

**Alabaré**  
**(A company Limited by Guarantee)**  
**Report of the Trustees and Financial Statements**  
**For the year ended 31 March 2025**

**Company number: 2604011**  
**Charity number: 1006504**

**Alabaré**  
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**For the year ended 31 March 2025**

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**Alabaré**  
**Report of the Trustees**

**For the year ended 31 March 2025**

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## **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 24<sup>th</sup> March 2024.

### **Patrons**

General the Lord Dannatt GCB, CBE, MC, DL

Brigadier Simon Firth CBE

Reverend Joanna Jepson

The Right Reverend Stephen Lake, Bishop of Salisbury

The Right Reverend John Lomas, Bishop of Swansea and Brecon

Bishop Bosco MacDonald, Bishop of Clifton Appointed 27<sup>th</sup> March 2025

### **Honorary President**

John Proctor OBE

### **Board of Trustees**

Malcolm Cassells

Chair

Teresa Barsby

Resigned 7<sup>th</sup> February 2025

Paddy Bradley

Allie Bennington

Appointed 19<sup>th</sup> August 2024

Louse Burns

Appointed 24<sup>th</sup> January 2025, resigned 10<sup>th</sup> March 2025

Martin Clark

Resigned 27<sup>th</sup> March 2025

Lucy Hendry

Appointed 13<sup>th</sup> October 2024

Mickey Morrissey

Alicia Proctor

Mark Proctor

Philip Sutton

Phillip Reynolds

Vernon White

Billy Wilde

Appointed 28<sup>th</sup> November 2024

Richard Winstanley

### **Committee's Structure**

Finance & Resources Committee

Quality Committee

Fundraising, Marketing and Retail Committee

Nominations and Governance Committee

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**Key Management**

Andrew Lord	Chief Executive
Vanessa Bedford	Care and Support Director
Emma Hart	Finance Director from 1 <sup>st</sup> October 2024
Kirsty Scullion	Fundraising Director from 1 <sup>st</sup> January 2025
James Tomlinson	Director of Marketing and Strategic Communications from 1 <sup>st</sup> April 2025
Gill Turner-Callis	Senior Chaplain

**Bankers**

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

**Solicitors**

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

**Auditors**

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

## **Alabaré Report of the Trustees**

**For the year ended 31 March 2025**

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The Trustees present their report together with the financial statements of the Charity for the year ended 31 March 2025 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 is a charity registered with the Charity Commission and a company limited by guarantee.

### **Introduction by Malcolm Cassells, Chair of the Board of Trustees**

The year to 31st March 2025 was one of considerable progress against a background of financial challenges for the charity sector. The year has had many successes including: gaining more mental health work, implementing new Wiltshire contracts for the homeless, and higher occupancy levels, meaning we are supporting more vulnerable people. The Executive Team has been strengthened, including the appointment of a new Finance Director, and several departments restructured. The Fundraising Team exceeded their targets, which together with strong budgetary control, enabled us to almost break even.

Over the past two years the governance of the charity has been much enhanced with a good number of new Trustee appointments which have added key skills and experience to the Board. In the last 2 years two new Board Committees have been formed covering: fundraising, marketing and retail; and nominations and governance. Furthermore, the Trustee recruitment process has improved. We now have a strong Board but are looking for more diversity and inclusivity. During 2025 the Board will seek to appoint a new Chair as I step down from the Board after nearly 17 years as a Trustee.

We have also appointed a new Patron during the past year as we seek to raise the profile of Alabaré and gain a stronger voice in national discussions about those in need.

I wish to thank our staff including our hard-working Chief Executive, volunteers including Patrons, Trustees and Ambassadors, and supporters, for their work and commitment over the year. I see and hear so many amazing stories from clients regarding the work we do and this would not be possible without the efforts of all those involved with Alabaré.

The future is an exciting one for Alabaré as we grow our services, have a greater impact, and improve our financial situation. We are very reliant upon funding from individuals, charities, partners, commissioners, and grant making organisations to maintain and develop our work and with your help, together, we can make a real difference.

### **Objectives and Activities**

#### **Objects**

The Objects of Alabaré, 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.

## **Alabaré Report of the Trustees**

**For the year ended 31 March 2025**

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### **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 March 2025. 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
- Support in overcoming the barriers they face in transforming their lives

### **Our Values**

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

- Compassion: we aim to treat all others the way we would like to be treated ourselves.
- Quality Care: looks like [preferred outcomes from client engagement] and employers committed to their staff.
- Respect: We will demonstrate and expect a certain standard of behaviour between colleagues and service users/clients, and to our homes, communities and our environment.
- Honesty: We will acknowledge and improve in our weaknesses, and celebrate our successes through clear marketing, good reflective practice and excellent support work.

### **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 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 March 2024.

