

ALPHA INTERNATIONAL

England & Wales · Charity number 1086179

Details

Status	Registered
Legal form	Charitable company
Company number	04157379
Registered	2001-04-18
Register	View on the Charity Commission register

Contact

Address	Holy Trinity Brompton Brompton Road London SW7 1JA
Phone	02070520200
Email	CEO@alpha.org
Website	www.alpha.org

Activities

Objects: (A) THE ADVANCEMENT AND PROPAGATION OF THE CHRISTIAN GOSPEL THROUGHOUT THE WORLD (B) THE PROMOTION THROUGHOUT THE WORLD OF TEACHING ON ALL ASPECTS OF THE CHRISTIAN LIFE AND FAITH IN ACCORDANCE WITH BIBLICAL PRINCIPLES (C) THE RELIEF OF PERSONS ANYWHERE IN THE WORLD WHO ARE IN CONDITIONS OF NEED, HARDSHIP OR DISTRESS AS A RESULT OF LOCAL, NATIONAL OR INTERNATIONAL DISASTER OR BY REASON OF HUNGER, DISEASE, SICKNESS OR THEIR SOCIAL AND ECONOMIC CIRCUMSTANCES (D) THE PROMOTION AND SUPPORT OF SUCH OTHER CHARITABLE PURPOSES AND INSTITUTIONS AS MAY FROM TIME TO TIME BE DETERMINED BY THE DIRECTORS OF THE CHARITY

Activities: The advancement and propagation of the Christian Gospel and the promotion of teaching on all aspects of the Christian life and faith in accordance with Biblical principles. This includes the development of and making available the Alpha Course and its related ministries.

Classification

- **How:** Makes Grants To Organisations, Provides Services, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** Education/training, Religious Activities, Other Charitable Purposes
- **Who:** Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- **Area of benefit:** WORLDWIDE

- Argentina
- Botswana
- Brazil
- Burma
- Burundi
- Cambodia
- Colombia
- Costa Rica
- Ecuador
- Egypt
- Estonia
- Ethiopia
- France
- Germany
- Ghana
- Hong Kong
- India
- Indonesia
- Japan
- Kenya
- Liberia
- Mauritius
- Mexico
- Netherlands
- Nicaragua
- Nigeria
- Northern Ireland
- Philippines
- Rwanda
- Scotland
- Sierra Leone
- Singapore
- South Africa

- South Korea
- Spain
- Thailand
- Trinidad And Tobago
- Uganda
- United States
- Vietnam
- Zambia
- Zimbabwe
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£21,179,536	£18,816,172	£15,131,099	106
2023-12-31	£20,646,016	£20,638,338	£12,767,735	95
2022-12-31	£16,821,669	£15,335,661	£12,746,120	89
2021-12-31	£13,063,662	£12,158,802	£11,203,506	89
2020-12-31	£11,710,406	£11,068,282	£10,241,434	86

Trustees

Name	Role	Appointed
REVEREND NICKY GUMBEL	Chair	
Andre Joseph		2021-05-26
Angelina Hutchinson		2023-07-24
DATO SEOK HONG YEOH		
Fopefoliwa Adelowo		2022-09-25
Kathleen Wai Lin Chew		2020-04-29
Omoyemi Adetoun Akerele		2026-05-19
Rev AL GORDON		2016-09-24
Rev James Matthew Mallon		2022-09-09
Rev John Alexander Kirkpatrick Millar		2023-08-21
Rev Richard Michael Coates		2022-03-24
Rev Stephen Foster		2023-07-25
Robert Lee Gruenewald II		2019-04-29
Tokunbo Olamide Akerele		2026-04-15

Accounts

Company Number:	4157379	
Charity number:	1086179	(England)
	SC042906	(Scotland)

Alpha International
(A charitable company limited by guarantee)
Trustees' report and
Financial statements
For the year ended 31 December 2024

Alpha International

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Alpha International (A charitable company limited by guarantee)

Trustees' report for the year ended 31 December 2024

Letter from The Chairman

Last year, more than **two million people** around the world explored faith in Jesus Christ through Alpha. We launched the new Alpha Youth Series, designed to reach a younger generation of people with the good news of Jesus. And we saw Alpha running in 146 countries.

Alpha's vision is for everyone, everywhere, to hear the good news of Jesus through Alpha – in their own language and culture – by 2033, the two thousandth anniversary of the resurrection of Jesus Christ. And we are now well on our way!

Thank you for your prayers, encouragement and support, which make a huge difference.

With best wishes,

Nicky Gumbel

Alpha International (A charitable company limited by guarantee)**Trustees' report for the year ended 31 December 2024**

The Trustees, who are also directors of Alpha International ('AI'), are pleased to submit their annual report and audited financial statements for the year ended 31 December 2024. The Trustees have adopted the provisions of the Statement of Recommended Practice "Accounting and Reporting by Charities" Charities SORP (FRS 102), the Companies Act 2006 and applicable UK accounting standards in preparing the annual report and financial statements of the charity.

Reference and administrative information

Full name of charity	Alpha International
Directors/Trustees	The Revd Nicky Gumbel Dato Hong Yeoh Mrs Rebecca Stewart (resigned 5 December 2024) The Revd AI Gordon Datuk Kathleen Chew Mr Robert Gruenewald Mr Andre Joseph The Revd John Alexander Kirkpatrick (Sandy) Millar The Revd Richard Michael Coates The Revd James Matthew Mallon Mrs Gabriella Helland (resigned 23 September 2024) Ms Fopefoluwa Adelowo The Revd Stephen Foster Mrs Angelina Hutchinson Mr Mark Hutchinson (resigned 30 October 2024)
Secretary	Mr Jon Shippen
Company number	4157379
Charity number	1086179 (England) SC042906 (Scotland)
Registered office and address	Holy Trinity Brompton, Brompton Road, London, SW7 1JA
Bankers	National Westminster Bank, 186 Brompton Road, Knightsbridge, SW3 1HL
Auditors	Moore Kingston Smith LLP, 9 Appold Street, London, EC2A 2AP

ALPHA INTERNATIONAL OVERVIEW

Alpha International is governed by its Memorandum and Articles of Association and is constituted as a company limited by guarantee registered in England and Wales (number 4157379) and is registered as a charity in England and Wales (charity number 1086179) and in Scotland (charity number SC042906).

Our vision at Alpha International is the evangelisation of the nations, the revitalisation of the church and the transformation of society. Our mission is to equip the church to help people discover and develop a relationship with Jesus. Alpha International operates within the principles of a global federated partnership framework. Over 45 countries have locally staffed offices called National Alpha Offices (NAOs). They work closely with regional and global teams to grow Alpha in their context, train leaders, support hub churches and translate resources.

There are six members of AI who appoint new trustees on the recommendation of the existing trustees. On being appointed as trustees, new trustees are provided with guidance explaining their role and responsibilities as trustees of the charity. All new trustees are fully briefed on the activities and vision of AI and they pursue the independent interests of the charity notwithstanding their separate responsibilities in other organisations.

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The Board meets formally four times per year to discuss and approve major strategic matters, including the annual budget. There are also two Board sub-committees: a Finance and Risk Committee, which meets four times per year in advance of each Board meeting, and a Remuneration Committee (AI RemCo), which meets twice per year. There is regular contact and consultation with trustees outside of board meetings on matters arising.

Alpha International was created to carry on the charitable work that Holy Trinity Brompton (HTB), an Anglican Church in London, had commenced beyond its own parish boundaries. The rooting of Alpha's courses within a church community is integral to the values of Alpha International which is always intended to be 'by the church and for the church'. HTB and Alpha International operate a shared services model for some of the support and back-office functions, which is fully detailed in the accounting policies (Note 1). Further details relating to transactions with HTB and other related parties are shown in Note 19 to the financial statements.

In shaping our objectives as a charity, the trustees have considered the Charity Commission's guidance on public benefit. The trustees believe that Alpha provides a benefit to the public by:

- Providing an opportunity for every member of society to explore the big questions of life and the Christian faith free of charge, in a wide variety of geographic locations in the UK and overseas in churches, prisons, workplaces, universities, homes, and other local venues;
- Building a better society by providing courses for the strengthening of marriage; and
- Helping people develop their understanding and knowledge of the Christian scriptures and grow in their personal faith through '*The Bible with Nicky and Pippa Gumbel*' daily bible commentary.

The trustees are committed to maintaining the highest legal and ethical standards in the way the charity undertakes its fundraising activities. All fundraising is conducted by staff employed by AI and in collaboration with other National Alpha Offices. Alpha International does not use any external fundraisers or commercial participators. AI is registered with the UK Fundraising Regulator and committed to abide by the Code of Fundraising Practice and to the Fundraising Promise. AI has a Gift Acceptance Policy to protect the charity against bribery, money laundering and corruption, and association of the charity to unfavourable sources of funds. During the 2024 fiscal year, there were no fundraising complaints.

Alpha International is committed to ensuring the careful use of data in line with General Data Protection Regulations (UK GDPR) and monitors the use of data in line with regulatory requirements and best practice.

Alpha International is dedicated to ensuring a safe and caring environment and is committed to protecting the safety, and promoting the wellbeing, of all our employees and volunteers. Alpha International's safeguarding policy, and associated processes and procedures, outline the organisation's responsibilities and commitment to safeguarding.

The joint arrangement with Alpha Canada, which commenced in 2003, continues to enable the parties to conduct activities effectively by pooling resources. The joint committee supervises, directs and manages this arrangement. The incoming resources provided by Alpha Canada for the year ended 31st December 2024 were £NIL (2023: £1,930,022). Note 19 to the financial statements details this and other related party transactions.

Alpha International also collaborates with National Alpha Offices on global projects that further the achievement of the global vision.

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Trustees' report for the year ended 31 December 2024

Activities

Alpha International's activities include the Alpha course and Alpha Youth course, The Marriage Course (TMC) and The Pre-Marriage Course (TPMC), Leadership Conference (LC), and The Bible with Nicky and Pippa Gumbel (BNAP). Internationally, the approach of Alpha International and third-party organisations that it works with under the principles of a global federated partnership framework (mainly NAOs) includes:

1. Serving and equipping the following geographical areas (Asia Pacific, Sub-Saharan Africa, Europe-Middle East-North Africa, the UK, the USA, Canada, and Latin America) and the NAOs they represent as they serve and equip churches to run Alpha;
2. Training and equipping a network of thousands of volunteers worldwide who run Alpha in churches and other locations and help establish Alpha in new places;
3. Supporting regions and the network of NAOs throughout the world, bringing global teams together for the Leadership Conference and key training events;
4. Providing operational support for the production, translation and distribution of core Alpha materials, which encourages the running of best practice Alpha courses and releases local church leaders to focus on their guests;
5. Offering churches promotional tools and resources to mobilise their congregation to invite guests to Alpha;
6. Fostering expertise in ministry areas where Alpha is most effective when suitably tailored, creating resources and training practitioners; this includes Alpha for Youth and Alpha in the Catholic context;
7. Supporting other related ministries (e.g. The Marriage Course and The Bible with Nicky and Pippa Gumbel) in training leaders, promoting those courses, and creating resources.

Remuneration Policy

At Alpha International, we place great value on our highly talented, dedicated and passionate staff team, without whom we could not deliver against our vision, mission and goals. Our remuneration policy is aimed at ensuring that pay is competitive within our sector, rewards staff fairly and enables the staff team to feel valued.

Our principle is to reward staff, irrespective of seniority, informed by the following:

- **Fairness** without discrimination and aligned to non-profit sector benchmarking data in the UK where available
- **Differentiation** to reflect a combination of what is achieved and the way in which it is achieved
- **Compliance** with all local legal and regulatory requirements
- **Affordability** with good stewardship
- In line with at least the **London Living Wage** for London-based staff and the **Real Living Wage** for UK regionally based staff.

Alpha International has an established AI Remuneration committee (AI RemCo). Its purpose is to provide oversight of AI's remuneration policy as it pertains to AI employees with the aim of ensuring that these employees are rewarded fairly and consistently – and in alignment where we can with HTB Group remuneration and benefits for staff in the UK – within the governance and stewardship parameters set for the organisation.

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Trustees' report for the year ended 31 December 2024

2024 STRATEGIC REPORT

Achievements and Performance

We would like to take a moment and share with you a few highlights from 2024:

- Alpha International has continued to focus on its 2033 global vision, which is for everyone, everywhere to have the opportunity to explore faith through Alpha by 2033. As we look forward to the 2000th anniversary of the resurrection of Jesus Christ, we hope to make exploring faith in Jesus as accessible as possible, so that millions more might encounter the love of God.
- In 2024, 2,166,715 participants attended an Alpha Course. 81,629 courses were run from 43,117 churches, organisations and individuals, across 146 countries.
- Alpha International hosted the Leadership Conference 2024 ('LC24') at the Royal Albert Hall, with many joining from around the world and many participating online through LC On Demand. During the week of LC24, we hosted an event called 'The Open Generation' for strategic church leaders and youth leaders from across the world. We ended the LC24 week with a global staff day in London.
- In collaboration with Alpha International USA IP, LLC. ('AIUSA'), we launched a new Alpha product: The Alpha Youth Series ('AYS 3.0') in November 2024.
- We invested in product globalisation and contextualisation, which enabled a coordinated global release of AYS 3.0 with eight subtitled languages, and more translations due to be released in 2025 and beyond.
- Pre-production for the next Alpha Film Series ('AFS 2.0') re-commenced.
- We continue to make progress in a multi-year global fundraising campaign. This campaign continues to be well received by donors. We are also grateful to Alpha USA and Alpha Canada for their fundraising efforts towards the Alpha global vision.
- 2024 was the first full year of the newly branded 'Bible with Nicky and Pippa Gumbel' ('BNAP'); there has been continued engagement with the content on the BNAP app and the web page.
- A global guest stories campaign was launched, profiling transformational stories from around the world. Many NAOs have used this global campaign, with local adaptations.
- Significant digital advances have been made both with a successful pilot of the new Alpha App and further investment into the 'Theory of Change' project, which will allow the organisation to become more data driven.
- 2024 saw the successful recruitment and onboarding of Alpha International's new CEO, Miles Toulmin.
- Over the past year, Alpha International has completed two months of prayer globally, where the global organisation (i.e. Alpha International and the network of NAOs) has joined together in corporate prayer under the banner of 'fan the flame.' The above list would not have been possible without prayer.

We are very excited and expectant for all that is to come in 2025!

Church Engagement Framework strategy

The Church Engagement Framework ('CEF') team continues to serve regions and national offices in their work as they seek to equip the church in its mission to help people discover a relationship with Jesus. In 2024, the primary focus of the CEF team was to work closely with the Global Youth team to ensure a successful launch of the new Alpha Youth Series. We delivered a complementary suite of training ('Complementary Training Videos') for hosts and helpers which included 10 weekly briefing videos, one for each session, and 3 short videos focusing on running best practice Alpha Youth courses, Alpha for your friends, and Alpha in a Catholic Context. As part of this project, we supported the 10 countries that are launching the series in early 2025 to translate the Complementary Training Videos. We hosted The Open Generation event on 8 May 2024, after Leadership Conference at Holy Trinity Brompton, where we had over

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700 strategic church and youth leaders from around the world come together to be inspired and equipped for the gospel opportunities with Gen Z and Gen Alpha and the role that we can play through the new AYS 3.0 series.

Together with the Youth team we also delivered an internal training toolkit which provides staff with PowerPoints and scripts that they can use and contextualise when training or speaking to leaders about the new Alpha Youth Series. We supported the Catholic Context team to create 5 videos for staff to use when speaking and training. We hosted an online CEF Forum in April 2024 for all our offices, youth staff and church engagement staff to launch the Alpha Youth Series. It was attended by over 220 global staff where they got first look at content, design and top tips on how to start engaging churches and leaders to be envisioned for Gen Z and Gen Alpha. The CEF and Youth teams also hosted the internal launch of the Alpha Youth Series, with over 300 global staff joining us to celebrate and to discern together how to envision churches and youth leaders to run Alpha Youth. We will continue through 2025 to remain aligned with the Youth team to ensure a successful global launch.

Other key areas of focus in 2024 included two Global Experience Alpha events hosted at Holy Trinity Brompton ('HTB'), aimed at strategic church leaders who have not yet started running Alpha. We hosted over 240 guests from across the world. A global Alpha Collective event was held in November for strategic church leaders who are running high quality Alphas, and we invited them to become partners as Hub Churches. We hosted 286 registered guests from UK, USA, Canada, Europe, Middle East and North Africa, and Asia. We currently work with over 650 Hub Churches globally. Other events included hosting 80 emerging church leaders from the US and over 200 church leaders from Canada, Australia and USA before Leadership Conference 2024 to spend time at HTB with various leaders and to visit other churches. The events continue to play a significant role in serving our national offices in engaging strategic church leaders.

Finally, we have started to develop a new set of CEF Metrics to measure impact. We are currently piloting them with one country and plan to facilitate more pilots in 2025. The pilot documentary style training and envisioning film, which demonstrates how to run Alpha by telling the story of different churches in New York City, was launched in Q4 2024, and the team is looking for ways to maximise this resource. We continue to support and share learnings with regions and national offices, so they are equipped and innovating in their contexts to serve the church well in the context of our 2033 global vision.

Global Governance

Global Governance remains a critical priority of AI, as we strive to achieve the global growth objectives and ambitions of the 2033 global vision. In 2024, we finalised the renewal of the global federated partnership framework agreements with National Alpha Offices and participating third party organisations (termed 'Alpha Offices') around the world, who promote and champion the furtherance of the Alpha ministry in their countries or territories. These agreements clarify how we work together and enable us to comply with legal and regulatory requirements and to enhance global risk management.

Ongoing collaboration with key strategic National Alpha Offices remains a key enabler to positioning the global organisation to achieve the ambitious goals of the 2033 global vision.

In 2024, the Global Governance team facilitated the Country Governance Requirements review of National Alpha Offices in which NAO leadership and boards conducted self-assessments of the effectiveness of NAO governance, with support from regional leadership.

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Digital and Impact

In 2024 we began to see the fruits of our digital strategy, delivering significant improvements to existing platforms as well as launching a new mobile application for Alpha course guests.

Our top priority is to make it easier for churches, organisations and individuals to run recurring high quality Alpha courses. To that end, we simplified Alpha course registration process and implemented the first stage of a user experience and user interface overhaul of our course distribution platform, and so making the platform easier to navigate and much more visually engaging. We also supported the launch of the new Alpha Youth Series, providing a bespoke course registration tool and a new video player customised for contextualised content distribution.

Following a successful initial pilot in 2023, we developed the Alpha course mobile app for guests and launched it with over 100 churches in the UK and USA. The aim of the app is to increase guest attendance (also known as retention) on courses that they initially attend, and to reduce the administrative burden on course leaders. The app allows guests to recap on previous weeks and to explore a range of carefully curated resources connected to each session. Results from the initial roll out are very encouraging with high adoption and engagement levels. In 2025 we will be rolling out to all English-speaking courses and hoping to add at least one additional language to increase the global impact.

In 2024 we concluded the pilot stage of our long-term initiative to measure the effectiveness of the Alpha course, receiving responses from over 1,500 guests across nearly 20 countries. The results were very encouraging. From our target population – people that have not yet discovered or developed a relationship with Jesus – 86% of guests report growth in their engagement in faith during the Alpha course and over half of these guests describe themselves as positively engaged with the beliefs, practices and experiences of the Christian faith by the end of the course. In 2025 we will embed guest outcomes measurement into our digital systems and NAOs ways of working in order to grow the volume of data gathered and the quality of insights that we can provide to churches, NAOs and to regional and global teams.

Catholic Context

In 2024, over 6,300 churches, schools and organisations and over 325,000 participants explored faith, life and meaning through Alpha in the Catholic Context. This represented a growth of 21% in Churches, organisations and schools and a growth of 15% in guests. Catholic churches represented 19% of engaged churches globally. Catholic context courses run in a Youth or Young Adult context represented 47% of the total number, which is above the global average of 37%, highlighting the opportunity and impact of Alpha Youth in the Catholic Context in engaging the emerging generations.

To support the launch of the new Alpha Youth Series and as part of the Global Catholic Youth Strategy, we launched the Catholic Engagement Toolkit and Training Suite in collaboration with the Youth, Product and CEF teams, that help position the new Alpha Youth Series for the Catholic Context, equipping Catholic leaders to run more and better Alphas.

Throughout the year we organised and supported a number of key gatherings around the world to launch the new Alpha Youth Series, highlighting how engaging the emerging generations through Alpha can be a catalyst for parish renewal. This included, for the first time, hosting *The Open Generation Catholic Gathering* for 250 Catholic leaders following the Leadership Conference. Following this momentum, this was contextualised by Alpha Australia who hosted the *Every Generation – Alpha National Catholic Conference* that gathered 250 leaders from 21 dioceses, fostering a vision for intergenerational renewal, building ecosystems for evangelisation and invitational culture. This conference has been developed into a resource pack that will be replicated by other national and regional offices in 2025.

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In addition, we supported the Asia Pacific team to host *Transforming Parishes* prior to the *Alpha Regional Gathering*, which included a stronger engagement with the *Federation of Asian Bishops Conferences*. The gathering included 9 Bishops, 41 Priests and over 230 leaders who are committed to growing Alpha across the Asian Catholic Church.

