



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

REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS FOR THE YEAR
ENDED 31 MARCH 2022

Company number: 2604011

Charity number: 1006504

**Alabaré Christian Care And Support
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For the year ended 31 March 2022

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**Alabaré Christian Care And
Support**

For the year ended 31 March 2022

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 16 September 2020.

Patrons

The Right Reverend Declan Lang, Bishop of Clifton	Resigned 8 th April 2021
The Right Reverend Stephen Conway, Bishop of Ely	Resigned 7 th June
2022 The Right Reverend Nicholas Holtam, former Bishop of Salisbury	
The Lord King of Bridgewater CH	Resigned 25 th May 2021
General the Lord Dannatt GCB, CBE, MC, DL	
Brigadier Simon Firth CBE	
The Right Reverend June Osborne	
Reverend Joanna Jepson	

Honorary President

John Proctor

Board of Trustees

Malcolm Cassells	Chair of Board
Don Alexander	
Martin Clark	
Teresa Barsby	
Phil Davis	Vice-Chair
Catherine Detain	
David Durston	
Richard Holman	(Chair of Finance & Resources Committee until 17 th June 2021)
	Resigned 17 th June 2021
John Hunter	(Chair of Governance & Quality Committee until 31 st December 2021)
	Resigned 31 st December 2021
Phillip Reynolds	Appointed 17 th June 2021
Alicia Proctor	
Mark Proctor	
Vernon White	Appointed 25 th November 2021

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Committees Structure

Finance & Resources Committee

Governance & Quality Committee to 19th
January 2022

Quality Committee from 19th January 2022

Key Management

Andrew Lord

(Chief Executive)

Kevin Fairman

(Finance & Commercial Director)
to 18 June 2021

Rakesh Gulati

(Finance & Commercial Director)
from 1 October 2021

Vanessa Bedford

(Lead Operations Manager)

Keith Thomasson

(Senior Chaplain)
to 31 July 2021

Gill Turner- Callis

(Senior Chaplain)
from 1 February 2022

Kirsty Scullion, Rebecca Mullen & (Fundraising & Marketing Managers)

Claire Slime

(Charity Manager)

Jo King

(Operations Managers)

'Sue Gumbleton, Anne Williams,
Georgina Vickers, Paul Philip,

Jacob Beale, Rob Gibson

Nick Dalton

(Financial Controller)
(HR Manager)

Karen Bell

Alabaré Christian Care And Support

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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 2022 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 And Support is a charity registered with the Charity Commission and a company limited by guarantee. The previous name of the charity was Alabare Christian Care Centres which was changed in September 2020.

Objectives and Activities

Objects

The Objects of Alabaré Christian Care And 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. 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

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For the year ended 31 March 2022

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 And Support 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 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.

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 six times for Board meetings and twice for training during the year 2021/22. During 2021/22 the Board of Trustees reviewed the functions of its too committees and changes were made to their Terms of Reference. At 31st March 2022, the Board of Trustees delegates certain functions to two committees: i) Quality Committee chaired by Alicia Proctor who is a Trustee, and ii) Finance and Resources Committee which is chaired by Teresa Barsby, 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.

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For the year ended 31 March 2022

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 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.

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For the year ended 31 March 2022

OBJECTIVE	RISK	HOW WE MANAGE THE RISK
Wellbeing of all	Covid-19	Risk assessment, updated procedures, handwashing, social distance, provision of adequate PPE, staff training and pastoral support
Provide good quality homes and services to vulnerable people.	Poor quality care and / or beaches of Health and Safety legislation.	Appropriately trained and remunerated staff, internal audit programme including regular Health & Safety audits, monitored by Finance and Resources Committee. Trustee appointed to be lead responsible for safeguarding and a Quality Assurance Audit programme that includes service user feedback.
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 regular review of agency costs, business cases approval for all new opportunities, retendering of supplier contracts, active cashflow management
Motivated staff team	Dissatisfied staff leading to higher turnover and sickness	Annual staff survey, ongoing support via Chaplaincy service, review of pay and rewards in October 2021, commitment to Living Wage and paid and volunteer staff training
Secure and reliable IT systems	Potential breaches of Data Protection legislation, cyber attacks	Regular review meeting with outsources IT services provider which included protection against cyber attack
Leadership	Not achieving vision, not addressing issues, loss of external confidence	Replacement of two members of leadership team who left during 2021/22