### **Trustee Board**

All Trustee appointments are approved formally by the Board of Trustees. Applications for trusteeship are encouraged from all sections of the community.

## **Alabaré Report of the Trustees**

**For the year ended 31 March 2025**

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The Articles state that the Board shall comprise of at least five and not more than fifteen Trustees and, so far as practical, shall comprise of eleven persons who are practicing Christians including up to 4 people nominated by the Alabaré Christian Community and up to four persons of any background who support the Christian ethos. A Trustee appointed can serve a term of three years up to a maximum of nine years. They are not eligible for reappointment until a period of one year has elapsed save in exceptional circumstances.

The Board of Trustees met seven times during the year 2024/25. At 31st March 2025, the Board of Trustees agreed to delegate certain functions to four committees: i) Quality Committee chaired by Alicia Proctor ii) Finance and Resources Committee chaired by Mickey Morrissey iii) Fundraising, Marketing and Retail Committee chaired by Richard Winstanley iv) Nominations and Governance Committee chaired by Paddy Bradley. The membership of the committees consists of Trustees and volunteers with appropriate experience. The Chairs of all four committees are Trustees. In 2023, the Board of Trustees started a recruitment drive with the aim of appointing new trustees during 2023 and 2024. In 2024/25 four new trustees were appointed and three trustees resigned. In 2025 the Board of Trustees will be recruiting a new Chair of Trustees, with Malcolm Cassells resigning in December 2025 having completed 6 years as Chair of Trustees.

The Board of Trustees reviewed its governing documents in 2023. At the May 2023 Board meeting, the Board approved the change of the charity's name to Alabaré. In March 2024, the Board of Trustees approved a new Articles of Association. The Board of Trustees embarked on an external Corporate Governance review with pro-bono support from The Worshipful Company of Management Consultants, which resulted in the development of a new 5-year plan and recruitment of Jukes McWilliams which led to significant restructure of the fundraising and marketing department.

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.

### **Process for induction and training of Trustees**

A process is in place for the induction of Trustees which has been agreed by the Trustees. Training for Trustees is an initial PowerPoint presentation covering the history of the organisation, safeguarding, health and safety, professional boundaries and key policies which must be read. Further training is online and through two development afternoons each year. In addition, new Trustees visit several homes and services of the charity.

### **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

**Alabaré**  
**Report of the Trustees**

**For the year ended 31 March 2025**

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- 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**  
**Report of the Trustees**

**For the year ended 31 March 2025**

<b>OBJECTIVE</b>	<b>RISK</b>	<b>HOW WE MANAGE THE RISK</b>
Provide good quality homes and services to vulnerable people	Poor quality care and / or breaches 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 responsibility for safeguarding and a Quality Assurance Audit programme that includes service user feedback, monitored by Quality Committee.
Financially sustainable charity	Low occupancy, poor fundraising returns, not retaining local authority contracts, poor control of expenditure, impact of inflation and Govt review of Exempt Accommodation.	A 5-year financial forecast was included in the 2025 – 2030 Strategic Plan. This highlighted the need for increased fundraising income. During the year there has been a regular review of occupancy, a new fundraising strategy, management of sickness absence, employee retention, focus on delivering excellent services, budget management including regular review of agency costs, business cases approval for new opportunities, retendering of supplier contracts.  Success in Statutory funding contacts with Local Government and NHS provides certainty on a substantial part of Alabaré's funding for next 3 – 5 years.
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 2024 and continued 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 meetings with an outsourced IT services provider which included protection against cyber-attack. During 2024 investment for a new Client Management system that went live in March 2025.
Leadership	Not achieving vision, not addressing issues, loss of external confidence	Recruitment of new Trustees being undertaken in 2024. A strengthening of the leadership and a new full-time Finance Director started in October 2024, a Fundraising Director in January 2025 and a Director of Marketing and Strategic Communications in April 2025.

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**For the year ended 31 March 2025**

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## **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 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 with its lenders and is currently exploring the feasibility of purchasing additional property through loan finance.

### *Statutory Funding Risk*

Some £10.2m of the Charity's income is from direct or indirect statutory sources. During 2023/24 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 2024. These contracts last a minimum of five years. Contracts are also with Wiltshire Council, Devon County Council, Hampshire County Council and NHS for the work with the homeless, young people, people with mental health problems and people with learning disabilities. A further retendering exercise was completed in late 2024 for the mental health services by the NHS. Alabaré was successful with a new contract awarded from April 2025. Indirect statutory funding is the rental income, which is largely funded by Housing Benefit. On an annual basis rent levels are reviewed and any increase is subject to approval by local authorities administering Housing Benefit.

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**

Another very successful year for Alabaré. A year where we continued to deliver vital support to 3,272 vulnerable and homeless people and, through the securing of new funding contracts, creating the foundations of continuing the work for the next few years.