We continued to strengthen and develop our partnership with Divine Renovation ('DR'). In June we were invited to have a prominent presence at the *DR Catholic Parish Summit*. The Summit was designed to catalyse a decade of transformation in the Catholic Church in the UK, bringing together leaders, parishes, movements, and communities to inspire and equip them in parish renewal. Alpha contributed in various ways including through hosting a pre-event entitled *Engaging the Emerging Generation: Equipping Young People for Parish Renewal*. Alpha testimonies and stories of parishes transformed by Alpha and DR were shared from the main stage throughout the conference, showing the impact of the work of Alpha UK over the last decade and the partnership with DR in the UK.

Throughout the year, Alpha co-hosted two global webinars with DR including *The Future is Now: Empowering Young People in Parish Renewal* and *Re-Presenting Jesus: Sharing Christ in Contemporary Culture* with Jonathan Roumie (who plays Jesus in *The Chosen*), Fr. James Mallon (Founder of Divine Renovation), and Nicky Gumbel (Chair of Alpha International). This second webinar proved to one of the most impactful webinars offered, with over 7,000 priests, bishops and lay leaders from 93 countries registered for the event.

Alpha attended two *International Leaders Summits* in January in Kraków, Poland as part of Global 2033. The first, the *Women of Influence Summit (WINS)*, aimed to empower and equip women over the next decade as active agents to fulfil the Great Commission of Jesus. The second, *International Leaders Summit* gathered 164 leaders from 120 organizations and 54 countries to continue to create a platform for collaboration to share the Gospel with the world by 2033. We will continue to attend summits and meetings with Global 2033 and CHARIS when relevant for Alpha to be there.

As the Catholic Church moves into the *Jubilee Year: Pilgrims of Hope*, these global mission collaborators provide an important foundation to position Alpha as a key tool that can be integrated in Catholic strategies for evangelisation and Church revitalisation. Nicky and Pippa Gumbel's recent visit to the Vatican to support the beginning of this Jubilee Year highlights how these important partnerships will continue to be strengthened in 2025 and beyond.

Marketing

In 2024, the global marketing team launched a brand-new guest campaign to tell the stories of lives changed by Jesus, through Alpha, to the world. The campaign tells 'real stories of real people who were curious about faith', bringing to life eleven stories from all around the world.

Each story documents an individual who chose to explore life, faith and purpose through Alpha. Through beautifully produced video content, and a printed magazine, the guest campaign has created a platform to amplify just some of our Alpha testimonies and is now being used as a resource for churches across the globe. All stories are hosted on a newly launched microsite (story.alpha.org) to support this initiative.

The Leadership Conference was another highlight of the year, taking place at the Royal Albert Hall in May. Hosted by Nicky and Pippa Gumbel, marketing was built around the conference's theme, 'holding onto hope', and the programme included powerful worship, prayer ministry, interviews, talks and breakout seminars across two full days. For the first-time, we built an 'On Demand' platform for guests to listen back to talks from the Leadership Conference in their own time, rather than needing to tune in live. Translation and inclusion were priorities for this content seeing talks and seminars translated into 14 languages for delegates in some of Alpha's key nations around the world including Arabic, Polish, Spanish, German and Hindi. The On Demand platform saw 5,113 subscribers, 76% of which did not attend LC in person, enabling more people around the world to experience the Leadership Conference from afar.

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The promotion of The Marriage Course was also a marketing priority in 2024 with both the redesign of www.marriagecourse.org and the release of fresh blogs and social campaigns. The website was given a global focus, redesigned with a new look and feel and user experience to serve both the course hosts and guests looking to join a course.

Finally, the launch of the new Alpha Youth Series was accompanied by a global marketing campaign with more translations than we have completed before and 54 launch events in 2024-25. This will continue to be a priority for marketing efforts as we look to build engagement and uptake of the new Alpha Youth product in 2025 and beyond.

The Marriage Course

The Marriage Course (TMC) and The Pre-Marriage Course (TPMC) have impacted millions of couples positively worldwide. In 2024, our focus was on improving digital accessibility, supporting church leader marriages, exploring evangelistic opportunities for TPMC, and enhancing marketing and content.

Over the past year, we have made key progress in these areas. Achievements include the launch of the new TMC global website, making it easier for churches to run courses and couples to participate. The redesigned platform, with a "Find a Course" widget, simplifies access. We also expanded content and engagement through regular blogs and social media updates, providing fresh support for couples and churches. A special "Marriage in Ministry" episode reached hundreds of pastoral couples across multiple languages, equipping and encouraging them in their marriages.

Looking ahead, our 2025 strategy focuses on deepening TMC's integration of guests towards and with Alpha courses, enhancing guest-facing platforms, improving digital tools for churches, piloting the TMC Online platform, and testing new innovations.

The Bible with Nicky and Pippa Gumbel

We reached the remarkable milestone in 2024, of over 10 million users having engaged with The Bible with Nicky and Pippa Gumbel since its launch in 2010, in one of 12 languages. With 437,000 users on the app and 766,000 subscribers through YouVersion's Bible app last year alone, we are thrilled to be enabling people to build healthy Bible reading habits in 160 countries around the world.

During the year, we launched new functionality within the app to create an account, or log in using an existing Alpha account, allowing users to sync across devices for a more streamlined experience. We launched a new 'Verse of the Day' feature, so that users can receive a Bible verse onto their home screen at a time they choose, reminding them to read the Bible. This has sparked a wave of reflection and connection, with users sharing Verse of the Day with their friends over 84,000 times since launch of this feature in September.

We want everyone doing Alpha to be aware of The Bible with Nicky and Pippa Gumbel as a great next step in their faith journey, in part by creating a special storytelling campaign highlighting the impact regular bible reading can have on your relationship with Jesus. Finally, because our data tells us that our users prefer listening to audio over reading text, we will be trialling AI solutions to create audio in languages that we do not yet have available. In 2025 we will be releasing a new, short bible reading plan called '30 Days' in audio-visual and text formats to enable us to engage new users on platforms where we have not previously had a presence.

Alpha Youth Series and Alpha Film Series

In 2024, in collaboration with Alpha International USA IP, LLC. ('AIUSA'), we supported development activity for two new Alpha products: the new Alpha Youth Series ('AYS 3.0') and the new Alpha Film Series ('AFS 2.0').

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Alpha Youth Series (AYS)

The all-new Alpha Youth Series launched globally on 14 November, featuring 10 episodes and 2 training videos in English, with subtitles in 8 languages: Spanish (LATAM), Portuguese (Brazil), Swedish, Thai, Korean, Bahasa Malaysia, Bahasa Indonesia, and Tamil. To support churches in running effective Alphas, the series includes 70+ marketing materials, a discussion guide, 3 training videos for different contexts, and 10 weekly briefing videos. In Q4 2024, over 30 launch events took place worldwide, with more planned for 2025. Looking ahead, we're excited to translate the series into 20+ additional languages this year.

Alpha Film Series (AFS)

We are initiating the remake of the current Alpha Film Series in collaboration with AIUSA to refresh it for the next generation.

The primary aims of this new film series are to:

- Update and refresh content to make relevant for 2026 target market;
- Re-work the theology in the scripts to ensure they comply with the current gold standard;
- Increase the level of humour throughout;
- Keep storytelling at the heart of the narrative (because personal story is the most powerful way to convey the message); and
- Design it in such a way that allows large scale translation and contextualisation at pace and in a cost-effective manner

The launch of the core product is anticipated for Q4 2026. Once complete, the new series will be translated into multiple languages and will include contextualised versions for different parts of the world.

We are working to create a curated set of resources that will benefit Alpha guests as they journey through the course, allowing them to dive deeper into the issues they have looked at each week. We are thrilled that several organisations including The Bible Project, the Centre for Cultural Witness and Streams Studio, have generously partnered with us to showcase relevant content. This will allow guests to deepen their understanding in-between Alpha sessions if they would like to and engage during the week to encourage their return to the next Alpha session. Currently this content is available through our new guest-facing Alpha mobile app which is being rolled out over the coming year.

Alpha Creative Hub and Contextualisation

AI has been collaborating with the National Alpha Office in Malaysia in its development of the Alpha Creative Hub (ACH) in Kuala Lumpur. The ACH began its build in Q1 2023 and was completed in December 2023. The ACH will enable the production, translation and distribution of select core Alpha materials to be used globally. The ACH will also play a key role in developing contextualised versions of these materials to appeal to more local markets.

In 2024, the ACH completed production of the new AYS 3.0 along with subtitles and is on track to deliver 20+ additional translations and one contextualised version in 2025.

Alpha Global Publishing

In 2024, Alpha Global Publishing made significant progress. All contracts that expired at the end of the year were successfully updated. During this process, we engaged in consultations with most of our National Alpha Offices (NAOs) to better understand their publishing needs, address their questions, and strengthen our relationships.

Alpha International (A charitable company limited by guarantee)

Trustees' report for the year ended 31 December 2024

Our sales reporting efforts were comprehensive, with sales data collected globally from NAOs, Alpha Offices ('AOs'), and publishing houses. Out of these, 41 entities reported book sales, resulting in royalty income. This contributed to a 22% year-on-year increase in revenue.

A key initiative launched this year was the 'Translation Database', which serves as a central repository for all translated files of our products worldwide. This ambitious project is progressing steadily thanks to the strong cooperation of the NAOs.

The AYS 3.0 Discussion Guide marked another success for our publishing team. Developed as a supporting resource for AYS 3.0, the guide has already been translated into 11 languages and is available through the MyAlpha digital platform.

Looking ahead, Alpha Global Publishing has set ambitious goals for 2025. The AYS 3.0 Discussion Guide will be translated into 20+ additional languages, expanding its accessibility worldwide. We will be exploring the publication of new books and ensuring any expiring contracts are reviewed and renewed in a timely fashion. Finally, our Translation Database project will continue, with ongoing efforts to collect and centralise translated files for all our products globally. Alpha Global Publishing remains committed to expanding its reach, strengthening partnerships, and ensuring high-quality resources are available worldwide.

Alpha Youth

2024 was another amazing year for Alpha Youth as it continued to grow all around the world. In 2024, there were over 29,000 Alpha Youth courses, with over 744,000 guests, a 10% growth from 2023. On top of this encouraging growth, we were thrilled to launch the new Alpha Youth Series on 14th November in 8 languages. Together with regional and national teams, we were successfully able to host 37 different launch events all over the world, in places such as Singapore, Kuala Lumpur, Stockholm, London, and Amsterdam. This was a monumental achievement that has taken years of work by our global team in collaboration with regional and national teams and has already been received so positively by local churches all over the world.

Parallel to the launch of the new Alpha Youth Series, as a global Alpha Youth team together with the Church Engagement Team, we also launched two accompanying projects. Firstly, the 'Complimentary Alpha Youth Training Resources', which were designed to best equip Alpha Youth leaders. These include weekly briefing videos and context-specific training, for example, running Alpha Youth for your friends or running Alpha Youth in a Catholic context. And secondly, the Alpha Youth Engagement Toolkit; these were resources designed to best equip staff in national offices to best communicate the heart behind Alpha Youth in their church engagement and specifically within the catholic context.

At the Leadership Conference in 2024, we launched the upcoming new Alpha Youth Series during the evening session by hosting a panel discussion with Dan Blythe (Alpha Global Youth Director) and new Alpha Youth Series hosts sharing the vision of the new series. We also hosted a Circles and Spaces seminar and 'lab' which gathered leaders of all ages from all over the world. The focus of the session was on the importance of listening to and understanding the young people we are wanting to reach and hope to empower. Building on this, we also hosted The Open Generation, a one-day event post-Leadership Conference for 700+ global strategic church leaders to worship together and explore the unique opportunity that the new Alpha Youth Series brings in reaching the emerging generations.

Future Plans

We have significant dreams and plans for 2025. Our key focus areas include:

- Supporting the continued translation and contextualisation process for AYS 3.0 in collaboration with AIUSA.

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Trustees' report for the year ended 31 December 2024

- Supporting the completion of the pre-production phase for AFS 2.0 and moving into production phase in collaboration with AIUSA.
- Progressing a multi-year global fundraising campaign.
- Global focus on training, including a re-alignment of global principles in preparation of AFS 2.0 production and release.
- Running Leadership Conference 2025, which will be hosted at the Royal Albert Hall.
- Hosting strategic church leaders and youth leaders at 'The Rising Generation Day' after LC25.
- Focusing on growing Alpha in key contexts, including Youth and Catholic.
- Accelerating key digital projects, including The Alpha App, Theory of Change project and MyAlpha.
- Strengthening the Church Engagement Framework strategy across Alpha globally.
- Enabling regional and country teams to grow Alpha in their contexts.
- Creation and launch of a new global guest marketing campaign.

These plans can only be achieved with continued close collaboration and engagement with strategic National Alpha Offices that have extended their activities to include global activities that will support our achievement of the ambitious objectives of the 2033 global vision.

Financial Review

Results for the year

The SoFA for the year shows an operating surplus of £2.36m (2023: £7,687). This surplus was chiefly due to restricted donations received for various projects not spent in the year. A total of £4.5m of unspent restricted funds have been carried forward to be spent in 2025. Cash in hand at the end of the year amounted to £7.57m, an increase of £2.41m over 2023, which was chiefly due to a large portion of unspent restricted funds received in 2024 carried forward into 2025.

Income derived from voluntary donations for the year was £19.68m compared to £19.23m in 2023. The increase in total voluntary donations of £450k year on year, was due to more income raised as a result of the continued global fundraising campaign launched in April 2023 in collaboration with Alpha USA.

Income from other sources (sales, conferences, royalties, and interest receivable) was £1.50m compared to £1.41m in 2023. The total expenditure for 2024 has decreased by 8.8%, amounting to £18.82m, compared to £20.64m in 2023. This reduction is primarily attributed to the completion of a three-year Leadership Development project in 2023, which accounted for a significant portion of previous year expenditures.

General Funds & Reserves Policy

The Trustees believe that Alpha International is reliant on God's provision for the financial resources that it needs to fund its work. Consequently, the policy of the charity is not to build up significant reserves; and wherever possible to expend income received during the course of each financial year on its purposes. However, in order to ensure that the charity is able to manage its operational cashflow needs, the Trustees aim to hold working capital sufficient to cover two to three months' expenditure. Free reserves at 31 Dec 2024 were £2.14m (2023: £1.76m) which represents roughly one and half months' working capital requirement based on the 2025 budget. As our current reserve level is

Alpha International (A charitable company limited by guarantee)

Trustees' report for the year ended 31 December 2024

below our target, the Trustees agreed to continue to build a free reserve in 2025 and beyond that is sufficient to cover between two to three months' expenditure.

Specified Funds

Specified funds (restricted funds) comprise donations given for the use of Alpha in a particular geographical area or for a particular ministry purpose. At 31 December 2024, the balance on restricted funds amounted to £4.5m (2023: £2.81m).

Policy on grants

The board's policy is to pursue its charitable objects by making supportive grants to charities with similar objectives where that is the most effective approach. Most of these grants are sent to other National Alpha Offices and Alpha Offices around the world, who are ideally equipped to support and grow Alpha and the related ministries in their local contexts. Grants totalling £7.69m were made during the year (2023: £8.61m).

Trustees' responsibilities

Company law requires the directors to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity as at the end of the financial year and of the surplus or deficit of the charity for that year. In preparing these accounts, the Trustees (who are also directors of the charity) are required to:

- select suitable accounting policies and then apply them consistently;
- comply with applicable accounting standards, including FRS 102, subject to any material departures disclosed and explained in the financial statements;
- state whether a Statement of Recommended Practice (SORP) applies and has been followed, subject to any material departures which are explained in the financial statements;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 as amended by The Charities Accounts (Scotland) Amendment (No. 2) Regulations 2014.

They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Risk Management

The trustees are committed to effective risk management at Alpha International. Risk management forms an integral part of good governance and decision-making and it is incorporated in strategic and operational planning.

Our Risk & Governance team oversees a risk management framework, which is managed at a global, regional and national level to help us ensure we are aware of risks and able to take effective action in a timely manner. Regular dialogue with central function and regional team leads has supported the embedding of the organisation's risk

Alpha International (A charitable company limited by guarantee)**Trustees' report for the year ended 31 December 2024**

awareness, including the role that effective risk management plays in helping Alpha achieve its vision. AI is continuing to mature in its adoption of proactive and effective risk management in strategic planning, central function activities, and collaborative global projects. Risk awareness is also strengthened by the representation of the Risk & Governance team in key regular ongoing working groups such as safeguarding, data protection, and global fundraising.

Major risks identified through risk assessments are captured in a risk register and are reviewed regularly at the AI Finance and Risk Sub-Committee, which is the forum established to assist the Board in fulfilling its oversight responsibilities; by reviewing and monitoring AI's finances and risks.

During 2024, the trustees have given consideration to the major risks to which the charity is exposed. Where appropriate, systems and procedures have been established to mitigate the risks that the charity faces. Procedures are in place to ensure compliance with health and safety standards in respect of staff, volunteers and visitors.

The schedule of major risks and mitigations identified by the board is set out below.

Potential Risks	Mitigations
1. Alpha International or its representatives fails to act with integrity or in the best interests of those whom it serves.	- Vision and values are clearly defined and integrated into the running of the organisation. - Oversight and accountability structures are in place for senior leaders and staff.
2. Inadequate plans for succession in relation to key roles jeopardise the future of the organisation.	- An executive level group (ExCo) is established, together with a core operating group (COO function) and a regional operations working group, as part of healthy succession planning and to ensure risk is spread across a wide group of senior leadership. - Succession planning for other key roles is ongoing.
3. Alpha International has launched vision 2033, a global strategy, and a global fundraising campaign, which will raise significantly larger funds for Alpha's global activities. The extent of organisational change may present both operational risks (legal, people, financial) as well as strategic risk (challenges to meet largescale strategic goals).	- Organisational change is being led by the executive level group (ExCo) with delegation to specific working groups to manage the scaling of the organisation, together with the existing risk management and regional operating working groups. - Advice from external advisors is obtained where required, as part of effective risk management. - The Global Enablement programme (systems and process) is underway to enhance the effective and accountable stewardship of greater funding received under the Global Campaign.
4. Reputational damage negatively impacts on the activities of Alpha International. Theological differences result in a breakdown of relationship with Alpha offices, churches and/or other key stakeholders.	- Threats of reputational damage and risks to relationships with key stakeholders are monitored and assessed via formal and informal processes as part of ongoing risk management. - Crisis management and communication processes are in development to enable effective and timely engagement with key stakeholders in the event of a threat to reputation or relationships.
5. AI Board governance is not properly managed resulting in poor decision-making, lack of compliance with regulatory requirements and reputational damage. Network around the world based heavily on relationships rather than	- Board members are selected to ensure the right skills, expertise and experience exists at the AI Board. A Board Finance & Risk Committee supports the Board's decision-making and effective oversight of Alpha International. - Risk reporting takes place quarterly through a global dashboard, which is used to record risk and mitigating actions and work with the board committee on these issues.

Alpha International (A charitable company limited by guarantee)**Trustees' report for the year ended 31 December 2024**

appropriate legal and governance frameworks, with the potential for poor brand and product control and risk of reputational damage.	Updated federated partnership and licencing agreements are in place for the period of 2024 to 2026 inclusive, following a renewal process in 2023. These agreements outline the terms of arrangement between AI and the NAOs and Alpha Offices ('AOs') and also formally licence the Alpha ministry, brand and products to NAOs and Alpha Offices.
6. Lack of adequate disaster recovery planning exposes the organisation to risks from which it is unable to recover in the event of a disaster.	- Key IT systems are set to failover between head office and backup site in the event of disaster, with extra cold site available outside of London. Cloud-based systems will remain available as servers are dispersed across the UK and Europe and reliant only on an internet connection. - Critical data and key systems are subject to robust backup process and internal/external monitoring. Security is in place to detect, report on, and eliminate threats.
7. Information or communications technology compromised, or critical data lost through cyber-attack.	- Significant investment continues to be made in digital architecture and IT security to provide and monitor a robust and resilient platform. - Cyber insurance is in place to cover us in the event of cyber-attack, cybercrime, data breach or loss of business income.
8. Exposure to financial penalties and reputational damage due to data protection breaches, or due to other legal matters, third-party rights issues, or regulatory non-compliance.	- Alpha International has formed a UK GDPR working group to help ensure data protection and privacy compliance. In addition, there is onboarding, and on-going training and upskilling of staff is currently being planned. - AI has internal General Counsel and there is solicitation of external legal advice when necessary. - Appropriate levels of indemnity and liability insurance coverage are in place.
9. Lack of sufficient income and/or inadequate cashflow results in an inability to meet salary and creditor payments. Insufficient funding is raised for the right needs at the right time under the Global Campaign, resulting in curtailment of certain priority projects or growth initiatives.	- Alpha holds 1.5-months' cash reserves to cover cashflow fluctuations. AI is building capacity to extend this coverage to 2-3 months reserves, by means of cash and a credit facility. - The funding pipeline is closely monitored, and action taken where there are concerns that funding will not match expenditure during the year and we are seeking to diversify our funding sources. - AI leadership is closely involved in relationships with financial partners and in spreading the exciting vision 2033. - Relationships with service providers are carefully managed to ensure no commitments are made for strategic project activities without required funding. - Investment is being made to build the capacity of the fundraising team and operations to grow and sustain higher levels of revenue for the current and future needs of the organisation.
10. Safeguarding incidents take place. A church running the Alpha course or using any of Alpha 'products' or content in a way that could be manipulated for the purpose of harm and abuse.	- Alpha International has a clear published and adopted safeguarding policy and associated reporting procedures and it provides training for staff. - Alpha has a Safeguarding working group, which meets quarterly to review and develop policies and procedures, consider current or possible safeguarding matters, and develop training material.