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For the year ended 31 March 2022

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. The Charity has loans, which are a mix of fixed and variable interest rates. The Charity regularly reviews the loans and 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 £8m 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 five 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

As I look back over 2021/22, the recurring theme is how our service users, staff, supporters and the charity coped with the huge challenges of Covid. Those challenges were supporting both service users and staff as they caught and suffered from Covid, the ongoing need for a safe place to live and work, the disruption caused to service delivery, fundraising events and to the general operation of the charity. It was difficult time and I am extremely grateful for the commitment and support of all.

Despite the challenges, we did not stand still as an organisation. The core work of the charity – delivering care and support to vulnerable people continued. New services were developed including our services for people struggling with their mental wellbeing. Riverside Sanctuary, an information and advice service in Wiltshire, significantly increased the number of people it was supporting along with the opening of Hope House, a residential service. These services are at the forefront of the transformation of how people receive mental health support across Wiltshire.

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For the year ended 31 March 2022

The self build programme, supporting veterans to assist in building their own rented property, took a big step forward with the start of the work on a Plymouth site last summer. A project that came about due to the commitment of LiveWest, Plymouth City Council, ourselves and the veterans.

Summer 2021 also saw the opening of new homes in Weston Super Mare. Having delivered a residential service for almost 20 years in Clevedon, for men who had misused drugs and alcohol, the service relocated to Weston.

We recognised that there was an even greater need to get people active once the Covid restrictions started being lifted. The launch of Boots on the Ground and its programme of activities to get people out of their home, engaged in their community and an opportunity to make new friends was timely. The programme was initially focused on veterans and later expanded to support young people in 2022.

Financially the statutory accounts show us reporting a £175k deficit, a significant change from the 2020/21 results of a surplus of £309k. The main reason was the reduction in donations and legacies by £408k. A reflection that many grant making programmes had used up their grant funds in an emergency response to Covid or now switching to emergency relief for Ukraine. Having said that ABF Soldiers Charity, RNRMC and Armed Forces Covenant Trust along with many others continued to provide much needed funds.

A key piece of work the Trustees undertook was a review of the role of patrons, whose support we are very grateful. Three patrons stood down as part of this process of alignment of role and availability to commit.

Finally last year also provided an opportunity to reflect on the 30 years the charity had been delivering care and support to vulnerable people. We estimate over those 30 years we have supported 35,000 plus people through our residential and community services. A cause for celebration and reflection.

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 focussing 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
- **To Influence our World** – by leading 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

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

Financial and Reserves Review

In accordance with the approved 5-year plan covering 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 2022, the Charity's total reserves (restricted and unrestricted) have decreased to £3,607k from £3,782k for the prior year. Of this total reserves figure at 31 March 2022, £3,391k (£3,489k) related to unrestricted reserve and £215k (£293k) to restricted reserves.

Of the unrestricted reserves figure at 31 March 2022, £2,249k (£2,681k) is represented by fixed assets. The level of free reserves at 31 March 2022 is £1,143k (£807k).

The restricted reserves of £215k is detailed by activity in note 20. These reserves are the result of funders making grants in advance of 2022/23 and are likely to be fully expended in 2022/23.

Future Plans

With the 5 year plan due to be completed by March 2023 and with the challenges of the last two years the Trustees have embarked on developing the new strategic plan. Whilst this work is not finished the Trustees have identified key themes are

- Additional support for people with poor mental health
- The development social enterprise
- Commitment to a good steward of the environment
- Changing the balance of leased properties to own properties with a greater emphasis on ownership

Complaints

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

In 2021/22 one serious incident was reported to the Charity Commission.

Trustees' Responsibilities

Company law requires the Trustees (who are also the Directors of Alabaré Christian Care And Support 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.