The year saw the continued development of our mental health services in Wiltshire. Since the start of lockdown in 2000, with financial support from the NHS, the telephone advice and drop-in service has grown into Alabaré Riverside Sanctuary, a confidential service aimed at anyone in Wiltshire seeking mental health support or struggling to manage their mental wellbeing. Working in partnership with other providers in the county, our mental well-being support has continued to develop with the Access Community Mental Health, offering extended telephone support, personalised recovery and well-being plans and counselling, and focusing on walking alongside people on their journey of recovery and well-being. These vital services supported over 2,700 people in Wiltshire. The service was retendered in 2024 and in partnership with other charities, we were successful in both retaining the existing service with a commitment to developing new Crisis homes in 2025.

## **Alabaré Report of the Trustees**

**For the year ended 31 March 2025**

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During 2024/25 Alabaré supported 158 veterans through the supported housing across England and Wales. 350 referrals were received for Homes for Veterans, an increase of 122% on the previous year. The funding for this service has been rebid for in March 2025 and the outcome will be known in July 2025.

The young people's services provided safe and stable supported housing to 110 young people offering a foundation for growth, healing and independence. During the year we helped 69 young people develop their employability skills and 100 young people participated in the dedicated wellbeing programme.

The charity supports 47 residents with learning disabilities in Salisbury and Amesbury. The service provides accommodation and person-centered support which builds friendships and community. Alongside the residential services, are development centres at Old Sarum and Barford St Martin. The development centres focus on building skills and confidence through activities such as gardening, cooking and IT training.

Over the year Alabaré supported 192 individuals who were, or at risk of being, homeless in supported accommodation in Wiltshire, Weston-super-Mare and North Devon.

The charity had a successful fundraising year with over £2m raised from trusts, individuals, events and corporates. The 5-year financial forecasts highlighted an increasing reliance on fundraising to continue to deliver the vital services to the vulnerable. The Trustees commissioned a major review of fundraising activities by Jukes McWilliams Consultants. The Trustees approved the recommendations, which have resulted in a new fundraising and marketing strategy and a restructure of the department.

### **Charity's strategies for achieving its aims and objectives**

A Five-Year Plan was agreed by the Board of Trustees on 27<sup>th</sup> March 2025. The plan sets out 11 key results areas to be achieved by 2030.

#### **Effectiveness - Key Results #1**

Alabaré's success in achieving its mission is measured and monitored through effective impact reporting

#### **Effectiveness - Key results #2**

To ensure that at least 80% of clients are satisfied with the Alabaré home they live in and service they receive.

#### **Effectiveness - Key results #3**

At least 75% of residents take part in BoTG/Wellbeing, Chaplaincy engagements or other similar activities to improve their wellbeing.

#### **Sustainability - Key results #4**

Ensure an annual operating surplus of 3% of expenditure to help build an unrestricted reserve equivalent to at least three months' running costs, ensuring continuity of services.

#### **Sustainability - Key results #5**

Ensure that fundraising income raises at least 33% of our expenditure.

#### **Growth - Key result #6**

Identify an appropriate measure to measure public awareness of our profile, mission, and brand at local, regional, and national levels, then achieve a 10% increase year on year to increase knowledge, build trust, foster collaboration opportunities, and influence public policy.

**Alabaré**  
**Report of the Trustees**

**For the year ended 31 March 2025**

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**Growth - Key Result #7**

Increase the number of bedspaces provided from 350 to 500 across Southern England and Wales to grow the charity and help more people in need

**Growth - Key Result #8**

Increase the number of owned properties by 5 over the lifetime of the plan

**Environmental, Social, and Governance - Key result #9**

Environmental: achieving Energy Efficiency Rating C, exceeding the Decent Home Standard and championing Reuse, Recycle and Reduce.

**Environmental, Social, and Governance - Key result #10**

Social: employees: enhance the representation of underrepresented groups by 10% within the next year. Conduct an employee wellbeing survey twice a year to measure improvements in wellbeing; ensure 90% uptake in all staff training.

**Environmental, Social, and Governance - Key result #11**

Governance: securing the future of the charity by ensuring 'good governance' (green) status in all the areas assessed by the COBSEO Governance Practices Self-Reporting Tool by 2026.

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, 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 at the Finance & Resources Committee, and at Board meetings.

As at 31 March 2025, the Charity's total reserves (restricted and unrestricted) had a minor decrease from £3,658,085 to £3,634,408. Of these total reserves figure at 31 March 2025, £3,286,140 (2024: £3,223,729) related to unrestricted reserves and £348,268 (2024: £434,356) to restricted reserves.

Of the unrestricted reserves figures at 31 March 2025, £2,551,986 (2024: £2,240,502) is represented by fixed assets. The level of free reserves at 31 March 2025 is £734,154 (2024: £983,227).