Alpha International (A charitable company limited by guarantee)

Trustees' report for the year ended 31 December 2024

Auditors

Moore Kingston Smith LLP were appointed to carry out our audit for 2024.

The Trustees' Annual Report is approved by the trustees of the Charity. The Strategic Report, which forms part of the Annual Report, is approved by the trustees in their capacity as directors in company law of the Charity.

By order of the Board



Revd. Nicky Gumbel (Chairman)

Date May 27, 2025 | 10:13 PM PDT

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ALPHA INTERNATIONAL

Opinion

We have audited the financial statements of Alpha International ('the company') for the year ended 31 December 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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 FRS 102 'The Financial Reporting Standard Applicable in the UK and 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 December 2024 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 Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended) and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

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 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 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.

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ALPHA INTERNATIONAL

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 strategic report and the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 or the Charities Accounts (Scotland) Regulations 2006 (as amended) require 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 trustees' responsibilities statement set out on page 11, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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

We have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report to you in accordance with regulations made under those Acts.

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ALPHA INTERNATIONAL

are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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 objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ALPHA INTERNATIONAL

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended), the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of this 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 and to the charitable company's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



James Cross (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

9 Appold Street,
London
EC2A 2AP

Date: June 4, 2025 | 6:32 PM BST

Alpha International

Statement of Financial Activities for the year ended 31 December 2024

	Note	Unrestricted funds	Restricted funds	Total	Total
INCOME		2024 £	2024 £	2024 £	2023 £
Donations and legacies					
Donations under gift aid	2a)	415,290	145,705	560,995	473,735
Other donations and similar income	2b)	9,431,418	9,683,524	19,114,942	18,758,608
		9,846,708	9,829,229	19,675,937	19,232,343
Charitable activities	2c), 6	1,460,747	-	1,460,747	1,366,121
Other income	2d)	42,852	-	42,852	47,552
Total income		11,350,307	9,829,229	21,179,536	20,646,016
EXPENDITURE					
Cost of Raising funds	3a)	554,705	761,056	1,315,761	1,124,970
Expenditure on charitable activities					
Strategic Leadership and Enablement	3b), 18	1,866,462	282,059	2,148,521	4,234,144
UK Development	3c), 18	1,222,510	80,172	1,302,682	1,249,709
Digital, Media, Product and Publications	3d), 18	2,914,327	4,839,911	7,754,238	8,179,878
International Development	3e), 18	1,958,388	1,964,230	3,922,618	3,728,920
Alpha Context Development	3f), 18	354,907	165,037	519,944	483,445
Other Ministries	3g), 18	136,177	1,907	138,084	142,561
Conferences	3h), 18	1,675,852	38,472	1,714,324	1,494,711
Total charitable expenditure		10,128,623	7,371,788	17,500,411	19,513,368
Total expenditure		10,683,328	8,132,844	18,816,172	20,638,338
Net income/(expenditure) before gains/(losses)		666,979	1,696,385	2,363,364	7,678
Other gains	2e)	-	-	-	13,937
Net income/(expenditure)		666,979	1,696,385	2,363,364	21,615
Funds brought forward at 1 January		9,966,401	2,801,334	12,767,735	12,746,120
Funds carried forward at 31 December		10,633,380	4,497,719	15,131,099	12,767,735

All amounts are derived from continuing operations. All recognised gains and losses are included in the Statement of Financial Activities.

The Statement of Financial Activities also complies with the requirements for an Income and Expenditure Account under the Companies Act 2006.

The notes on pages 24 to 36 form part of these financial statements.

Alpha International

Balance Sheet As at 31 December 2024

	Note	2024 £	2023 £
FIXED ASSETS			
Tangible assets	9	8,364,358	8,476,744
Intangible assets	10	-	-
Total fixed assets		<u>8,364,358</u>	<u>8,476,744</u>
CURRENT ASSETS			
Stock	11	83,521	58,707
Debtors	12	957,571	1,341,967
Cash at bank and in hand	13	7,574,375	5,160,747
Total current assets		<u>8,615,467</u>	<u>6,561,421</u>
LIABILITIES: AMOUNTS FALLING DUE WITHIN ONE YEAR	14	<u>(1,098,726)</u>	<u>(1,516,564)</u>
NET CURRENT ASSETS		<u>7,516,741</u>	<u>5,044,857</u>
LIABILITIES: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR	15	(750,000)	(753,866)
NET ASSETS		<u>15,131,099</u>	<u>12,767,735</u>
<u>FUNDS</u>			
Unrestricted:			
General	16	2,170,603	1,775,675
Designated	17	8,462,777	8,190,726
Restricted	18	4,497,719	2,801,334
		<u>15,131,099</u>	<u>12,767,735</u>

Approved by the Board on 02/05/2025 and signed on its behalf by:

Nicky Gumbel

Revd. Nicky Gumbel
Chairman

The notes on pages 24 to 36 form part of these accounts.

Alpha International

Statement of cashflows For the year ended 31 December 2024

	2024 £	2023 £
Net Cash inflow from Operations (see note below)	2,446,934	520,322
Cash flows from Investing Activities		
Purchase of tangible fixed assets	(33,306)	(10,732)
Purchase of intangible fixed assets	-	(89,833)
Net increase in cash & cash equivalents	2,413,628	419,757
Increase in cash and cash equivalents	2,413,628	419,757
Cash balance brought forward	5,160,747	4,740,990
Cash balance carried forward	7,574,375	5,160,747

Note to cash flow statement

	2024 £	2023 £
Cash flow from Operating activities		
Net operating surplus (per Statement of Financial Activities)	2,363,364	7,678
Other gains	-	13,937
Depreciation and amortisation charges	145,692	502,894
Loss on disposal of assets	-	494,733
(Increase) in stock	(24,814)	(31,147)
Decrease in debtors	384,396	717,841
(Decrease) in creditors due within one year	(417,838)	(831,614)
(Decrease) in creditors due after more than one year	(3,866)	(354,000)
Net Cash inflow from Operations	2,446,934	520,322

NET FUNDS /(DEBT) RECONCILIATION

	Notes	1 January 2024	Cash flows	Other movements	31 December 2024
Cash at bank and in hand	13	5,160,747	2,413,628	-	7,574,375
Loans	14 & 15	(1,357,866)	354,000	-	(1,003,866)
Net Funds		3,802,881	2,767,628	-	6,570,509

Alpha International

Notes to the financial statements
For the year ended 31 December 2024

1. ACCOUNTING POLICIES

Basis of preparation

These financial statements are prepared on a going concern basis, under the historical cost convention.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charitable Company is a public benefit entity for the purposes of FRS 102 and therefore the Charity also prepared its financial statements in accordance with the 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 (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The financial statements are prepared in Sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest pound.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

Going concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern.

The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the charity's forecasts and projections and have taken account of pressures on donation and event income. After consideration, the trustees have decided upon an initial 2025 budget of (£20.1m). This will be regularly reviewed and could be adjusted if necessary.

The trustees remain confident that the targets set out in the detailed forecast are achievable and have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing its financial statements.

Funds

General funds represent the funds of the Charity that are not subject to any restrictions regarding their use and are available for application on the general purposes of the Charity. Funds designated for a particular purpose by the Charity are also unrestricted. The accounts include all transactions, assets and liabilities for which the Charity is responsible in law.

Restricted funds arise where the donor has specified which area of activity they wish to be supported by their gift. The Charity is not at liberty to utilise these funds to support other activity without the express permission of the donor.

The accounts include all transactions, assets and liabilities for which the Charity is responsible in law.

Income

Donations and Legacies

Donations, grants and legacies receivable are recognised only when the Charity is notified of its legal entitlement, the amount due is quantifiable and its ultimate receipt by the Charity is probable. Income tax recoverable on Gift Aid donations is recognised when the income is probable.

Income from investments

Interest entitlements on bank accounts are accounted for as they accrue.

Government Grants

Grants relating to revenue are recognised in income on a systematic basis over the periods in which the entity recognises the associated costs for which the grant is intended to compensate.

Concessionary loan

The £1m loan from Trinidad Limited is considered to be a public benefit entity concessionary loan as the interest rate of the loan is below the prevailing market rate. The loan is valued at amortised cost using the effective interest method. The lender has the option to charge interest at a rate equivalent to 1% above the base rate of National Westminster Bank plc and is repayable over 9 years, with a repayment holiday for the first six years. The loan is repayable in 4 equal instalments of £250k commencing in July 2025 with the final instalment due in July 2028. Thus far the lender has not opted to charge any interest.

Expenditure

Expenditure is charged to the statement of financial activities as it falls due, and is analysed according to its nature between the following categories:

- Costs of raising funds
- Expenditure on charitable activities

Grants

Grants are made to charitable organisations continuing activities which accord with the objects of Alpha International, and are accounted for when due. All grants are made at the discretion of the board.

Alpha International

Notes to the financial statements
For the year ended 31 December 2024

Tangible Fixed assets

These assets are depreciated on a straight line basis over their estimated useful lives. The periods used are as follows:

Computer equipment	2 Years
Other equipment	3 Years
Furniture & fittings	3 Years
Fixtures	3 Years
Buildings	50 Years

Individual items with a purchase price of £1,000 or less are written off in the year of acquisition. Land is not depreciated.

The carrying values of tangible fixed assets are reviewed for impairment in periods when events or changes in circumstances indicate that the carrying value may not be recoverable.

Intangible fixed assets

Software costs have been capitalised at historic cost and amortised on a straight line basis over three years.

Software assets under development have been capitalised at cost. Once features are completed, amortisation is charged on a straight line basis over three years.

Current Assets

Amounts owing to the Charity at 31 December are shown as debtors after providing for amounts that it is thought may prove uncollectable.

Stock

Stock is valued at the lower of cost and net realisable value, after making provision against obsolescence for slow moving stock items.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

Employee Benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

Pension scheme arrangements

The Charity operates a defined contribution pension scheme and contributions payable are charged to the Statement of Financial Activities.

Operating lease

Rentals paid under operating leases are charged to the statement of Financial Activities on a straight line basis over the lease term.

Foreign Currencies

Monetary assets and liabilities denominated in foreign currencies are translated into Sterling at rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into Sterling at the rate ruling on the date of the transaction. Exchange gains and losses are recognised in the Statement of Financial Activities.

Financial Instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

With the exceptions of prepayments and deferred income, all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 12,14 and 15 for the debtor and creditor notes.

Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the trustees to have most significant effect on amounts recognised in the financial statements.

(i) Useful Economic Lives

The annual depreciation charge for property, plant and equipment is sensitive to change in the estimated useful economic lives and residual value of assets. These are reassessed periodically and amended where necessary to reflect current circumstances.

(ii) Group Professional Service (GPS) cost allocations

A strong partnership and working relationship is enjoyed between HTB, AI, SPTC, and RT. Shared service costs (known as Group Professional Service) are borne by HTB and then recharged to the other charities using the most appropriate driver for each service cost type. These support costs are then allocated across charitable activities based on estimates of the resources employed by Central Services towards each of these activities.

Alpha International

Notes to the financial statements
For the year ended 31 December 2024

2. INCOME

	Unrestricted funds £	Restricted funds £	Total 2024 £	Total 2023 £
a) Gift Aid Donations				
Donations	285,504	113,208	398,712	288,208
Standing Orders	46,728	3,356	50,084	90,780
Income tax recovered	83,058	29,141	112,199	94,747
	<u>415,290</u>	<u>145,705</u>	<u>560,995</u>	<u>473,735</u>
b) Non Gift Aid Donations and similar income				
Donations	9,305,341	9,616,983	18,922,324	18,640,730
Standing orders and payroll giving	126,077	66,541	192,618	117,878
	<u>9,431,418</u>	<u>9,683,524</u>	<u>19,114,942</u>	<u>18,758,608</u>
c) Income from operating activities:				
Conference income	931,714	-	931,714	875,686
Resource sales	460,227	-	460,227	403,015
Royalties Income current year	68,806	-	68,806	87,420
	<u>1,460,747</u>	<u>-</u>	<u>1,460,747</u>	<u>1,366,121</u>
d) Other Income				
Bank interest and Other income	42,852	-	42,852	47,552
	<u>42,852</u>	<u>-</u>	<u>42,852</u>	<u>47,552</u>
e) Other gains				
Adjustment for fair value of derivative contract (refer to note 15)	-	-	-	13,937
	<u>-</u>	<u>-</u>	<u>-</u>	<u>13,937</u>

Alpha International

Notes to the financial statements
For the year ended 31 December 2024

3. EXPENDITURE

	Direct	Grants to NAO's	Allocated	Total	Total
	Costs	& Partner Organisations *	Support Costs	2024	2023
	£	£	£	£	£
a) Cost of raising funds	1,019,841	150,197	145,723	1,315,761	1,124,970
b) Strategic Leadership and Enablement					
Global strategy	847,774	239,044	101,424	1,188,242	1,357,841
Risk & Governance	49,905	82,189	12,907	145,001	172,033
The Alpha Office	174,930	-	24,980	199,910	332,797
Church Engagement Framework (CEF)	240,227	73,286	47,947	361,460	230,571
Leadership Development	10,429	242,121	1,358	253,908	2,140,902
	1,323,265	636,640	188,616	2,148,521	4,234,144
c) UK Development					
Alpha Scotland	74,262	-	12,367	86,629	70,366
Alpha Northern Ireland	95,967	-	13,578	109,545	109,464
Alpha Wales	82,095	-	12,498	94,593	70,834
Alpha England	833,079	1,214	177,622	1,011,915	999,045
	1,085,403	1,214	216,065	1,302,682	1,249,709
d) Digital, Media, Product and Publications					
Media and publications	440,465	30,310	15,082	485,857	519,295
Global Marketing and Communications	353,724	48,043	69,540	471,307	353,960
Digital	1,122,956	1,523,542	237,527	2,884,025	3,642,869
Product Development and Contextualisation	682,864	2,934,171	114,641	3,731,676	3,491,514
Product Development Management	120,295	21,147	39,931	181,373	172,240
	2,720,304	4,557,213	476,721	7,754,238	8,179,878
e) International Development					
EME development	904,369	457,306	157,698	1,519,373	1,196,254
Africa development	10,121	508,325	61,803	580,249	488,378
Latin America development	28,783	482,310	48,209	559,302	453,653
Asia Pacific development	309,600	856,989	97,105	1,263,694	1,590,635
	1,252,873	2,304,930	364,815	3,922,618	3,728,920
f) Alpha Context Development					
Alpha - Prisons	56,598	-	15,753	72,351	68,200
Alpha - Catholic Context	99,476	-	19,287	118,763	108,347
Alpha - Youth	240,008	38,569	50,253	328,830	306,898
	396,082	38,569	85,293	519,944	483,445
g) Other Ministries					
Marriage Courses	113,644	-	24,440	138,084	142,561
	113,644	-	24,440	138,084	142,561
h) Conferences					
Conference direct costs & Logistics	1,544,233	-	134,187	1,678,420	1,452,570
Alpha Global Week	35,904	-	-	35,904	42,141
	1,580,137	-	134,187	1,714,324	1,494,711
Total expenditure	9,491,549	7,688,763	1,635,860	18,816,172	20,638,338

* The activities noted above reflect certain grants that have been awarded to National Alpha Offices (NAO's) and other carefully selected third party entities in pursuit of the aims and objectives of Alpha International.

Alpha International

Notes to the financial statements
For the year ended 31 December 2024

4. SUPPORT COSTS

The support costs associated with facilitating the work of the Charity have been allocated across the categories of generating funds and charitable activities on the basis of staff numbers responsible for each of the relevant departments, projects and activities. The analysis of support costs is shown below.

ANALYSIS OF SUPPORT COSTS		Depreciation of fixed assets	Support costs	2024	2023
		£	£	£	£
Facilities & Desk Charge		-	159,253	159,253	179,550
IT		8,389	268,439	276,828	280,520
Digital Estate		-	-	-	10,354
Finance		-	486,534	486,534	429,476
HR		-	220,584	220,584	222,167
Operations		7,298	179,964	187,262	129,665
Legal		-	153,588	153,588	140,300
HQ Buildings Depreciation		130,005	-	130,005	130,006
(Gains)/losses on foreign exchange		-	21,806	21,806	93,543
		145,692	1,490,168	1,635,860	1,615,581

5. ANALYSIS OF EXPENDITURE		Staff costs	Other costs	Total 2024	Total 2023
		£	£	£	£
Cost of Raising funds		595,016	575,022	1,170,038	997,048
Charitable activities	Strategic Leadership and Enablement	803,758	1,156,147	1,959,905	3,997,106
	UK Development	715,209	371,408	1,086,617	1,023,156
	Digital, Media, Product and Publications	1,287,557	5,989,960	7,277,517	7,687,725
	International Development	537,020	3,020,783	3,557,803	3,348,856
	Alpha Context Development	297,717	136,934	434,651	401,195
	Other Ministries	85,609	28,035	113,644	124,353
	Conferences	443,505	1,136,632	1,580,137	1,443,318
Allocated Support Costs (see note 4)	Support Costs	959,080	676,780	1,635,860	1,615,581
		5,724,471	13,091,701	18,816,172	20,638,338

6. REGIONAL ANALYSIS OF SALES

	2024	2023
	£	£
Income from Media resources and Conferences can be analysed as follows:		
United Kingdom	1,406,351	1,304,531
North America and Canada	15,757	18,762
Asia Pacific	13,339	12,964
Europe, Africa, Middle East	25,300	29,864
	1,460,747	1,366,121

7. AUDIT COSTS, DEPRECIATION AND AMORTISATION

	2024	2023
	£	£
Auditor's remuneration: current year	16,930	18,253
Auditor's remuneration - other services	1,119	2,470
Depreciation (see note 9)	145,692	141,484
Amortisation (see note 10)	-	361,410
	163,741	523,617

8. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	4,887,087	4,241,895
Social security costs	544,519	465,241
Pension costs	292,865	243,567
	5,724,471	4,950,703

Alpha International

Notes to the financial statements
For the year ended 31 December 2024

8. STAFF COSTS continued**Analysis of Staff Costs and the Costs of Key Management Personnel**

As disclosed in note 19 (Related Parties), there is a close working relationship between HTB, AI, SPTC, and RT. The Central Service staff who support all of the charities with operational functions are employed by HTB, and their costs (together with the costs of their departments) are allocated across the entities using the most appropriate basis for each support service. The staff costs and information in this note include the proportionate share of these Group Professional Services, as well as the relevant share of ministry staff who split their time across the charities due to the nature of their roles.

The costs of some members of HTB clergy were cross-charged for work which was done for Alpha International. However, as these clergy members are employed by the Diocese of London and not by HTB, their costs have not been included in the salary figures shown above.

The average monthly number of full time equivalent employees was 106 (2023: 95).

The number of employees whose total benefits (excluding pension and NI) were greater than £60K was 14 (2023: 13), as follows:

£60K-£70K bracket - 2
£70K-£80K bracket - 6
£80K-£90K bracket - 3
£100K-£110k bracket - 1
£120K-£130k bracket - 1
£130K-£140k bracket - 1

Group Professional Services staff are on the HTB payroll but serve HTB, AI, SPTC, and RT- each of which bear a portion of their costs. Relevant details of their remuneration can be found in the 'Staff costs' note in the HTB financial statements.

Trustee remuneration

Details of trustee remuneration can be found in note 19 (related parties).

Key Management Personnel

The key management personnel of Alpha International comprises of the President of Alpha International and the Global Chief Executive Officer. The total employee benefits (including pension and Employer NIC) of the key management personnel of the Charity were £275,649 (2023: £340,836).

The key management personnel of the Central Services function which serves HTB, AI, SPTC, and RT are comprised of the Group Director of Professional Services, the Group Chief Operating Officer and the Group Finance Director. The total employee benefits (including pension and Employer NIC) of these key management personnel were £370,980 (2023: £319,800); but Alpha only bore a portion of these costs, £145,060 (2023: £113,039).

Redundancy/termination payments

These totalled NIL for the year (2023: NIL), and include statutory payments as well as ex-gratia amounts where these were considered appropriate.

9. TANGIBLE FIXED ASSETS

	Land and Buildings £	Computer Equipment £	Other Equipment £	Furniture and fittings £	Total £
Cost					
Opening balance 1st January 2024	10,500,285	83,593	30,268	6,914	10,621,060
Additions	-	17,351	9,934	6,021	33,306
Disposals	-	(29,437)	-	-	(29,437)
Closing balance 31st December 2024	10,500,285	71,507	40,202	12,935	10,624,929
Depreciation					
Opening balance 1st January 2024	2,036,655	77,675	23,072	6,914	2,144,316
Charge for 2024	130,005	8,389	5,627	1,671	145,692
Disposals	-	(29,437)	-	-	(29,437)
Closing balance 31st December 2024	2,166,660	56,627	28,699	8,585	2,260,571
Net Book Value					
At 31st December 2023	8,463,630	5,918	7,196	-	8,476,744
At 31st December 2024	8,333,625	14,880	11,503	4,350	8,364,358

Alpha International

Notes to the financial statements
For the year ended 31 December 2024

10. INTANGIBLE FIXED ASSETS

Cost	Intellectual Property	Total
Opening balance 1st January 2024	200,000	200,000
Additions	-	-
Disposals	-	-
Closing balance 31st December 2024	200,000	200,000
Amortisation		
Opening balance 1st January 2024	200,000	200,000
Charge for 2024	-	-
Disposals	-	-
Closing balance 31st December 2024	200,000	200,000
Net Book Value		
At 31st December 2023	-	-
At 31st December 2024	-	-

Intellectual Property: On 31 December 2009 Alpha International contracted to buy the rights to a number of key Alpha publications. The cost of this has been amortised over a three year period with effect from 2010.