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For the year ended 31 March 2022

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 authorized for issue by the Board of Trustees on 30 June 2022 and were signed on its behalf by



Malcolm Cassells – Chair of Trustees

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

Opinion

We have audited the financial statements of Alabaré Christian Care And Support (the 'charitable company') for the year ended 31 March 2022 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 2022 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 trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 And 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 And 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: 20 July 2012

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

For the year ended 31 March 2022

		2022 Total £	2021 Total £
	Unrestricted £	Restricted £	
INCOME AND ENDOWMENTS FROM:	Note		
Donations and legacies	3	728,649	548,773
			1,277,422
			1,685,437
Charitable activities	4	8,001,199	-
			8,001,199
			7,566,750
Other trading activities	5	715,207	-
			715,207
			290,414
Investment Income	6	181	-
			181
			649
Total income		9,445,236	548,773
			9,994,009
			9,543,250
EXPENDITURE ON:			
Raising funds, marketing and trading activities	7	883,317	-
			883,317
			963,713
Charitable activities	7	8,659,416	626,615
			9,286,031
			8,270,092
Total expenditure		9,542,733	626,615
			10,169,348
			9,233,805
NET INCOME/(EXPENDITURE)		(97,497)	(77,842)
			(175,339)
			309,445
Transfers between funds	20	-	-
			-
NET MOVEMENT IN FUNDS		(97,497)	(77,842)
			(175,339)
			309,445
RECONCILIATION OF FUNDS:			
Total funds brought forward		3,488,974	293,284
			3,782,258
			3,472,813
TOTAL FUNDS CARRIED FORWARD		3,391,477	215,442
			3,606,919
			3,782,258

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 And Support
Balance Sheet**

As at 31 March 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible fixed assets	14	5,394,040	5,547,933
Investments	15	9,000	9,000
		<u>5,403,040</u>	<u>5,556,933</u>
Current assets			
Debtors	16	899,964	621,030
Cash at bank and in hand		<u>1,367,104</u>	<u>1,645,968</u>
Total current assets		2,267,068	2,266,998
Liabilities			
Creditors: Amounts due within one year	17	<u>(1,208,529)</u>	<u>(894,048)</u>
Net current assets		1,058,539	1,372,950
Total assets less current liabilities		6,461,579	6,929,883
Creditors: Amounts due after more than one year	18	<u>(2,854,660)</u>	<u>(3,147,625)</u>
		<u>3,606,919</u>	<u>3,782,258</u>
NET ASSETS		3,606,919	3,782,258
Funds			
Unrestricted funds	21	3,391,477	3,488,974
Restricted income funds	21	<u>215,442</u>	<u>293,284</u>
		<u>3,606,919</u>	<u>3,782,258</u>
TOTAL CHARITY FUNDS		3,606,919	3,782,258

The financial statements were approved and authorised for issue by the Board of Trustees on 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 And Support

Statement of Cash Flow For the year ended 31 March 2022

	2022 £	2021 £
Notes		
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net cash provided by/(used in) operating activities	a 131,618	929,850
Cash flows from investing activities:		
Purchase of property and other fixed assets	(122,017)	(164,544)
Proceeds from disposal of fixed assets	4,500	-
Net cash provided by/(used in) investing activities	(117,517)	(164,544)
Cash flows from financing activities:		
Repayments of borrowing	(292,965)	(120,313)
Cash inflows from new borrowing	-	510,350
Net cash provided by/(used in) financing activities	(292,965)	390,037
CHANGE IN CASH AND CASH EQUIVALENTS FOR THE YEAR	(278,864)	1,155,343
Cash and cash equivalents brought forward	b 1,645,968	490,625
CASH AND CASH EQUIVALENTS CARRIED FORWARD AT 31 MARCH	b <u>1,367,104</u>	<u>1,645,968</u>
a) Reconciliation of net income/(expenditure) to net cash flow from operating activities		
	2022 £	2021 £
Net income/(expenditure) for the year as per the Statement of Financial Activities	(175,339)	309,445
Adjusted for:		
Depreciation	269,785	220,412
Loss on disposal of fixed assets	1,625	-
(Increase)/decrease in debtors	(278,934)	93,307
Increase/(decrease) in creditors	314,481	306,686
Net cash (used in)/provided by operating activities	<u>131,618</u>	<u>929,850</u>
b) Analysis of cash and cash equivalents		
	2022 £	2021 £
Cash at bank and in hand	<u>1,367,104</u>	<u>1,645,968</u>