The restricted reserves of £348,268 is detailed by activity in note 23. These reserves are the result of funders making grants in advance of 2024/25. They are likely to be fully expended in 2025/26 with the exception of the Salisbury Parent and Baby fund which consists of £224,000 (2024: £252,000) received from the Community of St Denys for the running costs of the home for the next 8 years and an initial 3-year grant (£60,000) from the Burnbake Trust which at 31 March 2025 has £25,000 and one year left.

## **Complaints**

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

**Alabaré  
Report of the Trustees**

**For the year ended 31 March 2025**

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### **Trustees' Responsibilities**

Company law requires the Trustees (who are also the Director of Alabaré 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 judgements and estimates that are reasonable and prudent. The Trustees also must prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue its activities.

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

### **Statement of Disclosures to Auditor**

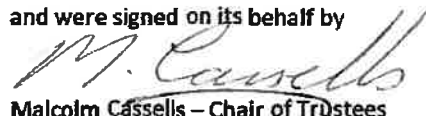
Each Trustee of the Charity has confirmed in fulfilling his/her duties as a Trustee:

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

### **Auditors**

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

The financial statements were approved and authorised for issue by the Board of Trustees on 26/6/25  
and were signed on its behalf by



Malcolm Cassells – Chair of Trustees

**Report of the Independent Auditors  
To the Members of  
Alabaré**

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**Opinion**

We have audited the financial statements of Alabaré (the 'charitable company') for the year ended 31 March 2025 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 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**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 auditors 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. 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.

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Directors included within the Report of the Trustees has been prepared in accordance with applicable legal requirements.

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

**Alabaré**

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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 11, 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 an auditor's report 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**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- 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**

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.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**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;
- 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.

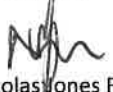
We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

  
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: 7 July 2025

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

**For the year ended 31 March 2025**

		Unrestricted	Restricted	2025	2024
	Note	£	£	Total	Total
				£	£
<b>INCOME AND ENDOWMENTS FROM:</b>					
Donations and legacies	3	668,300	1,339,077	2,007,377	1,603,916
Charitable activities	4	10,180,286	-	10,180,286	9,577,541
Other trading activities	5	446,363	-	446,363	456,990
Investment Income	6	31,894	-	31,894	18,890
Other income	7	-	-	-	237,391
<b>Total income</b>		<b>11,326,843</b>	<b>1,339,077</b>	<b>12,665,920</b>	<b>11,894,728</b>
<b>EXPENDITURE ON:</b>					
Raising funds, marketing and trading activities	8	1,294,007	-	1,294,007	1,030,409
Charitable activities	8	9,970,016	1,425,574	11,395,590	10,542,584
<b>Total expenditure</b>		<b>11,264,023</b>	<b>1,425,574</b>	<b>12,689,597</b>	<b>11,572,993</b>
<b>NET INCOME/(EXPENDITURE)</b>		<b>62,820</b>	<b>(86,497)</b>	<b>(23,677)</b>	<b>321,735</b>
Transfers between funds		(409)	409	-	-
<b>NET MOVEMENT IN FUNDS</b>		<b>62,411</b>	<b>(86,088)</b>	<b>(23,677)</b>	<b>321,735</b>
<b>RECONCILIATION OF FUNDS:</b>					
Total funds brought forward		3,223,729	434,356	3,658,085	3,336,350
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>3,286,140</b>	<b>348,268</b>	<b>3,634,408</b>	<b>3,658,085</b>

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

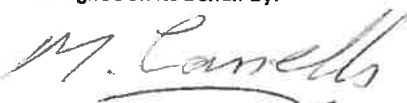
The notes form part of these financial statements

**Alabaré  
Balance Sheet**

**As at 31 March 2025**

	Note	2025 £	2024 £
<b>Fixed assets</b>			
Intangible fixed assets	15	155,297	18,831
Tangible fixed assets	16	4,699,722	4,810,509
Investments	17	9,000	9,000
		<u>4,864,019</u>	<u>4,838,340</u>
<b>Current assets</b>			
Debtors	18	619,937	831,702
Cash at bank and in hand		<u>1,257,202</u>	<u>1,451,659</u>
<b>Total current assets</b>		1,877,139	2,283,361
<b>Liabilities</b>			
Creditors: Amounts due within one year	19	<u>(1,091,076)</u>	<u>(1,152,499)</u>
<b>Net current assets</b>		<u>786,063</u>	<u>1,130,862</u>
<b>Total assets less current liabilities</b>		5,650,082	5,969,202
Creditors: Amounts due after more than one year	20	<u>(2,015,674)</u>	<u>(2,311,117)</u>
<b>NET ASSETS</b>		<u><u>3,634,408</u></u>	<u><u>3,658,085</u></u>
<b>Funds</b>			
Unrestricted funds	23	3,286,140	3,223,729
Restricted income funds	23	348,268	434,356
<b>TOTAL CHARITY FUNDS</b>		<u><u>3,634,408</u></u>	<u><u>3,658,085</u></u>