11. STOCK

	2024	2023
	£	£
Stock of books and other resources for resale	83,521	58,707

12. DEBTORS

	2024	2023
	£	£
Trade Debtors	23,391	204,683
Prepayments	452,669	402,774
Sundry Debtors	104,594	100,557
Amount due from HTB (see note 19)	-	6,958
Other Debtors	-	10,432
Accrued Income	376,917	616,562
	957,571	1,341,966

13. CASH AT BANK AND IN HAND

	2024	2023
	£	£
Balance attributable to restricted fund	3,918,525	2,683,519
Balance at bank and in hand	3,655,850	2,477,228
	7,574,375	5,160,747

14. LIABILITIES: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024	2023
	£	£
Creditors for goods and services	194,575	345,544
Amount due to HTB (see note 19)	29,981	-
Amount due to RT (see note 19)	76	1,800
Deferred income*	337,724	262,147
Accruals	89,189	157,855
Taxation and Social Security	101,873	117,031
Other creditors	91,442	28,187
Mortgage finance	3,866	354,000
Loan (see note 15)	250,000	250,000
	1,098,726	1,516,564

***Deferred Income**

Deferred income comprises donations, grants & earned income received for future financial periods.

	2024	2023
	£	£
Balance at 1 January	262,147	528,949
Amount released to income	(262,147)	(528,949)
Amount deferred in year	337,724	262,147
Balance at 31 December	337,724	262,147

Alpha International

Notes to the financial statements
For the year ended 31 December 2024

15. LIABILITIES: AMOUNTS FALLING DUE IN MORE THAN ONE YEAR

	2024	2023
	£	£
Mortgage finance	-	3,866
Loan	750,000	750,000
	<u>750,000</u>	<u>753,866</u>

In September 2011 the mortgage with National Westminster Bank plc was paid off, and a new loan of £4,605,866 was received from Trinidad Limited. This mortgage is secured on the property 5-7 Cromwell Road, and has a thirteen year term from January 2012, with the final payment due in January 2025. The final amount of £3,866 was made as at 31 January 2025 and is disclosed in note 14. The lender opted not to charge interest for the full amount. Further details about Trinidad Limited can be found in note 19.

In August 2019, a second £1m loan was received from Trinidad Limited to support the working capital requirement of Alpha International and initially had a seven-year term from August 2019. In early 2024, the terms of the loan have been varied and full repayment is expected by its ninth anniversary, with a repayment of £250,000 at the sixth, seventh, eighth and ninth anniversaries of the date of the Agreement (the lender has the option to charge interest at a rate equivalent to 1% above the base rate of National Westminster Bank plc). The loan is fully outstanding as of 31st December 2024.

16. ANALYSIS OF NET ASSETS BY FUND

	General funds	Designated funds	Restricted funds	Total
	£	£	£	£
	2024			
Fixed assets	30,734	8,333,624	-	8,364,358
Stock and debtors	461,898	-	579,194	1,041,092
Cash at bank and in hand	3,522,831	133,019	3,918,525	7,574,375
Current liabilities	(1,094,860)	(3,866)	-	(1,098,726)
Long term liabilities	(750,000)	-	-	(750,000)
Fund balance	<u>2,170,603</u>	<u>8,462,777</u>	<u>4,497,719</u>	<u>15,131,099</u>
	2023			
Fixed assets	13,115	8,463,629	-	8,476,744
Stock and debtors	1,282,859	-	117,815	1,400,674
Cash at bank and in hand	2,392,265	84,963	2,683,519	5,160,747
Current liabilities	(1,162,564)	(354,000)	-	(1,516,564)
Long term liabilities	(750,000)	(3,866)	-	(753,866)
Fund balance	<u>1,775,675</u>	<u>8,190,726</u>	<u>2,801,334</u>	<u>12,767,735</u>

17. DESIGNATED FUNDS

	2024 Opening Balance	Mortgage Repayment	Property Depreciation	Transfer from General Reserve	2024 Closing Balance
	£	£	£	£	£
5-7 Cromwell Road Fund	8,105,763	354,000	(130,005)	-	8,329,758
Future Depreciation - Central Service Assets	84,963	-	(67,943)	115,999	133,019
	<u>8,190,726</u>	<u>354,000</u>	<u>(197,948)</u>	<u>115,999</u>	<u>8,462,777</u>
	2023 Opening Balance	Mortgage Repayment	Property Depreciation	Transfer from General Reserve	2023 Closing Balance
	£	£	£	£	£
5-7 Cromwell Road Fund	7,867,832	354,000	(130,006)	13,937	8,105,763
Future Depreciation - Central Service Assets	112,964	-	(72,515)	44,514	84,963
	<u>7,980,796</u>	<u>354,000</u>	<u>(202,521)</u>	<u>58,451</u>	<u>8,190,726</u>

5-7 Cromwell Road: The work on the HQ building at 5-7 Cromwell Road was completed in March 2009 and satisfied the specification of the donations given for the purchase of the property. A designated fund was established at the time in order to preserve a fund to offset the amortisation of the property and the repayment of the mortgage.

Future depreciation-Central Service Assets - as outlined in the accounting policies, HTB makes an annual charge to AI for shared staff and the use of shared facilities and service departments. Part of this charge is the depreciation on assets purchased by HTB but used across HTB, AI, SPTC and RT as part of the Central Services support function. A designated fund was established to recognise the future value of depreciation on these assets which will be charged to AI in 2025 and beyond. This designated fund is adjusted annually to reflect the value of future years' depreciation calculated at the end of each financial year.

Alpha International

Notes to the financial statements
For the year ended 31 December 2024

	Opening Balance	Opening Balance Reallocation **	Income	Expenditure	Closing Balance
18. RESTRICTED FUNDS 2024	2024	2024	2024	2024	2024
	£	£	£	£	£
<u>Strategic Leadership and Enablement</u>					
Leadership Development	282,059	-	-	(282,059)	-
	282,059	-	-	(282,059)	-
<u>UK Development</u>					
Alpha Scotland	22,000	-	32,533	(34,533)	20,000
Alpha Northern Ireland	26,000	-	47,214	(45,214)	28,000
UK Development Fund	-	-	425	(425)	-
	48,000	-	80,172	(80,172)	48,000
<u>Digital, Media, Product and Publications</u>					
Digital & Training	25,000	826,433	213,053	(1,064,486)	-
Alpha Film Series	94,433	-	1,553,085	(780,851)	866,667
AlphaNow	826,433	(826,433)	-	-	-
Product Development	43,952	-	12,000	(55,952)	-
Asian Alpha Film Series	294,553	-	13,673	(119,700)	188,526
Alpha Youth Series	396,776	(5,973)	2,159,368	(2,318,367)	231,804
Alpha Creative Hub	31,341	-	487,614	(409,936)	109,019
Global Comms	392,700	(312,700)	2,687	(82,687)	-
Global Systems Development	-	-	454	(454)	-
MENA Alpha Film Series	-	-	409,633	(7,441)	402,192
Translation & Contextualisation	-	254,004	968,621	(37)	1,222,588
The Parenting Course Remake	-	-	224,610	-	224,610
	2,105,188	(64,669)	6,044,798	(4,839,911)	3,245,406
<u>International Development</u>					
Africa Development Fund	83,666	-	23,223	(101,354)	5,535
Asia Pacific Development Fund	212,405	-	1,962,893	(1,178,593)	996,705
EME Development Fund	45,016	-	651,811	(623,496)	73,331
Latin America Development Fund	-	-	114,529	(60,787)	53,742
	341,087	-	2,752,456	(1,964,230)	1,129,313
<u>Alpha Context Development</u>					
Alpha - Prisons	-	-	40,581	(581)	40,000
Alpha - Youth	-	64,669	20,041	(84,710)	-
Alpha in a Catholic Context	-	-	79,746	(79,746)	-
	-	64,669	140,368	(165,037)	40,000
<u>Other Ministries</u>					
Marriage Courses	-	-	1,907	(1,907)	-
	-	-	1,907	(1,907)	-
<u>Conferences</u>					
Leadership Conference	25,000	-	48,472	(38,472)	35,000
	25,000	-	48,472	(38,472)	35,000
<u>Fundraising & Support Cost</u>					
Cost of Raising funds	-	-	761,056	(761,056)	-
	-	-	761,056	(761,056)	-
	2,801,334	-	9,829,229	(8,132,844)	4,497,719

** With the boundaries of the donor proposal and approval from the relevant donor, some of the opening restricted funds were reallocated to be different project line to match the funding with associated expenditure.

Alpha International

Notes to the financial statements
For the year ended 31 December 2024

18. RESTRICTED FUNDS 2024 continued

	Opening Balance	Income	Expenditure	Closing Balance
	2023	2023	2023	2023
	£	£	£	£
RESTRICTED FUNDS 2023				
<u>Strategic Leadership and Enablement</u>				
President Office	(15,989)	33,779	(17,790)	-
Risk and Governance Office	-	47,685	(47,685)	-
Leadership Development	659,868	1,676,413	(2,054,222)	282,059
Global Strategy and Operations Office	-	83,085	(83,085)	-
The Alpha Office	158,493	(17,117)	(141,376)	-
	802,372	1,823,845	(2,344,158)	282,059
<u>UK Development</u>				
Alpha Scotland	30,500	54,652	(63,152)	22,000
Alpha Northern Ireland	25,000	42,873	(41,873)	26,000
UK Development Fund	-	131,807	(131,807)	-
	55,500	229,332	(236,832)	48,000
<u>Digital, Media, Product and Publications</u>				
Digital & Training	139,447	1,996,649	(2,111,096)	25,000
Alpha Innovation/Creative	-	-	-	-
Global Comms	-	-	-	-
Alpha Film Series	66,633	941,198	(913,398)	94,433
AlphaNow	414,430	412,003	-	826,433
Product Development	159,336	250,157	(365,541)	43,952
Marriage Course Refilm	-	375	(375)	-
Asian Alpha Film Series	449,309	83,523	(238,279)	294,553
Alpha Youth Series	170,201	873,658	(647,083)	396,776
Alpha Creative Hub	-	1,622,233	(1,590,892)	31,341
Global Comms	-	457,280	(64,580)	392,700
Global Systems Development	-	328,027	(328,027)	-
	1,399,356	6,965,103	(6,259,271)	2,105,188
<u>International Development</u>				
Africa Development Fund	57,504	113,837	(87,675)	83,666
Asia Pacific Development Fund	222,014	1,372,310	(1,381,919)	212,405
EME Development Fund	46,294	441,036	(442,314)	45,016
Latin America Development Fund	-	89,550	(89,550)	-
	325,812	2,016,733	(2,001,458)	341,087
<u>Alpha Context Development</u>				
Alpha - Prisons	-	22,699	(22,699)	-
Alpha - Youth	-	260,929	(260,929)	-
Alpha Forces	-	-	-	-
Alpha in a Catholic Context	3,942	80,757	(84,699)	-
	3,942	364,385	(368,327)	-
<u>Other Ministries</u>				
Marriage Courses	17,334	70,924	(88,258)	-
	17,334	70,924	(88,258)	-
<u>Conferences</u>				
Leadership Conference	-	69,002	(44,002)	25,000
	-	69,002	(44,002)	25,000
<u>Fundraising & Support Cost</u>				
Cost of Raising funds	(205,750)	760,900	(555,150)	-
Support Cost	-	184,950	(184,950)	-
	(205,750)	945,850	(740,100)	-
	2,398,566	12,485,174	(12,082,406)	2,801,334

The opening deficit in the restricted funds for the Cost of Raising funds and President Office lines, represents the Fundraising Campaign preliminary consultancy costs and associated expenditure that has been funded by a grant received in early 2023.

19. RELATED PARTIES

Trustee remuneration:

Under the terms of the Memorandum and Articles of Association of Alpha International, one of the trustee received remuneration for services as employees or consultants during the year. None of the trustees received remuneration for services provided to the Charity as trustees.

The following trustees or key management personnel were directors or members of related entities or were connected to people or organisations in receipt of payments from Alpha International.

Trustee & Members	Related Trusteeship	Remuneration for non-trustee services
The Revd John Alexander Kirkpatrick (Sandy) Millar	None	£9,614 (2023: £9,614) paid via HTB as a retainer fee and cross charged to Alpha International
Dato Hong Yeoh	Trinidad Limited	NIL (2023: NIL)
Datuk Kathleen Chew	AlphaMy Berhad (Alpha Malaysia), 'St Pauls' Theological Centre, and Trinidad Limited	NIL (2023: NIL)
The Revd Nicky Gumbel	St Mellitus College Trust	NIL (2023: NIL)
The Revd Al Gordon	The PCC of the Ecclesiastical Parish of Hackney	NIL (2023: NIL)
Mrs Rebecca Stewart (Resigned on 05 December 2024)	None	NIL (2023: NIL)
Ms Fopefoluwa Adelowo	None	NIL (2023: NIL)
Ms Gabriella Helland (Resigned on 23 September 2024)	None	NIL (2023: NIL)
The Revd James Mallon	Alpha Ministries Canada, Divine Renovation Ministry	NIL (2023: NIL)
The Revd Richard Coates	St Paul's Theological Centre; St Mellitus College Trust; Revitalise Trust; Church Renewal Trust and Holy Trinity Brompton	NIL (2023: NIL)
Mr Andre Joseph	None	NIL (2023: NIL)
Mr Robert Gruenewald	None	NIL (2023: NIL)
The Revd Stephen Foster	The PCC of the Ecclesiastical Parish of St Aldates, Oxford (St Aldates)	NIL (2023: NIL)
Mr Mark Hutchinson (Resigned on 30 October 2024)	None	NIL (2023: NIL)
Mrs Angelina Hutchinson	Alpha Australia	NIL (2023: NIL)

* Holy Trinity Brompton's full legal name is The Parochial Church Council of the Ecclesiastical Parish of Holy Trinity with Saint Paul Onslow Square and Saint Augustine South Kensington

** PCC stands for Parochial Church Council

Trustee Donations: Alpha International has received a total of £2,558,854 (2023: £3,362,858) in donations from Trustees and their related parties in the year. The donors did not attach any conditions to their gifts which require the charity significantly to alter the nature of its existing activities.

Royalties: Royalties accrued to trustees of Alpha International from worldwide sales in the previous year of resources written by them.

These royalties were waived by the trustees and the funds retained in the Charity.

Revd Nicky Gumbel - £18,325 (2023: £19,539)

Revd John Alexander Kirkpatrick (Sandy) Millar - £6 (2023: £11)

Alpha International enjoys a shared vision and close working relationship with NAOs. Over 45 countries have these locally staffed NAOs who work closely with the global team to grow Alpha in their context, train leaders and translate resources. The Alpha Offices are independently constituted and are not directed or controlled by Alpha International. Where one or more directors of Alpha International are minority members of a National Alpha Office board, and where Alpha International has had transactions with that office during the year, details are provided in the table below.

Alpha International

Notes to the financial statements
For the year ended 31 December 2024

19. RELATED PARTIES continued

National Alpha Office & Related companies	Income	Expenditure	Balance owing at year end	Notes
AlphaMy Berhad (Alpha Malaysia)	Donations of £1,386 (2023:£77,795)	Grants - £906,520 (2023: £2,062,305)	NIL (2023: NIL)	
Trinidad Limited	NIL (2023: NIL)	Loan repayment £354,000 (2023: £354,000)	£1,003,866 Loan outstanding (2023: Loan outstanding £1,357,866) including the second £1m loan received in August 2019. See note 15 for further details	
Holy Trinity Brompton	Donations of £150,000 (2023: £265,220)	NIL (2023: NIL)	£30,364 due to HTB (2023: £6,958 due to AI)	Nicky Gumbel was the former Vicar of HTB. Nicky continues to be licensed to HTB as a curate. Pippa Gumbel (wife) is employed by HTB. Both Nicky and Pippa are seconded to AI and RT carrying out work that supports the HTB Group's vision and mission. These arrangements were subject to detailed review and approval by the HTB PCC.
Alpha Ministries Canada	Joint venture income of NIL (2023: £1,930,022) Donations of £936,416 (2023: £128,480)	Joint venture expenditure £787,223 (2023: £1,172,167) Grants-£1,094,530 (2023: £705,135)	NIL (2023: NIL)	Alpha International is party to a joint arrangement with Alpha Ministries Canada, which commenced in 2003, and which enables both parties to carry out their objects more effectively by pooling resources. The joint committee (comprising the Trustees of Alpha International) supervises, directs and manages the joint arrangement. The incoming resources provided by Alpha Ministries Canada to the joint arrangement and the related expenditure, is not reflected in these financial statements, but in the financial statements of the joint arrangement.
Revitalise Trust	Donations of £22,532 (2023:£18,450)	NIL (2023: NIL)	£76 due to RT (2023: £1,800 due to RT)	
The PCC of the Ecclesiastical Parish of Brighton, St Peter (St Peter's Brighton)	Donations of NIL (2023: £2,000)	NIL (2023: £1,204)	NIL (2023: NIL)	The son of the Revd Richard Coates is a PCC member of St Peter's Brighton.
The PCC of the Ecclesiastical Parish of Hackney (St John's Hackney)	NIL (2023: NIL)	NIL (2023: £1,671)	NIL (2023: NIL)	
The PCC of the Ecclesiastical Parish of St Aldates, Oxford (St Aldates)	NIL (2023: NIL)	£19 (2023: £1,666)	NIL (2023: NIL)	
Alpha Australia	Donations of £614,921 (£528,361); Royalties of £7,585 (2023:£7,524).	Grants - £119,692 (2023: £39,870)	£NIL (2023: NIL)	
Divine Renovation Ministry	NIL (2023: NIL)	£6,542 (2023: £6,111)	NIL (2023: NIL)	

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2022

20. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
INCOME				
Donations and legacies				
Donations under gift aid	2a)	355,495	118,240	473,735
Other donations and similar income	2b)	6,391,674	12,366,934	18,758,608
		6,747,169	12,485,174	19,232,343
Charitable activities				
	2c), 6	1,366,121	-	1,366,121
Other income				
	2d)	47,552	-	47,552
Total income		8,160,842	12,485,174	20,646,016
EXPENDITURE				
Cost of Raising funds	3a)	561,183	563,787	1,124,970
Expenditure on charitable activities				
Strategic Leadership and Enablement	3b), 18	1,853,551	2,380,593	4,234,144
UK Development	3c), 18	1,009,196	240,513	1,249,709
Digital, Media, Product and Publications	3d), 18	1,823,305	6,356,573	8,179,878
International Development	3e), 18	1,696,353	2,032,567	3,728,920
Alpha Context Development	3f), 18	109,385	374,060	483,445
Other Ministries	3g), 18	52,934	89,627.00	142,561
Conferences	3h), 18	1,450,025	44,686	1,494,711
Total charitable expenditure		7,994,749	11,518,619	19,513,368
Total expenditure		8,555,932	12,082,406	20,638,338
Net income/(expenditure) before gains/(losses)		(395,090)	402,768	7,678
Other gains	2e)	13,937	-	13,937
Net income/(expenditure)		(381,153)	402,768	21,615
Funds brought forward at 1 January		10,347,554	2,398,566	12,746,120
Funds carried forward at 31 December		9,966,401	2,801,334	12,767,735

ALPHA INTERNATIONAL

England & Wales - Charity number 1086179

Accounts

Company Number:	4157379	
Charity number:	1086179	(England)
	SC042906	(Scotland)

Alpha International
(A charitable company limited by guarantee)
Trustees' report and
Financial statements
For the year ended 31 December 2023

Alpha International

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Alpha International (A charitable company limited by guarantee)

Trustees' report for the year ended 31 December 2023

Letter from the Chairman

It is wonderful to hear of lives transformed around the world as more and more people come to know the love of Jesus through Alpha.

Around 1.8 million people participated in an Alpha course in 2023, more than ever before in a single year — some 600,000 of those attended Alpha Youth. There were 39,000 courses running in churches and organisations of all denominations in 148 countries - but there is still so much to be done.

Thank you for your prayers, encouragement, and support, which helped make all this possible.

With best wishes,
Nicky Gumbel

Alpha International (A charitable company limited by guarantee)**Trustees' report for the year ended 31 December 2023**

The Trustees, who are also directors of Alpha International ('AI'), are pleased to submit their annual report and audited financial statements for the year ended 31 December 2023. The Trustees have adopted the provisions of the Statement of Recommended Practice "Accounting and Reporting by Charities" Charities SORP (FRS 102), the Companies Act 2006 and applicable UK accounting standards in preparing the annual report and financial statements of the charity.

