of the development and has been included in charitable expenditure as an exceptional item (see note 7). £250,000 was repaid in the year and £500,000 was repaid in April 2019 and is included within other creditors at the year end.

**Alabaré Christian Care Centres
Notes to the Financial Statements**

For the year ended 31 March 2020

21. Analysis of net assets between funds

	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 at the end of the year	<u>5,612,801</u>	<u>617,600</u>	<u>(2,757,588)</u>	<u>3,472,813</u>

Comparative analysis of net assets between funds for the year ended 31 March 2019:

	Fixed assets £	Net current assets £	Creditors > £	Total £
Restricted funds	-	141,833	-	141,833
Unrestricted funds:				
General - fixed assets	5,523,875	(149,056)	(2,940,728)	2,434,091
General - other funds	9,000	484,067	-	493,067
Net assets as at 31 March 2019	<u>5,532,875</u>	<u>476,844</u>	<u>(2,940,728)</u>	<u>3,068,991</u>

22. Related party transactions

There are no related party transactions (2019: none).

23. Status

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