The financial statements were approved and authorised for issue by the Board of Trustees on 26/4/25 and were signed on its behalf by:



**Malcolm Cassells (Chairman)**

Company registration number: 02604011

The notes form part of these financial statements

**Alabaré**

**Statement of Cash Flow**  
**For the year ended 31 March 2025**

	Notes	2025 £	2024 £
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>			
Net cash provided by/(used in) operating activities	a	324,672	268,227
Cash flows from investing activities:			
Purchase of property and other fixed assets		(233,324)	(55,012)
Proceeds from disposal of fixed assets		-	425,631
Net cash provided by/(used in) investing activities		<u>(233,324)</u>	<u>370,619</u>
Cash flows from financing activities:			
Repayments of borrowing		(285,805)	(271,787)
Cash inflows from new borrowing		-	-
Net cash provided by/(used in) financing activities		<u>(285,805)</u>	<u>(271,787)</u>
<b>CHANGE IN CASH AND CASH EQUIVALENTS FOR THE YEAR</b>		<b>(194,457)</b>	<b>367,059</b>
Cash and cash equivalents brought forward	b	1,451,659	1,084,600
<b>CASH AND CASH EQUIVALENTS CARRIED FORWARD AT 31 MARCH</b>	<b>b</b>	<b><u>1,257,202</u></b>	<b><u>1,451,659</u></b>
<b>a) Reconciliation of net income/(expenditure) to net cash flow from operating activities</b>			
		2025 £	2024 £
Net income/(expenditure) for the year as per the Statement of Financial Activities		(23,677)	321,735
Adjusted for:			
Depreciation and amortisation		207,645	216,551
(Surplus)/deficit on disposal of fixed assets		-	(237,391)
(Increase)/decrease in debtors		211,765	(166,706)
Increase/(decrease) in creditors		(71,061)	134,038
<b>Net cash (used in)/provided by operating activities</b>		<b><u>324,672</u></b>	<b><u>268,227</u></b>
<b>b) Analysis of cash and cash equivalents</b>			
		2025 £	2024 £
Cash at bank and in hand		<u>1,257,202</u>	<u>1,451,659</u>

**Alabaré**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2025**

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**1. Accounting policies**

**a) Basis of preparation of the accounts**

Alabaré is an incorporated charity in England.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

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 available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of restricted funds is set out in the notes to the financial statements.

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

**c) Income recognition**

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

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.

For legacies, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received. At this point income is recognised.

Interest income is recognised using the effective interest method and is included when the amount can be measured reliably. On-line shop income and income derived from events is recognised as earned.

**d) Expenditure recognition**

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. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

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

**Alabaré**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2025**

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**1. Accounting policies (continued)**

**Expenditure recognition (continued)**

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.

**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 (e.g., 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;

(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) Employee Benefits**

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable. The assets of the scheme are held separately from those of the charity.

**g) Leasing and hire purchase commitments**

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

**h) Intangible assets**

Intangible assets are amortised on a straight line basis over their useful lives, as follows:

IT & Website development	4 years
--------------------------	---------

**i) 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 property	50 years
Short leasehold property	Period of lease
Equipment	4 years
Motor vehicles	4 years

**j) 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.

**k) 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.

**l) Loans and borrowings**

Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment.

**m) 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**  
**Statement of Financial Activities**  
**(including the Income and Expenditure account)**

**For the year ended 31 March 2025**

**2. Comparative Statement of Financial Activities - comparative balances as at 31 March 2024**

	Note	Unrestricted £	Restricted £	2024 Total £
<b>INCOME AND ENDOWMENTS FROM:</b>				
Donations and legacies		540,349	1,063,567	1,603,916
Charitable activities		9,577,541	-	9,577,541
Other trading activities		456,990	-	456,990
Investment Income		18,890	-	18,890
Other income		237,391	-	237,391
<b>Total income</b>		<u>10,831,161</u>	<u>1,063,567</u>	<u>11,894,728</u>
<b>EXPENDITURE ON:</b>				
Raising funds, marketing and trading activities		1,030,409	-	1,030,409
Charitable activities		9,444,196	1,098,388	10,542,584
<b>Total expenditure</b>		<u>10,474,605</u>	<u>1,098,388</u>	<u>11,572,993</u>
<b>NET INCOME/(EXPENDITURE)</b>		356,556	(34,821)	321,735
Transfers between funds		-	409	-
<b>NET MOVEMENT IN FUNDS</b>		<u>356,556</u>	<u>(34,412)</u>	<u>321,735</u>
<b>RECONCILIATION OF FUNDS:</b>				
Total funds brought forward		2,867,173	469,177	3,336,350
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>3,223,729</u></u>	<u><u>434,765</u></u>	<u><u>3,658,085</u></u>