Reference and administrative information

Full name of charity	Alpha International
Directors/Trustees	The Revd Nicky Gumbel Mr Bernard Mensah (resigned 23 March 2023) Dato Hong Yeoh Mrs Rebecca Stewart The Revd Al Gordon Datuk Kathleen Chew Mr David Gardner (resigned 25 September 2023) Mr Robert Gruenewald Mr Andre Joseph The Right Revd John Alexander Kirkpatrick (Sandy) Millar (re-appointed 21 August 2023) The Revd Richard Michael Coates The Revd James Matthew Mallon Mrs Gabriella Helland Ms Fopefoluwa Adelowo The Revd Stephen Foster (appointed 25 July 2023) Mrs Angelina Hutchinson (appointed 24 July 2023) Mr Mark Hutchinson (appointed 27 July 2023)
Secretary	Mr Jon Shippen
Company number	4157379
Charity number	1086179 (England) SC042906 (Scotland)
Registered office and address	Holy Trinity Brompton, Brompton Road, London, SW7 1JA
Bankers	National Westminster Bank, 186 Brompton Road, Knightsbridge, SW3 1HL
Auditors	Moore Kingston Smith LLP, 9 Appold Street, London, EC2A 2AP

ALPHA INTERNATIONAL OVERVIEW

Alpha International is governed by its Memorandum and Articles of Association and is constituted as a company limited by guarantee registered in England and Wales (number 4157379) and is registered as charity in England and Wales (charity number 1086179) and in Scotland (charity number SC042906).

Our vision at Alpha International is the re-evangelisation of the nations, the revitalisation of the church and the transformation of society. Our mission is to equip the church to help people discover and develop a relationship with Jesus. Alpha International operates within a global federated partnership framework. Over 46 countries have locally staffed offices called National Alpha Offices (NAOs). They work closely with regional and global teams to grow Alpha in their context, train leaders, support hub churches and translate resources.

There are seven members of AI who appoint new trustees on the recommendation of the existing trustees. On being appointed as trustees, new trustees are provided with guidance explaining their role and responsibilities as trustees of the charity. All new trustees are fully briefed on the activities and vision of AI and they pursue the independent interests of the charity notwithstanding their separate responsibilities in other organisations.

The Board meets formally four times per year to discuss and approve major strategic matters, including the annual budget. There are also two Board sub-committees: a Finance and Risk Committee, which meets four times per year in advance of each Board meeting, and a Remuneration Committee (AI RemCo), which meets twice per year. There is regular contact and consultation with trustees outside of board meetings on matters arising.

Alpha International (A charitable company limited by guarantee)

Trustees' report for the year ended 31 December 2023

Alpha International was created to carry on the charitable work that Holy Trinity Brompton (HTB), an Anglican Church in London, had commenced beyond its own parish boundaries. The rooting of Alpha's courses within a church community is integral to the values of Alpha International which is always intended to be 'by the church and for the church'. HTB and Alpha International operate a shared services model for some of the support and back-office functions, which is fully detailed in the accounting policies (Note 1). Further details relating to transactions with HTB and other related parties are shown in Note 19 to the financial statements.

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'. The trustees believe that Alpha provides a benefit to the public by:

- Providing an opportunity for every member of society to explore the big questions of life and the Christian faith free of charge in a wide variety of geographic locations in the UK and overseas in churches, prisons, workplaces, universities, homes, and other local venues;
- Building a better society by providing courses for the strengthening of marriage; and
- Helping people develop their understanding and knowledge of the Christian scriptures and grow in their personal faith through *'The Bible with Nicky and Pippa Gumbel'* daily bible commentary.

The trustees are committed to maintaining the highest legal and ethical standards in the way the charity undertakes its fundraising activities. All fundraising is conducted by staff employed by AI and in collaboration with other National Alpha Offices. Alpha International does not use any external fundraisers or commercial participators. AI is registered with the UK Fundraising Regulator and committed to abide by the Code of Fundraising Practice and to the Fundraising Promise.

Alpha International takes precautions in our fundraising to ensure the protection of the public, including vulnerable persons from unreasonably intrusive or persistent fundraising approaches, and any undue pressure to donate. Our fundraising team takes seriously any expression of dissatisfaction we receive regarding our fundraising practice and aims to resolve any complaints as quickly as possible. Our policy is to escalate the issue internally to the Alpha International Chief Executive Officer. If the complaint cannot be resolved, it will be further escalated to the Chair of the Board of Trustees, who will nominate an independent trustee to consider the merits of the complaint and any resulting actions. If necessary, we will contact the Charity Commission for advice and guidance. In addition, AI has a Gift Acceptance Policy to protect the charity against bribery, money laundering and corruption, and association of the charity to unfavourable sources of funds. During the 2023 fiscal year there were no fundraising complaints.

Alpha International is committed to ensuring the careful use of data in line with General Data Protection Regulations (UK GDPR) and monitors the use of data, particularly regarding donor data for fundraising purposes. Our Privacy Policy covers how we use this data and gives donors the option to opt out of any contact or make a formal complaint. As a global organisation, we monitor the relationships we have with donors across the world and seek to maintain a consistent standard of stewardship based on the guidance of the Code of Charity Commission and Fundraising Regulator Practice and the Fundraising Promise.

The joint arrangement with Alpha Canada, which commenced in 2003, continues to enable the parties to conduct activities effectively by pooling resources. The joint committee supervises, directs and manages this arrangement. The incoming resources provided by Alpha Canada for the year ended 31st December 2023 were £1,930,022 (2022: £136,023). Note 19 to the financial statements details this and other related party transactions.

Alpha International also collaborates with other National Alpha Offices within the global federated partnership framework on global projects that further the achievement of the global vision.

Activities

Alpha International's activities include the Alpha course, The Marriage Course (TMC) and The Pre-Marriage Course (TPMC), Leadership Conference (LC), and The Bible with Nicky and Pippa Gumbel (BNAP). Internationally, the approach of Alpha International and third party organisations that it works with under the global federated partnership framework (mainly NAOs) includes:

1. Serving and equipping the following geographical areas (Asia Pacific, Sub-Saharan Africa, Europe-Middle East-North Africa, the UK, the US, Canada, and Latin America) and the NAOs they represent as they serve and equip churches to run Alpha;

Alpha International (A charitable company limited by guarantee)

Trustees' report for the year ended 31 December 2023

2. Training and equipping a network of thousands of volunteers worldwide who run Alpha in churches and other locations and help establish Alpha in new locations;
3. Supporting regions and the network of NAOs throughout the world, bringing global teams together for the Leadership Conference and key training events;
4. Providing operational support for the production, translation and distribution of core Alpha materials, which encourages the running of best practice Alpha courses and releases local church leaders to focus on their guests;
5. Offering churches promotional tools and resources to mobilise their congregation to invite guests to Alpha;
6. Developing and maintaining AlphaNow, Alpha's bespoke video conferencing platform, tailor-made for running Alpha courses online;
7. Fostering expertise in ministry areas where Alpha is most effective when suitably tailored, creating resources and training practitioners; this includes Alpha for Youth and Alpha in the Catholic context;
8. Supporting other related ministries (e.g. The Marriage Course and The Bible with Nicky and Pippa Gumbel) in training leaders, promoting those courses, and creating resources.

Remuneration Policy

At Alpha International, we place great value on our highly talented, dedicated and passionate staff team, without whom we could not deliver against our vision, mission and goals. Our remuneration policy is aimed at ensuring that pay is competitive within our sector, rewards staff fairly and enables the staff team to feel valued.

Our principle is to reward staff, irrespective of seniority, informed by the following:

- **Fairness** without discrimination and aligned to non-profit sector benchmarking data in the UK where available
- **Differentiation** to reflect a combination of what is achieved and the way in which it is achieved
- **Compliance** with all local legal and regulatory requirements
- **Affordability** with good stewardship
- In line with at least the **London Living Wage** for London-based staff and the **Real Living Wage** for UK regionally based staff

Alpha International has an established Remuneration Committee (AI RemCo). Its purpose is to provide oversight of AI's remuneration policy as it pertains to AI employees with the aim of ensuring that these employees are rewarded fairly and consistently – and in alignment, where we can, with HTB Group remuneration and benefits for staff in the UK – within the governance and stewardship parameters set for the organisation.

2023 STRATEGIC REPORT

Achievements and Performance

We would like to take a moment and share with you a few highlights from 2023. There were many to choose from, but here are our top ten:

1. Within the context of our overall vision, we launched Alpha's 2033 vision to our staff team, donors and churches. Alpha International's vision is for everyone, everywhere to have the opportunity to explore faith through Alpha by 2033. As we look forward to the 2000th anniversary of the resurrection, we hope to make exploring faith in Jesus as accessible as possible, so that millions more might encounter the love of God.
2. Alpha International hosted the Leadership Conference 2023 (LC23) at the Royal Albert Hall, with many joining from around the world and many also participating with LC23 Online. During the week of LC23, we were also able to host an event called 'The Next Decade Day' where we shared our 2033 vision to strategic church leaders from across the world. We ended the LC23 week with a staff day in London, celebrating together and looking ahead as a team to the next 10 years.
3. In collaboration with Alpha International USA IP, LLC. ('AIUSA'), we supported development activity for two new Alpha products: the new Alpha Youth Series (AYS), currently scheduled to launch in late 2024, and the new Alpha Film Series (AFS), currently scheduled to launch in 2026.
4. The National Alpha Office in Malaysia commenced building work on the Alpha Creative Hub (ACH), which is located in Kuala Lumpur and will focus on the production, translation and contextualisation of Alpha materials to be used globally.

Alpha International (A charitable company limited by guarantee)

Trustees' report for the year ended 31 December 2023

5. Further investment was made into Leadership Development. Notably, 2023 saw the completion of the Global Emerging Leaders' Cohort (GELC), including two in-person gatherings during the year for a cohort of 27 talented ministry-facing leaders.
6. A global fundraising campaign was launched in collaboration with Alpha USA, starting with a quiet phase in 2023. This campaign has been well received by prospective donors, resulting in a significant increase in current year and pipeline income.
7. An additional episode for The Marriage Course series called 'Marriage and Ministry' was released through 'The Marriage Course Experience' (TMCE) designed specifically for church leaders. NAOs ran TMCE simultaneously with TMC in Q1 of 2023.
8. Several AI staff attended World Youth Day in Lisbon, Portugal, and held significant visibility through a stand at the vocational fair, with 60k+ young people in attendance. 1,000+ young people and leaders were welcomed to a local Hub church to 'experience Alpha' in person and 1,500+ follow-up requests received.
9. AI rebranded Bible in One Year (BiOY) to 'The Bible with Nicky and Pippa Gumbel' (BNAP) which was launched in Q4 of 2023.
10. A global marketing campaign 'Stay Curious' was launched with many NAOs adopting this campaign and contextualising elements to fit their contexts, utilising consistent creative elements for a joined up global marketing campaign. This campaign was born out of significant research conducted in the UK.

We are very excited and expectant for all that is to come in 2024!

Church Engagement Framework strategy

The Church Engagement Framework team continues to seek to serve regions and national offices in their work as they equip the church in its mission to help people discover and develop a relationship with Jesus. In 2023, we continued to grow the global events hosted in London at HTB for strategic church leaders, pastors and priests. For the first time we hosted two Global Experience Alpha events, in February and October, which saw over 200 strategic church leaders who have not yet run Alpha, or are very new to it, attend. The aim of the event is to help them understand Alpha and the culture behind it, as we showcase the story behind Alpha at HTB. These events have proved to be very helpful for National Alpha Offices and we will continue to support them with this event in 2024, as a key 'explore strategy'. Leadership Conference is a key event across Alpha and a highlight was having over 100 strategic leaders from Australia, US and Canada at the 'Come and Learn' event where leaders came to HTB for 1.5 days to be inspired by leaders from HTB and Alpha. The event will be run again in 2024.

In 2023, the pilot documentary style training and envisioning film, which demonstrates how to run Alpha by telling the story of different churches in New York City, was filmed by Alpha USA, who also launched a trailer for the series. The complete film will be released in 2024. A highlight from 2023 was sharing best practices through two online Church Engagement Framework (CEF) forums with over 100 global staff attending each forum. In the first forum, we explored the 'Build Measure Learn' approach and shared what learnings various offices had around church acquisition, retention, reactivation, and drivers of growth in number of courses and participants. In the second forum, we took a deep dive into the best retention strategies that are being implemented globally. Considering the planned launch of the new AYS in late 2024, we will work closely to align the CEF and Youth teams. We plan to collaborate and develop the new youth training materials and resources to ensure that church leaders and priests, individuals and parents are well equipped to run successful Alphas for youth, together with due consideration for safeguarding factors. We will run The Open Generation event on the morning after LC24 (8 May) inviting global strategic church and youth leaders to look ahead to the launch of the new AYS and invite them to partner with us in this unique opportunity to reach Gen Z and Gen Alpha.

We closed the year with 625 Hub churches, who play a key role in our 'extend' strategy, which is an increase of over 100. The Alpha Collective continues to prove successful with two events held in March and November with over 310 strategic church leaders from all over the world attending and being invited to become Hub Churches. Alpha Malaysia held a conference for the wider AP region, as part of a regional gathering, which hosted over 509 guests. We also welcomed over 550 strategic and Hub church leaders to 'The Next Decade Day' after LC23 which envisioned them for the part they can play in Alpha's 2033 vision. In 2024, we are encouraging regions to develop their Hub Churches so they can run their own contextualised events with USA, Latin America, Africa and Asia Pacific country and regional teams already planning their events. We are therefore only running one global Alpha Collective in London in 2024.

Alpha International (A charitable company limited by guarantee)**Trustees' report for the year ended 31 December 2023**

We will continue to find ways to listen, innovate, share best practices and resources across regions and national offices as together we work towards seeing 100 million people having the opportunity to explore a relationship with Jesus through Alpha by 2033.

Leadership Development

In 2023, we continued to invest into developing and retaining our leaders. We hosted two in-person gatherings for a cohort of 27 talented emerging leaders in national offices. In addition, we continued to coach and upskill key leaders across ten strategic NAOs through in-depth current state review processes. Overall, the countries included in these initiatives grew by nearly 50%, further strengthening our plans to increase our focus on Leadership Development over the coming years.

Global Governance

Global Governance remains a critical priority of AI, as we strive to achieve the global growth objectives and ambitions of the 2033 vision. In 2023, we initiated the review and renewal of the global federated partnership framework agreements with National Alpha Offices and participating third party organisations (termed 'Alpha Offices') around the world, who promote and champion the furtherance of the Alpha ministry in their countries or territories. These agreements clarify how we work together and enable us to comply with legal and regulatory requirements and to enhance global risk management.

Ongoing collaboration with key strategic National Alpha Offices and our support of the establishment of new strategic international entities remain key enablers to positioning the global organisation to achieve the ambitious goals of the Five-Year Global Alpha Business Plan. During 2023, a collaboration with Alpha USA was developed to provide the governance and legal framework for the implementation of the Global Fundraising Campaign.

In 2023, the team continued to embed effective and enabling risk management within Alpha International and across the regions globally. Regular dialogue with regional and central function team leads has supported the embedding of the organisation's risk awareness, including the role that effective risk management plays in helping Alpha achieve its vision. AI is continuing to mature in its adoption of proactive and effective risk management in strategic planning, central function activities, and collaborative global projects, such as the development of the Alpha Creative Hub, the Global Enablement Programme, and Leadership Conference 2023. Risk awareness is also strengthened by the representation of the risk team in key regular ongoing working groups such as safeguarding, data protection, and global fundraising. Monitoring visits were conducted to three countries during the year to support global risk management.

Major risks identified through risk assessments or monitoring reviews are reviewed regularly at the AI Finance and Risk Committee, which is the forum established to assist the Board in fulfilling its oversight responsibilities by reviewing and monitoring AI's finances and risks.

Further work is required in 2024 to ensure that proactive risk management is fully adopted across all teams within AI and that regions adhere to updated reporting requirements relating to risk identification and management. In 2024, the risk and governance function will continue to provide both control and advisory internal services – both critical elements of the function's strategy and support to the global organisation.

Digital and Impact

Our strategic initiative to provide a scalable and robust infrastructure foundation for Alpha's digital products continued at pace in 2023. We further strengthened the security of our systems by implementing a new private network and we achieved some key milestones in the development of our new technology platform, including real time integration between our applications and in-country Alpha databases. This hidden work has unlocked opportunities for exciting digital product innovation in 2024.

Throughout the year in 2023 we delivered iterative enhancements to our course administration tools, making it easier for churches to register and run courses. We launched a new and improved version of the "Find-A-Course" tool on our global websites, making it easier for people to join a course. With the rise and rise of mobile technology, we initiated development of two new strategic products in 2023: an Alpha Leaders mobile app and an Alpha Course Guest app. The Leaders app aims to provide easier access to Alpha content, especially for course leaders in the Global South. The

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Trustees' report for the year ended 31 December 2023

Guest app will provide a self-directed digital experience to accompany the Alpha course itself, aiming to improve the impact of the course on guests' lives. Both of these applications will be launched in targeted markets in 2024.

In 2023 we also made great headway in our long-term initiative to measure the effectiveness of the Alpha course. Having established a framework and mechanism to gather this information directly from Alpha course guests in a consistent and systematic way, we worked together with National Alpha Offices to test this methodology in 10 countries, receiving responses from over 600 guests. The rich data we have gathered has provided useful insights both for Alpha and for our church partners. We look forward to continuing with the roll out of this initiative in 2024.

Catholic Context

In 2023, over 5,000 Catholic churches globally ran Alpha, and we saw a significant increase in the number of participants, with over 200,000 people experiencing Alpha in a Catholic context.

In February, together with Nicky and Pippa Gumbel, we attended 'Global2033', a gathering of over 100 Catholic leaders that took place in Rome. This 3-day event brought together the leaders of over 70 evangelisation focused movements and organisations with the intention of praying together and exploring opportunities for collaboration, all in the context of a common vision to make the gospel available to everyone on the planet by 2033.

In May, for the first time we celebrated Mass on both days of LC23. Approximately 400 delegates attended Mass each day with 4 Bishops and 75 priests concelebrating the Masses. The feedback from Catholic delegates at LC23 was overwhelmingly positive.

The opportunity and need to equip the Catholic Church in reaching the next generation is a priority for Alpha and for this reason, we have recruited a Global Catholic Youth Director, who is based in Australia and works on both Alpha Australia and global Catholic initiatives. This role is responsible for developing and leading the strategy for growing Alpha Youth in the Catholic Church globally and providing strategic direction and support to regional and national Catholic youth coordinators.

The opportunity and need to equip the Catholic Church in reaching the next generation is a priority for Alpha. In 2023, we began to develop a strategy for growing Alpha Youth in the Catholic Church globally and are working to support regional and national Catholic youth coordinators.

With World Youth Day (WYD) taking place in August, we launched the 'More Than A Moment' campaign as an integrated pre and post-WYD strategy to aid national and regional offices in supporting local churches and communities with running the Youth Alpha course. This was translated into six languages and focused on engaging new communities exploring Alpha as well as supporting already engaged dioceses, parishes and schools. At WYD itself, we partnered with the global community Chemin Neuf by delivering workshops on leadership as well as an 'Experience Alpha' event at their pre-WYD gathering. At WYS, we connected with Bishops and leaders from around the world and hosted two stands at the vocational fair, sharing information about Alpha and merchandise. We also hosted Experience Alpha events at one of our Hub churches each day. Two members of Alpha's senior leadership team spoke at 'The Change' event in Lisbon with 45,000 people, where the new AYS trailer was launched.

We continue to seek opportunities to envision strategic Catholic Church leaders about the role Alpha can play in the renewal of their dioceses. We hosted a small group of delegates at a Hub church in Chicago in September, and in November we hosted over 68 Bishops, Vicar Generals, Diocesan staff and parish priests from around the world at the Alpha Collective event at HTB. Alpha Collective included Mass each day at the Oratory, a welcome lunch for all Catholic delegates, a seminar for Bishops and Vicar Generals to learn from one another in the context of diocesan renewal, and a visit to a Catholic Hub church in Richmond. Initial feedback was extremely positive, and impact will continue to be monitored in terms of new hub churches.

Finally, in November, we attended the '[Called, Transformed and Sent - CHARIS](#)' gathering in Rome at the Vatican. Alpha contributed to a workshop on unity and Nicky Gumbel spoke to nearly 3000 people about Alpha and also shared Alpha's 2033 vision at a smaller gathering of leaders of Catholic organisations. We were delighted that our partners from Divine Renovation were also in attendance, sharing their vision and referencing the 'disproportionate fruit' they have seen through years of running Alpha.

Alpha International (A charitable company limited by guarantee)**Trustees' report for the year ended 31 December 2023****Marketing**

In 2023, we held our first Leadership Conference at the Royal Albert Hall since the pandemic on the 1st and 2nd May, and sold out the 5k seat capacity. It was hosted by Nicky and Pippa Gumbel, with interpretation into 7 languages. The theme for the conference was 'Lift your eyes' and the programme included powerful worship, prayer ministry, interviews, talks and breakout seminars set across two full days.

LC23 Online took place three weeks after the in-person conference, on the 24th and 25th May, across 4 time zones and with interpretation into 13 languages. We were delighted that over 53,000 people from 143 countries registered for LC Online.

Some key highlights from LC:

- We grew our email list and our social media following;
- We were able to cross-promote Alpha and further bridge the thinking between LC and Alpha; and
- We produced the most integrated Bible in One Year (BiOY), digital campaign we had ever done, that drove the highest referral traffic to the LC website. This product has since been renamed The Bible with Nicky and Pippa Gumbel (BNAP).