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

For the year ended 31 March 2022

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 And Support
Notes to the Financial Statements
For the year ended 31 March 2022

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) Debtors and creditors receivable/payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

j) 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.

k) 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 And Support
Notes to the Financial Statements
For the year ended 31 March 2022

2. Comparative Statement of Financial Activities - comparative balances as at 31 March 2021

	2021 Unrestricted £	Restricted £	Total £
INCOME AND ENDOWMENTS FROM:			
Donations and legacies	597,479	1,087,958	1,685,437
Charitable activities	7,566,750	-	7,566,750
Other trading activities	290,414	-	290,414
Investment Income	649	-	649
Total income	8,455,292	1,087,958	9,543,250
EXPENDITURE ON:			
Raising funds	963,713	-	963,713
Charitable activities	7,104,909	1,165,183	8,270,092
Total expenditure	8,068,622	1,165,183	9,233,805
NET INCOME/(EXPENDITURE)	386,670	(77,225)	309,445
Transfers between funds	-	-	-
NET MOVEMENT IN FUNDS	386,670	(77,225)	309,445
RECONCILIATION OF FUNDS:			
Total funds brought forward	3,102,304	370,509	3,472,813
TOTAL FUNDS CARRIED FORWARD	3,488,974	293,284	3,782,258

Alabaré Christian Care And Support
Notes to the Financial Statements

For the year ended 31 March 2022

3. Donations and legacies			Unrestricted	Restricted	Total 2022	Total 2021
			£	£	£	£
Charitable Trusts - general grants			132,800	422,395	555,195	1,170,887
Other general grants			53,205	113,974	167,179	196,498
Corporate donations			59,074	9,633	68,707	-
Individual donations			420,384	2,771	423,155	249,437
Church/community groups			40,476		40,476	53,614
Legacies			22,710		22,710	15,000
			<u>728,649</u>	<u>548,773</u>	<u>1,277,422</u>	<u>1,685,436</u>
<i>2021 total</i>			<u>597,479</u>	<u>1,087,958</u>	<u>1,685,436</u>	
4. Charitable activities			Unrestricted	Restricted	Total 2022	Total 2021
			£	£	£	£
Housing support contracts			1,038,082	-	1,038,082	1,081,548
Other public sector contracts			706,448	-	706,448	822,346
Other contracts			2,554,098	-	2,554,098	1,607,158
Accommodation charges			3,686,661	-	3,686,661	3,635,398
Other income			15,910	-	15,910	420,300
			<u>8,001,199</u>	<u>-</u>	<u>8,001,199</u>	<u>7,566,750</u>
<i>2021 total</i>			<u>7,566,750</u>	<u>-</u>	<u>7,566,750</u>	
5. Other trading activities			Unrestricted	Restricted	Total 2022	Total 2021
			£	£	£	£
Fundraising events			222,435	-	222,435	182,974
Sales from retail activities			360,168	-	360,168	87,727
Other earned income			132,604	-	132,604	19,713
			<u>715,207</u>	<u>-</u>	<u>715,207</u>	<u>290,414</u>
<i>2021 total</i>			<u>290,414</u>	<u>-</u>	<u>290,414</u>	
6. Investment income			Unrestricted	Restricted	Total 2022	Total 2021
			£	£	£	£
Bank interest			181	-	181	649
			<u>181</u>	<u>-</u>	<u>181</u>	<u>649</u>
<i>2021 total</i>			<u>649</u>	<u>-</u>	<u>649</u>	