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**  
**Notes to the Financial Statements**

**For the year ended 31 March 2025**

<b>3. Donations and legacies</b>	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total 2025</b>	<b>Total 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Charitable Trusts - general grants	9,250	1,284,223	1,293,473	1,089,288
Other general grants	2,000	20,834	22,834	2,840
Corporate donations	84,530	8,353	92,883	78,277
Individual donations	428,874	3,767	432,641	187,849
Church/community groups	47,131	21,900	69,031	56,300
Legacies	-	-	-	50,000
Fundraising events	96,515	-	96,515	139,362
	<u>668,300</u>	<u>1,339,077</u>	<u>2,007,377</u>	<u>1,603,916</u>
<i>2024 total</i>	<u>540,349</u>	<u>1,063,567</u>	<u>1,603,916</u>	
<b>4. Income from charitable activities</b>	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total 2025</b>	<b>Total 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Public Sector Contracts	5,591,905	-	5,591,905	5,226,327
Accommodation charges	4,570,589	-	4,570,589	4,347,716
Other income	17,792	-	17,792	3,498
	<u>10,180,286</u>	<u>-</u>	<u>10,180,286</u>	<u>9,577,541</u>
<i>2024 total</i>	<u>9,577,541</u>	<u>-</u>	<u>9,577,541</u>	
<b>5. Other trading activities</b>	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total 2025</b>	<b>Total 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Sales from retail activities	385,363	-	385,363	404,995
Other income	61,000	-	61,000	51,995
	<u>446,363</u>	<u>-</u>	<u>446,363</u>	<u>456,990</u>
<i>2024 total</i>	<u>456,990</u>	<u>-</u>	<u>456,990</u>	
<b>6. Investment income</b>	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total 2025</b>	<b>Total 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Bank interest	31,894	-	31,894	18,890
	<u>31,894</u>	<u>-</u>	<u>31,894</u>	<u>18,890</u>
<i>2024 total</i>	<u>18,890</u>	<u>-</u>	<u>18,890</u>	
<b>7. Other income</b>	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total 2025</b>	<b>Total 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Surplus on sale of fixed asset	-	-	-	237,391
	<u>-</u>	<u>-</u>	<u>-</u>	<u>237,391</u>

**Alabaré**  
**Notes to the Financial Statements**

**For the year ended 31 March 2025**

<b>8. Expenditure</b>	<b>Staff costs £</b>	<b>Other direct costs £</b>	<b>Support costs £</b>	<b>Total 2025 £</b>	<b>Total 2024 £</b>
<b><i>Raising funds, marketing and trading activities</i></b>					
Fund raising and marketing team	594,660	190,392	102,460	887,512	684,096
Charity shops	227,471	132,096	46,928	406,495	346,313
	<u>822,131</u>	<u>322,488</u>	<u>149,388</u>	<u>1,294,007</u>	<u>1,030,409</u>
<b><i>Charitable activities</i></b>					
Veterans	995,756	889,663	246,073	2,131,492	1,667,234
Homeless	1,273,857	1,204,735	323,490	2,802,082	2,630,406
Young people	1,114,455	919,229	265,423	2,299,107	2,119,238
Mental health	953,362	340,678	168,890	1,462,930	1,244,921
Learning disabilities	1,420,715	285,805	222,724	1,929,244	1,818,674
Training, development and enterprise	503,012	178,744	88,979	770,735	1,062,111
	<u>6,261,157</u>	<u>3,818,854</u>	<u>1,315,579</u>	<u>11,395,590</u>	<u>10,542,584</u>
	<u>7,083,288</u>	<u>4,141,342</u>	<u>1,464,967</u>	<u>12,689,597</u>	<u>11,572,993</u>
<b>TOTAL 2024</b>	<b>6,492,960</b>	<b>3,832,616</b>	<b>1,247,417</b>	<b>11,572,993</b>	
<b>9. Support costs</b>				<b>Total 2025 £</b>	<b>Total 2024 £</b>
Staff costs				753,857	710,276
Property costs				81,944	25,085
IT costs				221,631	148,249
HR and administration costs				281,605	215,846
Finance charges				133,107	147,961
				<u>1,472,144</u>	<u>1,247,417</u>
<b>10. Net income/(expenditure)</b>				<b>Total 2025 £</b>	<b>Total 2024 £</b>
This is stated after charging:					
Depreciation and amortisation				207,645	216,551
Surplus on disposal of fixed assets				-	237,391
Auditors' remuneration:					
- audit				9,990	9,984
- non-audit				2,704	2,376
Operating lease rentals:					
- property rental				<u>1,278,900</u>	<u>1,261,489</u>