In 2023, the marketing team helped to create the branding, core messaging and assets to successfully support the launch of the 2033 Vision "Alpha for Everyone" globally.

In collaboration with the Alpha UK team, the 'Stay Curious Guest Invitation' campaign was created and distributed. The Guest Invitation is a suite of marketing materials to help enable leaders to promote their Alpha courses and to invite potential Alpha guests to explore faith through Alpha. This set of marketing assets was designed to make it easy for churches around the globe to mobilise their congregations to invite someone to Alpha. The campaign has been used widely around the world. It has been wonderful to see how our global marketing teams have put their unique spin on the campaign to contextualise the assets for their local markets, and we have seen lots of creative and innovative ways that churches have been using the assets on social media.

The Marriage Courses

The four strategic priorities for The Marriage Course (TMC) and The Pre-Marriage Course (TPMC) in 2023 were: improving digital platforms, supporting church leader marriages, piloting the greater evangelistic positioning of TPMC and supporting in-progress translations. We are pleased to report that an additional 10 translations of TMC were launched increasing global accessibility and taking the total number of translations for TMC to 45. National Alpha Offices (NAOs) in 15 countries hosted a global event, 'The Marriage Course Experience', where church leader couples were invited to join the course which included a new, exclusive episode, "Marriage and Ministry". The event was very well received, and we are delighted that many NAOs will be hosting the event again in 2024. Having received a generous donation, we began work on a new global website, which we plan to launch in Q1 2024. This new website will have a brand new 'find-a-course' feature to enable couples to easily search for and find the course that best suits them, whether in-person or online.

The Bible with Nicky and Pippa Gumbel (formerly Bible in One Year)

2023 was exciting for the team as we changed the name of 'Bible in One Year' to 'The Bible with Nicky and Pippa Gumbel' (BNAP) to gain more distinctiveness in a crowded marketplace.

During the year, the team ran several exploration pieces to inform how our youth content should look to best engage 11-16 year olds. We have invested in migrating our content management system to a new, more stable and more flexible platform. We are nearly ready to launch 'Single Sign On', which will allow users to sync their progress across different devices and lay the foundation for us to be able to add functionality such as bookmarking and note taking into the app.

Our global app users continued to grow across iOS and Android apps (to over 450k) and our website visitors surpassed 1.5 million. Our podcast listeners were also up 62% to over 14.5k.

2024 will see us focussing on new audio-visual ways of delivering The Bible with Nicky and Pippa Gumbel content in line with current online trends. We will be testing various ways of doing this to find out how we can best engage new

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users and serve our existing userbase. Within the app we will be focussing on adding in already-proved habit-building features such as reminders and streaks, as well as continuing to partner with our team of translators around the world to support excellence in all available languages. Internally, our focus will be on streamlining our data collection process so that we can use the data to inform and track the impact of all decisions impacting our users, from content to app functionality.

Alpha Youth Series and Alpha Film Series

In 2023, in collaboration with Alpha International USA IP, LLC. ('AIUSA'), we supported development activity for two new Alpha products: the new Alpha Youth Series (AYS) and the new Alpha Film Series (AFS).

Alpha Youth Series (AYS)

AIUSA, working with production partners, completed the development phase of the new AYS in mid-2023. Over the year, seven young hosts were confirmed, experts and stories were identified, and a writing team are updating the scripts. The launch of the series is anticipated to be in late 2024. A global marketing campaign will coordinate the launch across multiple countries and training content will be delivered in each language to compliment the series. Through 2024, content (stories and vox pops) will also be filmed for the 8 contextualised versions, with the first of these (Latin America and Asia Pacific) due to launch in mid-2025.

Alpha Film Series (AFS)

We are remaking the current Alpha Film Series, in collaboration with Alpha International USA IP, LLC to refresh it for the next generation.

The primary aims of this new film series are to:

- Update and refresh content to make relevant for 2026 target market;
- Rework the theology in the scripts to ensure they comply with the current gold standard;
- Increase the level of humour throughout;
- Keep storytelling at the heart of the narrative (personal story is the most powerful way to convey the message); and
- Design in such a way that allows large scale translation and contextualization at pace and cost effectiveness.

The launch of the core product is anticipated for Q1 2026. Once complete, the new series will be translated into multiple languages and will include contextualised versions for different parts of the world.

Alpha Creative Hub and Contextualisation

AI has been collaborating with National Alpha Office in Malaysia in its development of the Alpha Creative Hub (ACH) in Kuala Lumpur. The ACH began its build in Q1 2023 and was completed in December 2023. The ACH will enable the production, translation and distribution of select core Alpha materials to be used globally. The ACH will also play a key role in developed contextualised version of these materials for different part of the world.

Alpha Youth

2023 was an exciting year for Alpha Youth, with over 23,000 Alpha Youth courses run and over 660,000 participants globally. In 2023, the Alpha Youth team began to focus on the launch of the new Alpha Youth Series scheduled to launch in late 2024, supporting Alpha International USA IP, LLC. ('AIUSA') on the new series and working closely alongside the other central function teams, including product, marketing, digital, impact and CEF to strategically align our plans to launch AYS as successfully as possible.

We also began the process of reviewing and rewriting the training resources for Alpha Youth in 2023. This has involved a collaborative approach with the CEF team and other Alpha youth teams based in regions and countries. We started by listening to their feedback on existing training resources and understanding the trending questions, the needs of the local church and the ways in which we can better support our churches. We then developed a 'contextualised training'

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suite that exists to compliment the core training and give specific training to certain contexts (e.g. peer to peer hosts, leading as parent and catholic context, with an aim to best equip the church in running Alpha).

In 2023 the Alpha Sub-Saharan Africa regional team based in South Africa and Kenya, launched 'Alpha Youth Talks Africa' (AYTA). AYTA is a video series adapted from the global Alpha Youth live scripts, presented by African voices. The content mirrors the current Alpha Youth series – 13 episodes, with the same theological content and discussion questions, exploring timeless questions about life, faith and God for a new generation. The fresh African presentation makes this series a powerful tool for engaging in more evangelism conversations with young people across our continent.

At the Leadership Conference in 2023, we also hosted the first Circles and Spaces event which gathered youth leaders from all the world. Here, we were able to create a space to listen, learn from young leaders and equip them with the values and culture of Alpha Youth. Alongside this, we have continued to produce and release the Circles and Spaces podcast, that exists to empower youth leaders around the world. We heard from different leaders from diverse backgrounds and have seen over 5000 downloads globally.

Future Plans

We have significant dreams and plans for 2024. Our key focus areas include:

- Supporting the completion of the new Alpha Youth Series, in collaboration with AIUSA, and preparing the organisation to launch AYS globally
- Progressing with a multi-year global fundraising campaign
- Running Leadership Conference 2024, hosted at the Royal Albert Hall
- Hosting strategic church leaders at 'The Next Generation Day' discussing AYS after LC24 to Hub churches and Alpha leaders
- Managing ongoing launch activities of the rebranded 'The Bible with Nicky and Pippa Gumbel'
- Focusing on growing Alpha in key contexts (e.g. Youth, Catholic)
- Launching a new Marriage Courses global website, designed to simplify both running and attending TMC online
- Accelerating key digital projects, both guest and leader focussed, including piloting a guest app and further work on developing MyAlpha
- Strengthening the development and management of Alpha's core materials (e.g., AFS, AYS, TMC, BNAP)
- Supporting the NAO in Malaysia with the Alpha Creative Hub in Kuala Lumpur and production work beginning there in 2024
- Strengthening the Church Engagement Framework strategy across Alpha globally
- Enabling regional and country teams to grow Alpha in their contexts
- Investing in Leadership Development and Capacity Building

These plans can only be achieved with continued close collaboration and engagement with strategic National Alpha Offices that have extended their activities to include global activities that will support our achievement of the ambitious global objectives of the 2033 vision.

Financial Review

Results for the year

The SoFA for the year shows an operating surplus of £7,687 (2022: £1.49m). A total of £2.8m of unspent restricted funds have been carried forward to be spent in 2024. Cash in hand at the end of the year amounted to £5.16m, an increase of £0.42m over 2022, which was chiefly due to a large portion of unspent restricted funds received in 2023 carried forward into 2024.

Income derived from voluntary donations for the year was £19.23m compared to £16.37m in 2022. The increase in total voluntary donations of £2.86m year on year, was due to more income raised as a result of the global fundraising campaign launched in April 2023 in collaboration with Alpha USA.

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Income from other sources (sales, conferences, royalties, and interest receivable) was £1.14m compared to £0.45m in 2022. This large increase in income from other sources is mainly due to booking income for Leadership Conference 2023 being held at the Royal Albert Hall in person after the COVID-19 pandemic. Expenditure increased by 35%, totalling £20.64m in 2023 compared to £15.34m in 2022. The large increase in total expenditure was mainly due to new projects started in 2023 (AYS, AFS, Alpha Creative Hub building) and further investment made into Leadership Development and Leadership Conference 2023.

General Funds & Reserves Policy

The Trustees believe that Alpha International is reliant on God's provision for the financial resources that it needs to fund its work. Consequently, the policy of the charity is not to build up significant reserves; and wherever possible to expend income received during the course of each financial year on its purposes. However, in order to ensure that the charity is able to manage its operational cashflow needs, the Trustees aim to hold working capital sufficient to cover two to three months' expenditure. Free reserves at 31 Dec 2023 were £1.76m (2022: £1.59m) which represents roughly one months' working capital requirement based on the 2024 budget. As our current reserve level is below our target, the Trustees agreed to continue to build a free reserve in 2024 and beyond that is sufficient to cover between two to three months' expenditure.

Specified Funds

Specified funds (restricted funds) comprise donations given for the use of Alpha in a particular geographical area or for a particular ministry purpose. At 31 December 2023, the balance on restricted funds amounted to £2.8m (2022: £2.4m).

Policy on grants

The board's policy is to pursue its charitable objects by making supportive grants to charities with similar objectives where that is the most effective approach. Most of these grants are sent to other National Alpha Offices and Alpha Offices around the world, who are ideally equipped to support and grow Alpha and the related ministries in their local contexts. Grants totalling £8.61m were made during the year (2022: £5.73m).

Trustees' responsibilities

Company law requires the directors to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity as at the end of the financial year and of the surplus or deficit of the charity for that year. In preparing these accounts, the Trustees (who are also directors of the charity) are required to:

- select suitable accounting policies and then apply them consistently;
- comply with applicable accounting standards, including FRS 102, subject to any material departures disclosed and explained in the financial statements;
- state whether a Statement of Recommended Practice (SORP) applies and has been followed, subject to any material departures which are explained in the financial statements;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 as amended by The Charities Accounts (Scotland) Amendment (No. 2) Regulations 2014. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Risk Management

The trustees have conducted a review of the major risks to which the charity is exposed. A risk register is reviewed by our senior leadership and is updated at least annually. Where appropriate, systems and procedures have been established to mitigate the risks that the charity faces. Procedures are in place to ensure compliance with health and safety of staff, volunteers and visitors. Our governance team oversees a risk management system which is reviewed

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quarterly and managed at a global, regional and national level to help us ensure we are aware of risks and able to take effective action in a timely manner.

The schedule of major risks and mitigations identified by the board is set out below:

Risks	Mitigations
1. Alpha International fails to act with integrity or in the best interests of those whom it serves.	• Vision and values are clearly defined and integrated into the running of the organisation. • Oversight structures are in place for senior leaders and staff.
2. Inadequate plans for succession in relation to key roles jeopardise the future of the organisation.	• An executive level group (ExCo) is established, together with a core operating group (COO function) and a regional operations working group, as part of healthy succession planning and to ensure risk is spread across a wide group of senior leadership. • Succession planning for other key roles is ongoing.
3. Alpha International has launched vision 2033, a global strategy, and a global fundraising campaign, which will raise significantly larger funds for Alpha's global activities. The extent of organisational change may present both operational risks (legal, people, financial) as well as strategic risk (challenges to meet largescale strategic goals).	• Organisational change is being led by the executive level group (ExCo) with delegation to specific working groups to manage the scaling of the organisation, together with the existing risk management and regional operating working groups. • Advice from external advisors is obtained where required, as part of effective risk management. • The Global Enablement programme (systems and process) is underway to enhance the effective and accountable stewardship of greater funding received under the Global Campaign.
4. Reputational damage negatively impacts on the activities of Alpha International. Theological differences result in a breakdown of relationship with Alpha offices, churches and/or other key stakeholders.	• Threats of reputational damage and risks to relationships with key stakeholders are monitored and assessed via formal and informal processes as part of ongoing risk management. • Crisis management communication processes are in development to enable effective and timely engagement with key stakeholders in the event of a threat to reputation or relationships.
5. AI Board governance is not properly managed resulting in poor decision-making, lack of compliance with regulatory requirements and reputational damage. Network around the world based heavily on relationships rather than appropriate legal and governance frameworks, with the potential for poor brand and product control and risk of reputational damage.	• Board members are selected to ensure the right skills, expertise and experience exists at the AI Board. A board Risk and Finance committee supports the board's decision-making and effective oversight of Alpha International. • Risk reporting takes place quarterly through a global dashboard, which is used to record risk and mitigating actions and work closely with the board committee on these issues. • Updated Federated Partnership and licencing agreements are in place for the term 2024 to 2026, following a renewal process in 2023, outlining how AI partners with National Alpha Offices (NAOs) and licences the Alpha ministry, brand and products to both NAOs and Alpha Offices.
6. Lack of adequate disaster recover planning exposes the organisation to risks from which it is unable to recover in the event of a disaster.	• Key IT systems are set to failover between head office and backup site in the event of disaster, with extra cold site available outside of London. Cloud-based systems will remain available as servers dispersed across the UK and Europe and reliant only on an internet connection. • Critical data and key systems subject to robust backup process and internal/external monitoring. Security in place to detect, report on, and eliminate threats.
7. Information or communications technology compromised, or critical data lost through cyber-attack.	• Significant investment continues to be made in digital architecture and IT security to provide and monitor a robust and resilient platform. Cyber insurance is in place to cover us in the event of cyber-attack, cybercrime, data breach or loss of business income.

Alpha International (A charitable company limited by guarantee)**Trustees' report for the year ended 31 December 2023**

8. Exposure to financial penalties and reputational damage due to data protection breaches, or due to other legal matters, third-party rights issues, or regulatory non-compliance.	- Alpha International has formed a GDPR working group to help manage global relationships and ensure compliance. In addition, there is onboarding and on-going training and upskilling of staff. - AI has internal general counsel and there is solicitation of external advice when necessary. - Appropriate levels of indemnity and liability insurance coverage in place.
9. Lack of sufficient income and/or inadequate cashflow results in an inability to meet salary and creditor payments. Insufficient funding is raised for the right needs at the right time under the Global Campaign, resulting in curtailment of certain priority projects or growth initiatives.	- Alpha holds 1-month reserves to cover cashflow fluctuations. AI is building reserves to extend the coverage to 2-3 months' cash reserves. - The funding pipeline is closely monitored, and action taken where there are concerns that funding will not match expenditure during the year and we are seeking to diversify our funding sources. - AI leadership is closely involved in relationships with financial partners and in spreading the exciting vision 2033. - Relationships with service providers are carefully managed to ensure no commitments are made for strategic project activities without required funding. - Investment is being made to build the capacity of the fundraising team and operations to grow and sustain higher levels of revenue for the current and future needs of the organisation.
10. Safeguarding incidents take place. A church running the Alpha course or using any of Alpha 'products' or content in a way that could be manipulated for the purpose of harm and abuse.	- Alpha International has clear published and adopted policy and reporting procedures and it provides training for staff. - Alpha has a Safeguarding sub-committee, which meets quarterly to review and develop policies and procedures, consider current or possible safeguarding matters, discuss training, etc.

Auditors

Moore Kingston Smith LLP were appointed to carry out our audit for 2023.

The Trustees' Annual Report is approved by the trustees of the Charity. The Strategic Report, which forms part of the Annual Report, is approved by the trustees in their capacity as directors in company law of the Charity

By order of the Board



Revd. Nicky Gumbel (Chairman)

Date 3rd May 2024

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ALPHA INTERNATIONAL

Opinion

We have audited the financial statements of Alpha International ('the company') for the year ended 31 December 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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 FRS 102 'The Financial Reporting Standard Applicable in the UK and 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 December 2023 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 Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended) and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

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 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 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.

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 strategic report and the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ALPHA INTERNATIONAL

- the strategic report and the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 or the Charities Accounts (Scotland) Regulations 2006 (as amended) require 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 trustees' responsibilities statement set out on page 11, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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

We have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report to you in accordance with regulations made under those Acts.

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ALPHA INTERNATIONAL

material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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 objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended), the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ALPHA INTERNATIONAL

Use of this 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 and to the charitable company's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in black ink that reads "Moore Kingston Smith LLP".

James Cross (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

9 Appold Street,
London
EC2A 2AP

Date: May 22, 2024 | 10:37 AM BST

Alpha International

Statement of Financial Activities for the year ended 31 December 2023

	Note	Unrestricted funds	Restricted funds	Total	Total
		2023 £	2023 £	2023 £	2022 £
INCOME					
Donations and legacies					
Donations under gift aid	2a)	355 495	118 240	473 735	210 830
Other donations and similar income	2b)	6 391 674	12 366 934	18 758 608	16 157 517
		6 747 169	12 485 174	19 232 343	16 368 347
Charitable activities					
	2c), 6	1 366 121	-	1 366 121	447 862
Other income					
	2d)	47 552	-	47 552	5 460
Total income		8 160 842	12 485 174	20 646 016	16 821 669
EXPENDITURE					
Cost of Raising funds					
	3a)	561 183	563 787	1 124 970	1 123 801
Expenditure on charitable activities					
Strategic Leadership and Enablement	3b), 18	1 853 551	2 380 593	4 234 144	3 731 282
UK Development	3c), 18	1 009 196	240 513	1 249 709	1 120 450
Digital, Media, Product and Publications	3d), 18	1 823 305	6 356 573	8 179 878	4 023 400
International Development	3e), 18	1 696 353	2 032 567	3 728 920	4 051 803
Alpha Context Development	3f), 18	109 385	374 060	483 445	484 086
Other Ministries	3g), 18	52 934	89 627	142 561	218 099
Conferences	3h), 18	1 450 025	44 686	1 494 711	582 740
Total charitable expenditure		7 994 749	11 518 619	19 513 368	14 211 860
Total expenditure		8 555 932	12 082 406	20 638 338	15 335 661
Net income/(expenditure) before gains/(losses)		(395 090)	402 768	7 678	1 486 008
Other gains	2e)	13 937	-	13 937	56 606
Net income/(expenditure)		(381 153)	402 768	21 615	1 542 614
Funds brought forward at 1 January		10 347 554	2 398 566	12 746 120	11 203 506
Funds carried forward at 31 December		9 966 401	2 801 334	12 767 735	12 746 120

All amounts are derived from continuing operations. All recognised gains and losses are included in the Statement of Financial Activities.

The Statement of Financial Activities also complies with the requirements for an Income and Expenditure Account under the Companies Act 2006.

The notes on pages 20 to 34 form part of these financial statements.

Alpha International

Balance Sheet As at 31 December 2023

	Note	2023 £	2022 £
FIXED ASSETS			
Tangible assets	9	8 476 744	8 607 497
Intangible assets	10	-	766 309
Total fixed assets		8 476 744	9 373 806
CURRENT ASSETS			
Stock	11	58 707	27 560
Debtors	12	1 341 967	2 059 808
Cash at bank and in hand	13	5 160 747	4 740 990
Total current assets		6 561 421	6 828 358
LIABILITIES: AMOUNTS FALLING DUE WITHIN ONE YEAR	14	(1 516 564)	(2 348 178)
NET CURRENT ASSETS		5 044 857	4 480 180
LIABILITIES: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR	15	(753 866)	(1 107 866)
NET ASSETS		12 767 735	12 746 120
<u>FUNDS</u>			
Unrestricted:			
General	16	1 775 675	2 366 758
Designated	17	8 190 726	7 980 796
Restricted	18	2 801 334	2 398 566
		12 767 735	12 746 120

Approved by the Board on 3rd May 2024 and signed on its behalf by:

Nicky Gumbel

Revd. Nicky Gumbel
Chairman

The notes on pages 20 to 34 form part of these accounts.

Alpha International

Statement of cashflows For the year ended 31 December 2023

	2023 £	2022 £
Net Cash inflow from Operations (see note below)	520 322	1 796 175
Cash flows from Investing Activities		
Purchase of tangible fixed assets	(10 732)	(12 477)
Purchase of intangible fixed assets	(89 833)	(448 520)
Net increase/(decrease) in cash & cash equivalents	419 757	1 335 178
(Decrease)/increase in cash and cash equivalents	419 757	1 335 178
Cash balance brought forward	4 740 990	3 405 812
Cash balance carried forward	5 160 747	4 740 990

Note to cash flow statement

	2023 £	2022 £
Cash flow from Operating activities		
Net operating surplus (per Statement of Financial Activities)	7 678	1 486 008
Other gains	13 937	56 606
Depreciation and amortisation charges	502 894	400 014
Loss/(Gain) on disposal of assets	494 733	711
(Increase) in stock	(31 147)	(1 289)
Decrease/ (increase) in debtors	717 841	(602 753)
(Decrease)/ increase in creditors due within one year	(831 614)	1 074 661
(Decrease) in creditors due after more than one year	(354 000)	(617 783)
Net Cash inflow/(outflow) from Operations	520 322	1 796 175

NET FUNDS /(DEBT) RECONCILIATION

	Notes	1 January 2023	Cash flows	Other movements	31 December 2023
Cash at bank and in hand	13	4 740 990	419 757	-	5 160 747
Loans	14 & 15	(1 711 866)	354 000	-	(1 357 866)
Net Funds		3 029 124	773 757	-	3 802 881

Alpha International

Notes to the financial statements
For the year ended 31 December 2023

1. ACCOUNTING POLICIES

Basis of preparation

These financial statements are prepared on a going concern basis, under the historical cost convention.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charitable Company is a public benefit entity for the purposes of FRS 102 and therefore the Charity also prepared its financial statements in accordance with the 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 (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The financial statements are prepared in Sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest pound.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

Going concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern.