Alabaré Christian Care And Support
Notes to the Financial Statements

For the year ended 31 March 2022

7. Expenditure	Staff costs £	Other direct costs £	Support costs £	Total 2022 £	Total 2021 £
Raising funds, marketing and trading activities					
Fund raising and marketing team	474,677	-	68,494	543,171	629,080
Charity shops	170,507	126,746	42,893	340,146	334,633
	645,184	126,746	111,387	883,317	963,713
Charitable activities					
Veterans housing	677,438	745,367	205,306	1,628,111	1,492,525
Homeless	1,069,036	933,552	288,966	2,291,554	2,213,185
Young people	1,110,373	768,740	271,149	2,150,262	2,058,973
Mental Health	357,836	164,956	75,437	598,229	-
Learning disabilities	1,273,064	232,798	217,291	1,723,153	-
Learning disabilities & mental health	-	-	-	-	1,831,244
Training and development	348,945	96,723	64,308	509,976	436,162
Veterans training and enterprise	172,635	163,594	48,517	384,746	238,003
	5,009,327	3,105,730	1,170,974	9,286,031	8,270,092
	5,654,511	3,232,476	1,282,361	10,169,348	9,233,805
TOTAL 2021	5,416,178	2,788,934	1,028,693	9,233,805	
8. Support costs					
	Total 2022		Total 2021		
	£		£		
Staff costs	609,270		487,317		
Property costs	55,960		51,572		
IT costs	172,468		134,023		
HR and administration costs	350,520		266,295		
Finance charges	94,143		89,486		
	1,282,361		1,028,693		
9. Net income/(expenditure)					
This is stated after charging:					
Depreciation	269,785		220,412		
Loss on disposal of fixed assets	1,625		-		
Auditors' remuneration:					
- audit	9,420		9,420		
- non-audit	2,580		2,580		
Operating lease rentals:					
- property rental	1,283,413		1,092,796		

Alabaré Christian Care And Support
Notes to the Financial Statements

For the year ended 31 March 2022

10. Staff costs and numbers	2022	2021
	£	£
Salaries and wages	5,188,880	4,940,847
Sessional staff (including agency)	496,125	420,115
Employer's national insurance and contributions	414,734	386,046
Employer's pension contributions	164,042	156,486
	<u>6,263,781</u>	<u>5,903,494</u>
The average number of people employed, including part-time staff:	2022	2021
	No.	No.
	<u>257</u>	<u>271</u>
One employee earned between £70,000 and £75,000 per annum during the current and previous year, and employer pension contributions of £4,309 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 2022 a total of 19,425 hours was volunteered in this way (2021: 10,618 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 £729,134 (2021: £582,999).		
11. Trustees expenses and remuneration		
Trustees are not remunerated. Travel expenses totalling £74.70 were paid to 1 trustee in the year and were incurred in the course of their duties as Trustees (2021: £Nil).		
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 £164,042 (2021: £156,486). Included within the pension contributions are amounts paid after the year end of £25,968 (2021: £24,193).		
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 And Support
Notes to the Financial Statements

For the year ended 31 March 2022

14. Tangible fixed assets		Freehold property	Short leasehold property	Equipment	Motor vehicles	Total
		£	£	£	£	£
Cost						
At 1 April 2021		5,800,963	480,367	1,368,836	85,086	7,735,252
Additions		-	-	82,148	39,869	122,017
Disposals		398	(74,423)	(1,142,452)	(41,242)	(1,257,719)
At 31 March 2022		<u>5,801,361</u>	<u>405,944</u>	<u>308,532</u>	<u>83,713</u>	<u>6,599,550</u>
Depreciation						
At 1 April 2021		721,432	171,097	1,246,512	48,278	2,187,319
Charge for the year		111,835	48,022	97,410	12,518	269,785
Eliminated on disposals		398	(74,423)	(1,142,452)	(35,117)	(1,251,594)
At 31 March 2022		<u>833,665</u>	<u>144,696</u>	<u>201,470</u>	<u>25,679</u>	<u>1,205,510</u>
At 31 March 2022		<u>4,967,696</u>	<u>261,248</u>	<u>107,062</u>	<u>58,034</u>	<u>5,394,040</u>
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>
15. Investments					2022	2021
					£	£
Unlisted UK equity investments					<u>9,000</u>	<u>9,000</u>
16. Debtors					2022	2021
					£	£
Trade debtors					595,458	380,236
Deposits					21,496	22,521
Accrued income					189,550	107,288
Prepayments					93,460	110,985
					<u>899,964</u>	<u>621,030</u>

Alabaré Christian Care And Support
Notes to the Financial Statements

For the year ended 31 March 2022

17. Creditors: amounts due within one year	2022	2021
	£	£
Trade creditors	190,914	124,860
Tax and National Insurance	113,991	96,755
Deferred income (note 19)	351,122	171,183
Other creditors	54,190	44,627
Bank loan	290,541	219,270
Accruals	207,771	237,353
	<u>1,208,529</u>	<u>894,048</u>

18. Creditors: amounts due after more than one year	2022	2021
	£	£
Bank loans	<u>2,854,660</u>	<u>3,147,625</u>
Repayable by instalments:		
Less than 1 year	290,541	219,270
Between 2 and 5 years	1,128,535	1,160,920
In 5 years or more	1,726,125	1,986,705
	<u>3,145,201</u>	<u>3,366,895</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 £575,129, 25 year term at 2.5% above base, maturing in March 2043.