**Alabaré**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2025**

<b>11. Staff costs and numbers</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Salaries and wages	6,601,490	6,116,372
Sessional staff (including agency)	463,305	410,483
Employer's national insurance and contributions	586,413	495,871
Employer's pension contributions	185,936	180,510
	<u>7,837,144</u>	<u>7,203,236</u>
 The average number of people employed, including part-time staff:	 <b>2025</b>	 <b>2024</b>
	<b>No.</b>	<b>No.</b>
	<u>275</u>	<u>270</u>

One employee earned between £80,001 and £90,000 per annum during the current and employer pension contributions of £4,894 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 2025 a total of 24,900 hours was volunteered in this way (2024: 24,198 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 £307,470 (2024: £779,961). The positions which are deemed to be key management have been reviewed and this has been reduced from 16 in 2024 to 5 in 2025.

**12. Trustees expenses and remuneration**

Trustees are not remunerated. Travel expenses of £136 were reimbursed to 1 trustee during the year (2024: £342 - 1 - travel expenses).

**13. 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 £185,936 (2024: £180,510). Included within the pension contributions are amounts paid after the year end of £35,536 (2024: £29,200).

**14. Taxation**

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes

**Alabaré**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2025**

**15. Intangible fixed assets**

	<b>IT and Website Development £</b>
<b>Cost</b>	
At 1 April 2024	22,945
Additions	152,823
Disposals	-
At 31 March 2025	<u>175,768</u>
<b>Amortisation</b>	
At 1 April 2024	4,114
Charge for the year	16,357
Eliminated on disposals	-
At 31 March 2025	<u>20,471</u>
At 31 March 2025	<u>155,297</u>
At 31 March 2024	<u>18,831</u>

**16. Tangible fixed assets**

	<b>Freehold property £</b>	<b>Short leasehold property £</b>	<b>Equipment £</b>	<b>Motor vehicles £</b>	<b>Total £</b>
<b>Cost</b>					
At 1 April 2024	5,561,523	426,874	332,841	89,113	6,410,351
Additions	31,563	30,145	-	18,793	80,501
Disposals	-	-	-	-	-
At 31 March 2025	<u>5,593,086</u>	<u>457,019</u>	<u>332,841</u>	<u>107,906</u>	<u>6,490,852</u>
<b>Depreciation</b>					
At 1 April 2024	985,932	233,938	305,550	74,422	1,599,842
Charge for the year	107,406	53,080	18,310	12,492	191,288
Eliminated on disposals	-	-	-	-	-
At 31 March 2025	<u>1,093,338</u>	<u>287,018</u>	<u>323,860</u>	<u>86,914</u>	<u>1,791,130</u>
At 31 March 2025	<u>4,499,748</u>	<u>170,001</u>	<u>8,981</u>	<u>20,992</u>	<u>4,699,722</u>
At 31 March 2024	<u>4,575,591</u>	<u>192,936</u>	<u>27,291</u>	<u>14,691</u>	<u>4,810,509</u>

**17. Investments**

	<b>2025 £</b>	<b>2024 £</b>
Unlisted UK equity investments	<u>9,000</u>	<u>9,000</u>

**18. Debtors**

	<b>2025 £</b>	<b>2024 £</b>
Trade debtors	427,316	507,543
Deposits	14,096	23,371
Accrued income	16,416	46,901
Prepayments	85,491	64,871
Other debtors	<u>76,618</u>	<u>189,016</u>
	<u>619,937</u>	<u>831,702</u>

**Alabaré**  
**Notes to the Financial Statements**  
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<b>19. Creditors: amounts due within one year</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Trade creditors	299,504	222,197
Tax and National Insurance	144,511	121,813
Deferred income (note 21)	70,800	44,938
Other creditors	107,777	342,215
Bank loan	287,359	277,721
Accruals	181,125	143,615
	<u>1,091,076</u>	<u>1,152,499</u>

<b>20. Creditors: amounts due after more than one year</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Bank loans	<u>2,015,674</u>	<u>2,311,117</u>

<b>Repayable by instalments:</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Less than 1 year	287,359	277,721
Between 2 and 5 years	244,942	933,909
In 5 years or more	1,770,732	1,377,208
	<u>2,303,033</u>	<u>2,588,838</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 £530,463 - 25 year term at 2.5% above base, maturing in March 2043.

RBS: total loan of £593,005 - 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 £1,179,565 - 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.

<b>21. Deferred Income</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Total deferred income at 1 April	44,938	20,910
Additions during the year	2,521,009	2,494,038
Released to income	(2,495,147)	(2,470,010)
Total deferred income at 31 March	<u>70,800</u>	<u>44,938</u>

Deferred income represents contract and grant income relating to the proportion of funding for 2025/26 services.