The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the charity's forecasts and projections and have taken account of pressures on donation and event income. After consideration, the trustees have decided upon an initial 2024 budget (£23.1m). This will be regularly reviewed and could be adjusted if necessary.

The trustees remain confident that the targets set out in the detailed forecast are achievable and have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing its financial statements.

Funds

General funds represent the funds of the Charity that are not subject to any restrictions regarding their use and are available for application on the general purposes of the Charity. Funds designated for a particular purpose by the Charity are also unrestricted. The accounts include all transactions, assets and liabilities for which the Charity is responsible in law.

Restricted funds arise where the donor has specified which area of activity they wish to be supported by their gift. The Charity is not at liberty to utilise these funds to support other activity without the express permission of the donor.

The accounts include all transactions, assets and liabilities for which the Charity is responsible in law.

Income

Donations and Legacies

Donations, grants and legacies receivable are recognised only when the Charity is notified of its legal entitlement, the amount due is quantifiable and its ultimate receipt by the Charity is probable. Income tax recoverable on Gift Aid donations is recognised when the income is probable.

Income from investments

Interest entitlements on bank accounts are accounted for as they accrue.

Government Grants

Grants relating to revenue are recognised in income on a systematic basis over the periods in which the entity recognises the associated costs for which the grant is intended to compensate.

Concessionary loan

The £1m loan from Trinidad Limited is considered to be a public benefit entity concessionary loan as the interest rate of the loan is below the prevailing market rate. The loan is valued at amortised cost using the effective interest method. The lender has the option to charge interest at a rate equivalent to 1% above the base rate of National Westminster Bank plc and is repayable over 9 years, with a repayment holiday for the first six years. The loan is repayable in 4 equal instalments of £250k commencing in July 2025 with the final instalment due in July 2028. Thus far the lender has not opted to charge any interest.

Alpha International

Notes to the financial statements
For the year ended 31 December 2023

Expenditure

Expenditure is charged to the statement of financial activities as it falls due, and is analysed according to its nature between the following categories:

- Costs of raising funds
- Expenditure on charitable activities

As reflected in note 19 (Related Parties), a strong partnership and working relationship exists between Holy Trinity Brompton, Alpha International, St Pauls' Theological Centre, and the Church Revitalisation Trust. Shared service costs (known as Central Services) are incurred by HTB and allocated to the other charities, using the most appropriate driver.

Grants

Grants are made to charitable organisations continuing activities which accord with the objects of Alpha International, and are accounted for when due. All grants are made at the discretion of the board.

Tangible Fixed assets

These assets are depreciated on a straight line basis over their estimated useful lives. The periods used are as follows:

Computer equipment	2 Years
Other equipment	3 Years
Furniture & fittings	3 Years
Fixtures	3 Years
Buildings	50 Years

Individual items with a purchase price of £1,000 or less are written off in the year of acquisition. Land is not depreciated.

The carrying values of tangible fixed assets are reviewed for impairment in periods when events or changes in circumstances indicate that the carrying value may not be recoverable.

Intangible fixed assets

Software costs have been capitalised at historic cost and amortised on a straight line basis over 3 years.

Software assets under development have been capitalised at cost. Once features are completed, amortisation is charged on a straight line basis over three years.

Current Assets

Amounts owing to the Charity at 31 December are shown as debtors after providing for amounts that it is thought may prove uncollectable.

Stock

Stock is valued at the lower of cost and net realisable value, after making provision against obsolescence for slow moving stock items.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

Employee Benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

Pension scheme arrangements

The Charity operates a defined contribution pension scheme and contributions payable are charged to the Statement of Financial Activities.

Operating lease

Rentals paid under operating leases are charged to the statement of Financial Activities on a straight line basis over the lease term.

Foreign Currencies

Monetary assets and liabilities denominated in foreign currencies are translated into Sterling at rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into Sterling at the rate ruling on the date of the transaction. Exchange gains and losses are recognised in the Statement of Financial Activities.

Financial Instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

With the exceptions of prepayments and deferred income, all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 12,14 and 15 for the debtor and creditor notes.

Alpha International

Notes to the financial statements
For the year ended 31 December 2023

Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the trustees to have most significant effect on amounts recognised in the financial statements.

(i) Useful Economic Lives

The annual depreciation charge for property, plant and equipment is sensitive to change in the estimated useful economic lives and residual value of assets. These are reassessed periodically and amended where necessary to reflect current circumstances.

(ii) Derivatives

As per FRS102 and the FRS102 Charities SORP, Alpha International is required to reflect the current fair value of its derivative contract as a liability.

(iii) Support cost allocations

A strong partnership and working relationship is enjoyed between HTB, AI, St Paul's Theological Centre (SPTC), and the Church Revitalisation Trust (CRT). Shared service costs (known as Central Services) are borne by HTB and then recharged to the other charities using the most appropriate driver for each service cost type. These support costs are then allocated across charitable activities based on estimates of the resources employed by Central Services towards each of these activities.

2. INCOME

	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 £
a) Gift Aid Donations				
Donations	209 112	79 096	288 208	122 460
Standing Orders	75 284	15 496	90 780	46 204
Income tax recovered	71 099	23 648	94 747	42 166
	355 495	118 240	473 735	210 830
b) Non Gift Aid Donations and similar income				
Donations	6 286 596	12 354 134	18 640 730	15 965 930
Standing orders and payroll giving	105 078	12 800	117 878	191 587
	6 391 674	12 366 934	18 758 608	16 157 517
c) Income from operating activities:				
Conference income	875 686	-	875 686	8 198
Resource sales	403 015	-	403 015	373 880
Royalties Income current year	87 420	-	87 420	65 784
	1 366 121	-	1 366 121	447 862
d) Other Income				
Bank interest and Other income	47 552	-	47 552	6 169
Gain/(Loss) on disposals of assets	-	-	-	(709)
	47 552	-	47 552	5 460
e) Other gains/ (losses)				
Adjustment for fair value of derivative contract (refer to note 15)	13 937	-	13 937	56 606

Alpha International

Notes to the financial statements
For the year ended 31 December 2023

3. EXPENDITURE

	Direct	Grants to	Allocated	Total	Total
	Costs	& Partner	Support	2023	2022
	£	Organisations *	Costs	£	£
a) Cost of raising funds	958 855	38 193	127 922	1 124 970	1 123 801
b) Strategic Leadership and Enablement					
Global strategy	979 486	271 080	107 275	1 357 841	1 209 262
Risk & Governance	37 324	128 537	6 172	172 033	161 048
The Alpha Office	313 669	-	19 128	332 797	132 684
Church Engagement Framework (CEF)	171 074	32 033	27 464	230 571	351 054
Leadership Development	445 239	1 618 664	76 999	2 140 902	1 877 234
	1 946 792	2 050 314	237 038	4 234 144	3 731 282
c) UK Development					
UK Development and advisers	426 294	24 208	66 207	516 709	800 682
Alpha Invitation	238 241	1 250	78 710	318 201	89 495
Alpha Scotland	58 330	-	12 036	70 366	107 018
Alpha Northern Ireland	95 877	-	13 587	109 464	109 868
Alpha Wales	59 880	-	10 954	70 834	3 287
Alpha England	119 076	-	45 059	164 135	10 100
	997 698	25 458	226 553	1 249 709	1 120 450
d) Digital, Media, Product and Publications					
Media and publications	478 301	26 325	14 669	519 295	404 942
Global Marketing and Communications	257 423	41 284	55 253	353 960	243 460
Digital	2 082 255	1 267 710	292 904	3 642 869	1 791 264
Product Development and Contextualisation	606 495	2 783 157	101 862	3 491 514	1 102 321
Product Development Management	115 984	28 791	27 465	172 240	481 413
	3 540 458	4 147 267	492 153	8 179 878	4 023 400
e) International Development					
EME development	632 927	389 411	173 916	1 196 254	1 356 018
Africa development	72 706	353 650	62 022	488 378	509 858
Latin America development	61 443	343 452	48 758	453 653	471 590
Asia Pacific development	273 186	1 222 081	95 368	1 590 635	1 714 337
	1 040 262	2 308 594	380 064	3 728 920	4 051 803
f) Alpha Context Development					
Alpha - Prisons	52 771	-	15 429	68 200	73 904
Alpha - Catholic Context	87 829	-	20 518	108 347	104 410
Alpha - Youth	221 405	39 190	46 303	306 898	305 772
	362 005	39 190	82 250	483 445	484 086
g) Other Ministries					
Marriage Courses	124 353	-	18 208	142 561	218 099
	124 353	-	18 208	142 561	218 099
h) Conferences					
Conference direct costs & Logistics	1 399 152	2 025	51 393	1 452 570	582 740
Alpha Global Week	42 141	-	-	42 141	-
	1 441 293	2 025	51 393	1 494 711	582 740
Total expenditure	10 411 716	8 611 041	1 615 581	20 638 338	15 335 661

* The activities noted above reflect certain grants that have been awarded to National Alpha Offices (NAO's) and other carefully selected third party entities in pursuit of the aims and objectives of Alpha International.

Alpha International

Notes to the financial statements
For the year ended 31 December 2023

4. SUPPORT COSTS

The support costs associated with facilitating the work of the Charity have been allocated across the categories of generating funds and charitable activities on the basis of staff numbers responsible for each of the relevant departments, projects and activities. The analysis of support costs is shown below.

ANALYSIS OF SUPPORT COSTS		Depreciation of fixed assets	Support costs	2023	2022
		£	£	£	£
Facilities & Desk Charge		-	179 550	179 550	200 585
IT		8 158	272 362	280 520	278 956
Digital Estate		-	10 354	10 354	6 516
Finance		-	429 476	429 476	402 469
HR		-	222 167	222 167	219 041
Operations		3 320	126 345	129 665	110 352
Legal		-	140 300	140 300	122 937
HQ Buildings Depreciation		130 006	-	130 006	130 006
(Gains)/losses on foreign exchange		-	93 543	93 543	(381 816)
		141 484	1 474 097	1 615 581	1 089 046

5. ANALYSIS OF EXPENDITURE		Staff costs	Other costs **	Total 2023	Total 2022
		£	£	£	£
Cost of Raising funds		346 867	650 181	997 048	1 046 040
Charitable activities	Strategic Leadership and Enablement	1 002 697	2 994 409	3 997 106	3 559 386
	UK Development	637 390	385 766	1 023 156	928 180
	Digital, Media, Product and Publications	1 057 106	6 630 619	7 687 725	3 784 659
	International Development	433 607	2 915 249	3 348 856	3 776 444
	Alpha Context Development	255 344	145 851	401 195	421 638
	Other Ministries	62 528	61 825	124 353	190 004
	Conferences	240 900	1 202 418	1 443 318	540 264
Allocated Support Costs (see note 4)	Support Costs	914 264	701 317	1 615 581	1 089 046
		4 950 703	15 687 635	20 638 338	15 335 661

** Includes the cost of some staff employed by other organisations outside the UK but which have been recharged to Alpha International.

6. REGIONAL ANALYSIS OF SALES

Income from Media resources and Conferences can be analysed as follows:

	2023	2022
	£	£
United Kingdom	1 304 531	391 663
North America and Canada	18 762	17 241
Asia Pacific	12 964	13 216
Europe, Africa, Middle East	29 864	25 742
	1 366 121	447 862

7. AUDIT COSTS, DEPRECIATION AND AMORTISATION

	2023	2022
	£	£
Net incoming/(outgoing) resources are stated after charging		
Auditor's remuneration: current year	18 253	15 700
Auditor's remuneration - other services	2 470	244
Depreciation (see note 9)	141 484	141 980
Amortisation (see note 10)	361 410	258 034
	523 617	415 958

8. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	4 241 895	3 937 501
Social security costs	465 241	453 198
Pension costs	243 567	215 705
	4 950 703	4 606 404

Alpha International

Notes to the financial statements
For the year ended 31 December 2023

8. STAFF COSTS continued**Analysis of Staff Costs and the Costs of Key Management Personnel**

As disclosed in note 19 (Related Parties), there is a close working relationship between HTB, AI, SPTC, and CRT. The Central Service staff who support all of the charities with operational functions are employed by HTB, and their costs (together with the costs of their departments) are allocated across the entities using the most appropriate basis for each support service. The staff costs and information in this note include the proportionate share of these Central Services staff, as well as the relevant share of ministry staff who split their time across the charities due to the nature of their roles.

The costs of some members of the HTB clergy were cross-charged for work which was done for Alpha International. However, as these clergy members are employed by the Diocese of London and not by HTB, their costs have not been included in the salary figures shown above.

The average monthly number of full time equivalent employees was 95 (2022: 89).

The number of employees whose total benefits (excluding pension and NI) were greater than £60K was 13 (2022: 12), as follows:

£60K-£70K bracket - 2
£70K-£80K bracket - 5
£80K-£90K bracket - 3
£120K-£130k bracket - 1
£130K-£140k bracket - 1
£170K-£180k bracket - 1

Central Services staff are on the HTB payroll but serve HTB, AI, SPTC, and CRT- each of which bear a portion of their costs. Relevant details of their remuneration can be found in the 'Staff costs' note in the HTB financial statements.

Trustee remuneration

Details of trustee remuneration can be found in note 19 (related parties).

Key Management Personnel

The key management personnel of Alpha International comprises of the President of Alpha International and the Global Chief Executive Officer. The total employee benefits (including pension and Employer NIC) of the key management personnel of the Charity were £340,836 (2022: £326,955).

The key management personnel of the Central Services function which serves HTB, AI, SPTC, and CRT are comprised of the Group Director of People, the Group Chief Operating Officer and the Group Finance Director. The total employee benefits (including pension and Employer NIC) of these key management personnel were £319,800 (2022:£254,482); but Alpha only bore a portion of these costs, £113,039 (2022: £75,560).

Redundancy/termination payments

These totalled £NIL for the year (2022: £NIL), and include statutory payments as well as ex-gratia amounts where these were considered appropriate.

9. TANGIBLE FIXED ASSETS

	Land and Buildings	Computer Equipment	Other Equipment	Furniture and fittings	Total
	£	£	£	£	£
Cost					
Opening balance 1st January 2023	10 500 285	91 671	23 505	6 914	10 622 375
Additions	-	3 969	6 763	-	10 732
Disposals	-	(12 045)	-	-	(12 045)
Closing balance 31st December 2023	10 500 285	83 595	30 268	6 914	10 621 062
Depreciation					
Opening balance 1st January 2023	1 906 650	81 563	19 751	6 914	2 014 878
Charge for 2023	130 006	8 158	3 320	-	141 484
Disposals	-	(12 044)	-	-	(12 044)
Closing balance 31st December 2023	2 036 656	77 677	23 071	6 914	2 144 318
Net Book Value					
At 31st December 2022	8 593 635	10 108	3 754	-	8 607 497
At 31st December 2023	8 463 629	5 918	7 197	-	8 476 744

Alpha International

Notes to the financial statements
For the year ended 31 December 2023

10. INTANGIBLE FIXED ASSETS

Cost	Intellectual Property	Online Platform	Total
Opening balance 1st January 2023	200 000	1 024 343	1 224 343
Additions	-	89 833	89 833
Disposals	-	(1 114 176)	(1 114 176)
Closing balance 31st December 2023	200 000	-	200 000
Amortisation			
Opening balance 1st January 2023	200 000	258 034	458 034
Charge for 2023	-	361 410	361 410
Disposals	-	(619 444)	(619 444)
Closing balance 31st December 2023	200 000	-	200 000
Net Book Value			
At 31st December 2022	-	766 309	766 309
At 31st December 2023	-	-	-

Intellectual Property: On 31 December 2009 Alpha International contracted to buy the rights to a number of key Alpha publications. The cost of this has been amortised over a three year period with effect from 2010.

Assets Under Development: With Alpha courses around the world forced to move online due to the Covid-19 pandemic, Alpha decided to create a bespoke online experience for Alpha guests. The platform was launched globally in January 2022 and the additional features which were developed and fully completed during the year were amortised in the year.

In July 2023, the AI Board approved the assignment of the intellectual property of AlphaNow to Alpha International USA IP LLC (which was initially set up to own AlphaNow) for the consideration of £1. The effective date of the transfer was on 29th December 2023, and the net book value of the asset of £494,731 as at 31 December 2023, has been written off from AI's financial statements as a disposal, and this is disclosed in note 3d as a digital expenditure.

11. STOCK

	2023	2022
	£	£
Stocks of books, DVD's and other resources for resale	58 707	27 560

12. DEBTORS

	2023	2022
	£	£
Trade Debtors	204 683	183 914
Prepayments	402 774	505 666
Sundry Debtors **	100 557	126 524
Amount due from HTB (see note 19)	6 958	-
Amount due from CRT2 (see note 19)	-	5 358
Amount due from SPTC (see note 19)	-	31 734
Other Debtors	10 432	19 221
Accrued Income	616 562	1 187 391
	1 341 966	2 059 808

** Sundry debtors includes a balance of £25,000 (2022: £25,000) due in more than one year.

13. CASH AT BANK AND IN HAND

	2023	2022
	£	£
Balance attributable to restricted fund	2 683 519	1 985 904
Balance at bank and in hand	2 477 228	2 755 086
	5 160 747	4 740 990

Alpha International

Notes to the financial statements
For the year ended 31 December 2023

14. LIABILITIES: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Creditors for goods and services	345 544	492 930
Amount due to HTB (see note 19)	-	5 360
Amount due to CRT2 (see note 19)	1 800	-
Deferred income*	262 147	528 950
Accruals	157 855	299 595
Taxation and Social Security	117 031	91 441
Other creditors	28 187	311 965
Mortgage finance	354 000	354 000
Financial derivative liability	-	13 937
Loan (see note 15)	250 000	250 000
	1 516 564	2 348 178

***Deferred Income**

Deferred income comprises donations, grants & earned income received for future financial periods.

	2023	2022
	£	£
Balance at 1 January	528 949	265 810
Amount released to income	(528 949)	(9 194)
Amount deferred in year	262 147	272 333
Balance at 31 December	262 147	528 949

15. LIABILITIES: AMOUNTS FALLING DUE IN MORE THAN ONE YEAR

	2023	2022
	£	£
Mortgage finance	3 866	357 866
Loan	750 000	750 000
	753 866	1 107 866

In September 2011 the mortgage with National Westminster Bank plc was paid off, and a new loan of £4,605,866 was received from Trinidad Limited. This mortgage is secured on the property 5-7 Cromwell Road, and has a thirteen year term from January 2012, with the final payment due in January 2025. The amount due to be repaid in 2024, £354,000, is disclosed in note 14. The remaining balance, due to be repaid after the end of 2024, is disclosed above. No interest was payable on this mortgage for the first five years, and thereafter the lender has the option to charge interest at a rate equivalent to 1% above the base rate of National Westminster Bank plc but has opted not to do so. Further details about Trinidad Limited can be found in note 19.

In August 2019, a second £1m loan was received from Trinidad Limited to support the working capital requirement of Alpha International and initially had a seven-year term from August 2019. In early 2024, the terms of the loan have been varied and full repayment is now expected by its ninth anniversary, with a repayment of £250,000 at the sixth, seventh, eighth and ninth anniversaries of the date of the Agreement (the lender has the option to charge interest at a rate equivalent to 1% above the base rate of National Westminster Bank plc). The loan is fully outstanding as of 31st December 2023.

In November 2009 Alpha International entered into a derivative contract with Royal Bank of Scotland plc to cap the interest on a mortgage at 3% on the full outstanding balance to full term. Instalments of £14,190 are paid quarterly commencing 31 December 2009. The trustees took the view that this was a prudent commitment in the best interests of the Charity and that it provided a guaranteed low cost interest rate over the life of the loan. This mortgage has now been paid off and replaced with a different loan, but due to prevailing low interest rates in the UK market, it would not currently be beneficial to dispose of the derivative contract, and the intention is to retain it until conditions are more favourable. Arising from this contract, National Westminster Bank plc had a deed of priority for £600,000 secured on the property and associated assets. The final £14,190 payment was made as at 31 March 2023 at which point the derivative expired.