RBS: total loan of £968,144, 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 £1,591,578, 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. Deferred Income	2022	2021
	£	£
Total deferred income at 1 April	171,183	-
Additions during the year	2,086,909	1,414,445
Released to income	(1,906,970)	(1,243,262)
Total deferred income at 31 March	<u>351,122</u>	<u>171,183</u>

Deferred income represents contract and grant income relating to the proportion of funding for 2022/23 services.

Alabaré Christian Care And Support
Notes to the Financial Statements

For the year ended 31 March 2022

20. Operating lease commitments

As at 31 March the charity had total future minimum lease payments under non-cancellable

	2022	2021
	£	£
Less than 1 year	115,210	108,362
Between 2 and 5 years	1,011,614	859,633
In 5 years or more	156,589	124,801

<u>1,283,413</u>	<u>1,092,796</u>
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21. Statement of funds

	Balance at 1 Apr 21	Incoming resources	Outgoing resources	Transfers to/(from)	Balance at 31 Mar 22
	£	£	£	£	£
Restricted funds:					
Veterans housing	41,296	187,198	(228,494)	-	-
Homeless	5,199	26,769	(25,852)	-	6,116
Young People:					
Salisbury Mother & Baby	28,000	28,000	(28,000)	-	28,000
Other Young People	3,000	72,909	(46,220)	-	29,689
Learning disabilities and mental health:					
Riverside Sanctuary	1,600	54,833	(14,743)	-	41,690
Learning disabilities	80	16,129	(6,145)	-	10,064
Training and development	18,352	34,861	(26,339)	-	26,874
Veterans training and enterprise	152,071	124,825	(212,054)	-	64,842
Central services	43,686	3,249	(38,768)	-	8,167
	<u>293,284</u>	<u>548,773</u>	<u>(626,615)</u>	<u>-</u>	<u>215,442</u>
Unrestricted funds:					
General - fixed assets	2,681,038	-	(269,785)	(162,414)	2,248,839
General - other funds	807,936	9,445,236	(9,272,948)	162,414	1,142,638
	<u>3,488,974</u>	<u>9,445,236</u>	<u>(9,542,733)</u>	<u>-</u>	<u>3,391,477</u>
	<u>3,782,258</u>	<u>9,994,009</u>	<u>(10,169,348)</u>	<u>-</u>	<u>3,606,919</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

Alabaré Christian Care And Support
Notes to the Financial Statements

For the year ended 31 March 2022

21. Statement of funds (continued)

Comparative statement of funds for the year ended 31 March 2021:

	Balance at 1 Apr 20	Incoming resources	Outgoing resources	Transfers to/(from)	Balance at 31 Mar 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>3,472,813</u>	<u>9,543,250</u>	<u>(9,233,805)</u>	<u>-</u>	<u>3,782,258</u>

Alabaré Christian Care And Support
Notes to the Financial Statements

For the year ended 31 March 2022

22. Analysis of net assets between funds

	Fixed assets	Net current assets	Creditors > 1 year	Total
	£	£	£	£
Restricted funds				
Unrestricted funds:				
General - fixed assets	5,394,040	(290,541)	(2,854,660)	2,248,839
General - other funds	9,000	1,133,638	-	1,142,638
Net assets at the end of the year	5,403,040	1,058,539	(2,854,660)	3,606,919

Comparative analysis of net assets between funds for the year ended 31 March 2021:

	Fixed assets	Net current assets	Creditors > 1 year	Total
	£	£	£	£
Restricted funds				
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 as at 31 March 2021	5,556,933	1,372,950	(3,147,625)	3,782,258

23. Related party transactions

There are no related party transactions (2021: none).

24. Status

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