**Alabaré**  
**Notes to the Financial Statements**  
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**22. Operating lease commitments**

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

	2025 £	2024 £
Less than 1 year	33,450	23,100
Between 2 and 5 years	1,155,117	1,059,908
In 5 years or more	167,023	178,481
	<u>1,355,590</u>	<u>1,261,489</u>

**23. Statement of funds**

	Balance at 1 Apr 24 £	Incoming resources £	Outgoing resources £	Transfers to/(from) £	Balance at 31 Mar 25 £
<b>Restricted funds:</b>					
Veterans	54,751	1,178,957	(1,156,236)	-	77,472
Homeless	4,775	25,072	(30,256)	409	-
Young People:					
Salisbury Mother & Baby	252,000	-	(28,000)	-	224,000
Other Young People	22,860	66,762	(89,622)	-	-
Learning disabilities and mental health:					
Riverside Sanctuary	500	6,699	(6,699)	-	500
Learning disabilities	15,000	-	(15,000)	-	-
Training, development and enterprise	84,200	8,082	(73,012)	-	19,270
Other operations	270	53,505	(26,749)	-	27,026
	<u>434,356</u>	<u>1,339,077</u>	<u>(1,425,574)</u>	<u>409</u>	<u>348,268</u>
<b>Unrestricted funds:</b>					
General - fixed assets	2,240,502	-	(207,645)	519,129	2,551,986
General - other funds	983,227	11,326,843	(11,056,378)	(519,538)	734,154
	<u>3,223,729</u>	<u>11,326,843</u>	<u>(11,264,023)</u>	<u>(409)</u>	<u>3,286,140</u>
	<u>3,658,085</u>	<u>12,665,920</u>	<u>(12,689,597)</u>	<u>-</u>	<u>3,634,408</u>

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

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

**Alabaré**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2025**

**23. Statement of funds (continued)**

Comparative statement of funds for the year ended 31 March 2024:

	Balance at 1 Apr 23 £	Incoming resources £	Outgoing resources £	Transfers to/(from) £	Balance at 31 Mar 24 £
<b>Restricted funds:</b>					
Veterans	36,360	566,293	(547,902)	-	54,751
Homeless	6,114	29,280	(30,619)	-	4,775
Young People:					-
Salisbury Mother & Baby	280,000	-	(28,000)	-	252,000
Other Young People	20,000	41,555	(38,695)	-	22,860
Learning disabilities and mental health:					
Riverside Sanctuary	-	500	-	-	500
Learning disabilities	15,000	-	-	-	15,000
Training, development and enterprise	111,703	425,639	(453,142)	-	84,200
Other operations	-	300	(30)	-	270
	<u>469,177</u>	<u>1,063,567</u>	<u>(1,098,388)</u>	<u>-</u>	<u>434,356</u>
<b>Unrestricted funds:</b>					
General - fixed assets	2,318,494	-	(216,551)	138,559	2,240,502
General - other funds	548,679	10,831,161	(10,258,054)	(138,559)	983,227
	<u>2,867,173</u>	<u>10,831,161</u>	<u>(10,474,605)</u>	<u>-</u>	<u>3,223,729</u>
	<u>3,336,350</u>	<u>11,894,728</u>	<u>(11,572,993)</u>	<u>-</u>	<u>3,658,085</u>

**Alabaré**  
**Notes to the Financial Statements**

**For the year ended 31 March 2025**

**24. Analysis of net assets between funds**

	<b>Fixed assets</b>	<b>Net current</b>	<b>Creditors &gt; 1</b>	<b>Total</b>
	<b>£</b>	<b>assets</b>	<b>year</b>	<b>£</b>
		<b>£</b>	<b>£</b>	
Restricted funds	-	348,268	-	348,268
Unrestricted funds:				
General - fixed assets	4,855,019	(287,359)	(2,015,674)	2,551,986
General - other funds	9,000	725,154	-	734,154
<b>Net assets at the end of the year</b>	<b>4,864,019</b>	<b>786,063</b>	<b>(2,015,674)</b>	<b>3,634,408</b>

Comparative analysis of net assets between funds for the year ended 31 March 2024:

	<b>Fixed assets</b>	<b>Net current</b>	<b>Creditors &gt; 1</b>	<b>Total</b>
	<b>£</b>	<b>assets</b>	<b>year</b>	<b>£</b>
		<b>£</b>	<b>£</b>	
Restricted funds	-	434,356	-	434,356
Unrestricted funds:				
General - fixed assets	4,829,340	(277,721)	(2,311,117)	2,240,502
General - other funds	9,000	974,227	-	983,227
<b>Net assets as at 31 March 2024</b>	<b>4,838,340</b>	<b>1,130,862</b>	<b>(2,311,117)</b>	<b>3,658,085</b>

**25. Related party transactions**

There are no related party transactions (2024: none).

**26. Status**

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