Alpha International

Notes to the financial statements
For the year ended 31 December 2023

16. ANALYSIS OF NET ASSETS BY FUND

	General funds	Designated funds	Restricted funds	Total
	£	£	£	£
2023				
Fixed assets	13 115	8 463 629	-	8 476 744
Stock and debtors	1 282 859	-	117 815	1 400 674
Cash at bank and in hand	2 392 265	84 963	2 683 519	5 160 747
Current liabilities	(1 162 564)	(354 000)	-	(1 516 564)
Long term liabilities	(750 000)	(3 866)	-	(753 866)
Fund balance	1 775 675	8 190 726	2 801 334	12 767 735
2022				
Fixed assets	780 171	8 593 635	-	9 373 806
Stock and debtors	2 087 368	-	-	2 087 368
Cash at bank and in hand	2 229 460	112 964	2 398 566	4 740 990
Current liabilities	(1 980 241)	(354 000)	-	(2 334 241)
Long term liabilities	(750 000)	(357 866)	-	(1 107 866)
Financial derivative liability	-	(13 937)	-	(13 937)
Fund balance	2 366 758	7 980 796	2 398 566	12 746 120

17. DESIGNATED FUNDS

	2023 Opening Balance	Mortgage Repayment	Property Depreciation	Transfer from General Reserve	2023 Closing Balance
	£	£	£	£	£
5-7 Cromwell Road Fund	7 867 832	354 000	(130 006)	13 937	8 105 763
Future Depreciation - Central Service Assets	112 964	-	(72 515)	44 514	84 963
	7 980 796	354 000	(202 521)	58 451	8 190 726
	2022 Opening Balance	Mortgage Repayment	Property Depreciation	Transfer from General Reserve	2022 Closing Balance
	£	£	£	£	£
5-7 Cromwell Road Fund	7 587 232	354 000	(130 006)	56 606	7 867 832
Future Depreciation - Central Service Assets	82 057	-	(84 997)	115 904	112 964
	7 669 289	354 000	(215 003)	172 510	7 980 796

5-7 Cromwell Road: The work on the HQ building at 5-7 Cromwell Road was completed in March 2009 and satisfied the specification of the donations given for the purchase of the property. A designated fund was established at the time in order to preserve a fund to offset the amortisation of the property and the repayment of the mortgage.

Future depreciation-Central Service Assets - as outlined in the accounting policies, HTB makes an annual charge to AI for shared staff and the use of shared facilities and service departments. Part of this charge is the depreciation on assets purchased by HTB but used across HTB, AI, SPTC and CRT as part of the Central Services support function. A designated fund was established to recognise the future value of depreciation on these assets which will be charged to AI in 2020 and beyond. This designated fund is adjusted annually to reflect the value of future years' depreciation calculated at the end of each financial year.

Alpha International

Notes to the financial statements
For the year ended 31 December 2023

18. RESTRICTED FUNDS 2022**Strategic Leadership and Enablement**

	Opening Balance 2023 £	Income 2023 £	Expenditure 2023 £	Closing Balance 2023 £
President Office	(15 989)	33 779	(17 790)	-
Risk and Governance Office	-	47 685	(47 685)	-
Leadership Development	659 868	1 676 413	(2 054 222)	282 059
Global Strategy and Operations Office	-	83 085	(83 085)	-
The Alpha Office	158 493	(17 117)	(141 376)	-
	802 372	1 823 845	(2 344 158)	282 059

UK Development

Alpha Scotland	30 500	54 652	(63 152)	22 000
Alpha Northern Ireland	25 000	42 873	(41 873)	26 000
UK Development Fund	-	131 807	(131 807)	-
	55 500	229 332	(236 832)	48 000

Digital, Media, Product and Publications

Digital & Training	139 447	1 996 649	(2 111 096)	25 000
Alpha Film Series	66 633	941 198	(913 398)	94 433
AlphaNow	414 430	412 003	-	826 433
Product Development	159 336	250 157	(365 541)	43 952
Marriage Course Refilm	-	375	(375)	-
Asian Alpha Film Series	449 309	83 523	(238 279)	294 553
Alpha Youth Series	170 201	873 658	(647 083)	396 776
Alpha Creative Hub	-	1 622 233	(1 590 892)	31 341
Global Comms	-	457 280	(64 580)	392 700
Global Systems Development	-	328 027	(328 027)	-
	1 399 356	6 965 103	(6 259 271)	2 105 188

International Development

Africa Development Fund	57 504	113 837	(87 675)	83 666
Asia Pacific Development Fund	222 014	1 372 310	(1 381 919)	212 405
EME Development Fund	46 294	441 036	(442 314)	45 016
Latin America Development Fund	-	89 550	(89 550)	-
	325 812	2 016 733	(2 001 458)	341 087

Alpha Context Development

Alpha - Prisons	-	22 699	(22 699)	-
Alpha - Youth	-	260 929	(260 929)	-
Alpha in a Catholic Context	3 942	80 757	(84 699)	-
	3 942	364 385	(368 327)	-

Other Ministries

Marriage Courses	17 334	70 924	(88 258)	-
	17 334	70 924	(88 258)	-

Conferences

Leadership Conference	-	69 002	(44 002)	25 000
	-	69 002	(44 002)	25 000

Fundraising & Support Cost

Cost of Raising funds	(205 750)	760 900	(555 150)	-
Support Cost	-	184 950	(184 950)	-
	(205 750)	945 850	(740 100)	-
	2 398 566	12 485 174	(12 082 406)	2 801 334

The opening deficit in the restricted funds for the Cost of Raising funds and President Office lines, represents the Fundraising Campaign preliminary consultancy costs and associated expenditure that has been funded by a grant received in early 2023.

Alpha International

Notes to the financial statements
For the year ended 31 December 2023

18. RESTRICTED FUNDS 2022 continued

	Opening Balance	Income	Expenditure	Closing Balance
RESTRICTED FUNDS 2022	2022	2022	2022	2022
	£	£	£	£
<u>Strategic Leadership and Enablement</u>				
Alpha Global -Int Dev	-	34 177	(34 177)	-
Executive Office	-	102 530	(102 530)	-
Church Engagement Framework	-	150 286	(150 286)	-
Leadership Development	699 039	1 809 308	(1 848 481)	659 866
The Alpha Office	-	159 392	(899)	158 493
	699 039	2 255 693	(2 152 362)	802 370
<u>UK Development</u>				
Alpha Scotland	21 239	54 435	(45 174)	30 500
Alpha Northern Ireland	20 000	53 178	(48 178)	25 000
UK Development Fund	-	126 193	(126 193)	-
	41 239	233 806	(219 545)	55 500
<u>Digital, Media, Product and Publications</u>				
Digital & Training	29 338	1 862 585	(1 752 476)	139 447
Alpha Film Series	307 049	1 275 930	(1 067 035)	515 944
Alpha Online	272 152	171 848	(29 570)	414 430
Product Development	35 725	529 124	(405 513)	159 336
	644 264	3 839 487	(3 254 594)	1 229 157
<u>International Development</u>				
Africa Development Fund	39 638	236 919	(219 053)	57 504
Asia Pacific Development Fund	98 043	1 736 993	(1 613 021)	222 015
EME Development Fund	46 422	908 630	(908 759)	46 293
Latin America Development Fund	-	67 746	(67 746)	-
Alpha - Prisons	-	19 018	(19 018)	-
Alpha - Youth	-	428 628	(258 427)	170 201
Alpha in a Catholic Context	-	89 444	(85 502)	3 942
	-	537 090	(362 947)	174 143
<u>Other Ministries</u>				
Marriage Courses	-	87 845	(70 511)	17 334
The Parenting Course	47 207	(6 563)	(40 644)	-
	47 207	81 282	(111 155)	17 334
<u>Conferences</u>				
Leadership Conference	-	156 857	(156 857)	-
	-	156 857	(156 857)	-
<u>Fundraising & Support Cost</u>				
Cost of Raising funds	-	12 246	(217 996)	(205 750)
Support Cost	-	490 712	(490 712)	-
	-	502 958	(708 708)	(205 750)
	1 615 852	10 557 461	(9 774 747)	2 398 566

The funds relate to donations which have been given specifically for the work of Alpha in a particular country or region, or for a specific ministry or project being undertaken by Alpha International.

19. RELATED PARTIES**Trustee remuneration:**

Under the terms of the Memorandum and Articles of Association of Alpha International, one of the trustee received remuneration for services as employees or consultants during the year. None of the trustees received remuneration for services provided to the Charity as trustees.

The following trustees or key management personnel were directors or members of related entities or were connected to people or organisations in receipt of payments from Alpha International.

Trustee & Members	Related Trusteeship	Remuneration for non-trustee services
Right Revd John (Sandy) Millar (re-appointed 21 August 2023)	None	£9,614 (2022:£9,651) paid via HTB as a retainer fee and cross charged to Alpha International
Dato Hong Yeoh	Trinidad Limited	NIL (2022: NIL)
Datuk Kathleen Chew	AlphaMy Berhad (Alpha Malaysia), 'St Pauls' Theological Centre, and Trinidad Limited	NIL (2022: NIL)
The Revd Nicky Gumbel	St Mellitus College Trust	NIL (2022: NIL)
Mr Bernard Mensah (resigned on 23 March 2023)	Wife was a PCC** member and Church Warden of Holy Trinity Brompton until May 2023.	NIL (2022: NIL)
	Wife was a member of Church Renewal Trust until May 2023	NIL (2022: NIL)
	Wife was a Trustee of St Pauls' Theological Centre until May 2023	NIL (2022: NIL)
Mr David Gardner (resigned on 25 September 2023)	Wife was a PCC member of Holy Trinity Brompton	NIL (2022: NIL)
The Revd Al Gordon	The PCC of the Ecclesiastical Parish of Hackney	NIL (2022: NIL)
Mrs Rebecca Stewart	St Mellitus College Trust until 30 April 2023	NIL (2022: NIL)
Ms Fopefoliwa Adelowo	None	NIL (2022: NIL)
Ms Gabriella Helland	None	NIL (2022: NIL)
The Revd James Mallon	Alpha Ministries Canada	NIL (2022: NIL)
The Revd Richard Coates	St Paul's Theological Centre; St Mellitus College Trust; Church Revitalisation Trust; Church Renewal Trust and Holy Trinity Brompton	NIL (2022: £100)
Mr Andre Joseph	None	NIL (2022: NIL)
Mr Robert Gruenewald	None	NIL (2022: NIL)
The Revd Stephen Foster (appointed 25 July 2023)	The PCC of the Ecclesiastical Parish of St Aldates, Oxford (St Aldates)	NIL (2022: NIL)
Mr Mark Hutchinson (appointed 27 July 2023)	None	NIL (2022: NIL)
Mrs Angelina Hutchinson (appointed 24 July 2023)	None	NIL (2022: NIL)

Alpha International

Notes to the financial statements
For the year ended 31 December 2023

19. RELATED PARTIES continued

* Holy Trinity Brompton's full legal name is The Parochial Church Council of the Ecclesiastical Parish of Holy Trinity with Saint Paul Onslow Square and Saint Augustine South Kensington

** PCC stands for Parochial Church Council

Trustee Donations: Alpha International has received a total of £3,362,858 (2022: £3,171,900) in donations from Trustees and their related parties in the year. The donors did not attach any conditions to their gifts which require the charity significantly to alter the nature of its existing activities.

Royalties: Royalties accrued to trustees of Alpha International from worldwide sales in the previous year of resources written by them.

These royalties were waived by the trustees and the funds retained in the Charity.

Revd. Nicky Gumbel - £19,539 (2022: £20,849)

Right Revd John (Sandy) Millar - £11 (2022: £22)

Alpha International enjoys a shared vision and close working relationship with NAOs. Over 46 countries have these locally staffed NAOs who work closely with the global team to grow Alpha in their context, train leaders and translate resources. The Alpha Offices are independently constituted and are not directed or controlled by Alpha International. Where one or more directors of Alpha International are minority members of a National Alpha Office board, and where Alpha International has had transactions with that office during the year, details are provided in the table below.

National Alpha Office & Related companies	Income	Expenditure	Balance owing at year end	Notes
AlphaMy Berhad (Alpha Malaysia)	£77,795 (2022: NIL)	Grants - £2,062,228 (2022: £954,286)	NIL (2022: NIL)	
Alpha USA	Donations of £3,900,025, Royalties received of £20,144 (2022: £20,335), Events £1,006 (2022: £728), Salary recharge £101,138 (2023: £33,441)	Staff costs and sundry fundraising expenses £713,880 (2022: £889,243)	£269,618 due to AI (2022: £86,475 due to Alpha USA)	
Trinidad Limited	NIL (2022: NIL)	Loan repayment £354,000 (2022: £354,000)	£1,357,866 Loan outstanding (2022: Loan outstanding £1,722,866) including the second £1m loan received in August 2019 see note 15 for details	Dato' S H Yeoh and Datuk K Chew (Trustees of Alpha International) are directors and majority shareholders in Trinidad Limited.
Holy Trinity Brompton	'Donations totalling £265,220 (2022: £421,356)	NIL (2022: NIL)	'£6,958 due to AI (2022: £5,361 due to Holy Trinity Brompton)	Nicky Gumbel was the former Vicar of HTB. Nicky continues to be licensed to HTB as a curate. Pippa Gumbel (wife) is employed by HTB. Both Nicky and Pippa are seconded to AI and CRT carrying out work that supports the HTB Group's vision and mission. These arrangements were subject to detailed review and approval by the HTB PCC.

Alpha International

Notes to the financial statements
For the year ended 31 December 2023

19. RELATED PARTIES continued

National Alpha Office & Related companies	Income	Expenditure	Balance owing at year end	Notes
Alpha Ministries Canada	Joint venture income of £1,930,022 (2022: £136,023)	Joint venture expenditure £1,172,167 (2022: £123,055)	NIL (2022: NIL)	Alpha International is party to a joint arrangement with Alpha Ministries Canada, which commenced in 2003, and which enables both parties to carry out their objects more effectively by pooling resources. The joint committee (comprising the Trustees of Alpha International) supervises, directs and manages the joint arrangement. The incoming resources provided by Alpha Ministries Canada to the joint arrangement and the related expenditure, is not reflected in these financial statements, but in the financial statements of the joint arrangement.
The Church Revitalisation Trust	Donations received £18,450	NIL (2022: Grant £16,962)	£1,800 due to The Church Revitalisation Trust (2022: £5,358 due to AI)	Richard Coates (Trustee of Alpha International) is a Trustee of The Church Revitalisation Trust
St Paul's Theological Centre	' NIL (2022: NIL)	NIL (2022: NIL)	NIL (2022: £31,734 due to AI)	Richard Coates and Kathleen Chew (Trustees of Alpha International) are Trustees of St Paul's Theological Centre
The PCC of the Ecclesiastical Parish of Brighton, St Peter (St Peter's Brighton)	Donations of £2,000 (2022: NIL)	£1,204 (2022: NIL)	NIL (2022: NIL)	The son of the Revd Richard Coates is a PCC member of St Peter's Brighton.
The PCC of the Ecclesiastical Parish of Hackney (St John's Hackney)	NIL (2022: NIL)	£1,671 (2022: £1,150)	NIL (2022: NIL)	
The PCC of the Ecclesiastical Parish of St Aldates, Oxford (St Aldates)	NIL (2022: NIL)	£1,666 (2022: NIL)	NIL (2022: NIL)	
Manor Collective Group LTD	NIL (2022: NIL)	£3,500 (2022: NIL)	NIL (2022: NIL)	The son-in-law of Revd. Nicky Gumbel is the director at Manor Collective Group LTD

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2022

20. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
INCOME				
Donations and legacies				
Donations under gift aid	2a)	193 215	17 615	210 830
Other donations and similar income	2b)	5 617 671	10 539 846	16 157 517
		5 810 886	10 557 461	16 368 347
Charitable activities				
	2c), 6	447 862	-	447 862
Other income				
	2d)	5 460	-	5 460
Total income		6 264 208	10 557 461	16 821 669
EXPENDITURE				
Cost of Raising funds				
	3a)	894 273	229 528	1 123 801
Expenditure on charitable activities				
Strategic Leadership and Enablement	3b), 18	1 465 174	2 266 108	3 731 282
UK Development	3c), 18	889 324	231 126	1 120 450
Digital, Media, Product and Publications	3d), 18	596 762	3 426 638	4 023 400
International Development	3e), 18	1 094 784	2 957 019	4 051 803
Alpha Context Development	3f), 18	101 952	382 134	484 086
Other Ministries	3g), 18	101 055	117 044,00	218 099
Conferences	3h), 18	417 590	165 150	582 740
Total charitable expenditure		4 666 641	9 545 219	14 211 860
Total expenditure		5 560 914	9 774 747	15 335 661
Net income/(expenditure) before gains/(losses)		703 294	782 714	1 486 008
Other gains	2e)	56 606	-	56 606
Net income/(expenditure)		759 900	782 714	1 542 614
Funds brought forward at 1 January		9 587 654	1 615 852	11 203 506
Funds carried forward at 31 December		10 347 554	2 398 566	12 746 120

ALPHA INTERNATIONAL

England & Wales - Charity number 1086179

Accounts

Company Number:	4157379	
Charity number:	1086179	(England)
	SC042906	(Scotland)

Alpha International
(A charitable company limited by guarantee)
Trustees' report and
Financial statements
For the year ended 31 December 2022

Alpha International

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Letter from the Chairman

We continue to be amazed by all that God is doing through Alpha. In 2022, over one and a half million people explored faith through Alpha. We also launched the Chinese Alpha Film Series – part of our vision to give everyone, wherever they are in the world, an opportunity to hear the gospel in a language they can understand and discover a relationship with Jesus.

Did you know that in 2022, 35% of all Alpha courses were Youth Alpha courses? It has been an extraordinary year and we hope you are encouraged and inspired by what you read in this report.

Pippa and I have recently stepped down from leading Holy Trinity Brompton church in London and are doing all that we can to support the work of Alpha around the world now. There is still so much to do. Our vision is for everyone, everywhere to have the opportunity to explore faith through Alpha by 2033.

Thank you, again, for your prayers, encouragement and support which help to make all this possible.

With best wishes,
Nicky Gumbel

Alpha International (A charitable company limited by guarantee)**Trustees' report for the year ended 31 December 2022**

The Trustees, who are also directors of Alpha International ('AI'), are pleased to submit their annual report and audited financial statements for the year ended 31 December 2022. The Trustees have adopted the provisions of the Statement of Recommended Practice "Accounting and Reporting by Charities" Charities SORP (FRS 102), the Companies Act 2006 and applicable UK accounting standards in preparing the annual report and financial statements of the charity.

Reference and administrative information

Full name of charity	Alpha International
Directors/Trustees	The Revd Nicky Gumbel Mr Bernard Mensah Dato Hong Yeoh Mrs Rebecca Stewart The Revd Al Gordon Datuk Kathleen Chew Mr David Gardner Mr Robert Gruenewald Mr Andre Joseph Ms Patricia Neill (resigned 29 Apr 2022) Mr Michael Timmis (resigned 29 Apr 2022) Mr Christopher Sadler (resigned 29 Apr 2022) The Revd John Alexander Kirkpatrick (Sandy) Millar (resigned 24 May 2022) The Revd Richard Michael Coates (appointed 24 Mar 2022) The Revd James Matthew Mallon (appointed 9 Sep 2022) Mr John Mackay (resigned 20 Sep 2022) Mrs Gabriella Helland (appointed 15 Sep 2022) Ms Fopefoluwa Adelowo (appointed 25 Sep 2022)
Secretary	Mr Jon Shippen
Company number	4157379
Charity number	1086179 (England) SC042906 (Scotland)
Registered office and address	Holy Trinity Brompton, Brompton Road, London, SW7 1JA
Bankers	National Westminster Bank, 186 Brompton Road, Knightsbridge, SW3 1HL
Auditors	Moore Kingston Smith LLP, 9 Appold Street, London, EC2A 2AP

STRUCTURE, GOVERNANCE AND MANAGEMENT

Alpha International is governed by its Memorandum and Articles of Association and is constituted as a company limited by guarantee (number 4157379) and a registered charity [number 1086179 (England); SC042906 (Scotland)].

There are seven members of AI who appoint new trustees on the recommendation of the existing trustees. New trustees are provided with guidance explaining their role and responsibilities as trustees of the charity. All new trustees are fully briefed on the worldwide activities and vision of AI and they pursue the independent interests of the charity notwithstanding their separate responsibilities in other organisations.

Our vision is the re-evangelisation of the nations, the revitalisation of the church and the transformation of society. The mission is to equip the church to help people discover and develop a relationship with Jesus. Alpha International operates within a Federated Partnership. Over 46 countries have locally staffed offices called National Alpha Offices (NAOs). They work closely with their regional teams and the global team to grow Alpha in their context, train leaders, support hub churches and translate resources.

The Board meets formally four times per year to discuss and approve major strategic matters, including the annual budget. There are also two Board sub-committees: a Finance and Risk committee, which meets four times per year in advance of each Board meeting, and a Global Remuneration committee (AI Global RemCo), which meets twice per year. There is regular contact and consultation with trustees outside of board meetings on matters arising.

The joint arrangement with Alpha Canada, which commenced in 2003, continues to enable the parties to conduct activities effectively by pooling resources. The joint committee supervises, directs and manages this arrangement. The

Alpha International (A charitable company limited by guarantee)

Trustees' report for the year ended 31 December 2022

incoming resources provided by Alpha Canada for the year ended 31st December 2022 were £136,023 (2021: £567,281). Note 19 to the financial statements details this and other related party transactions.

Alpha International was created to carry on the charitable work that Holy Trinity Brompton (HTB), an Anglican Church in London, had commenced beyond its own parish boundaries. The rooting of Alpha within a church community is integral to the values of Alpha, which is always intended to be 'by the church, for the church and through the church'. HTB and Alpha International operate a shared services model for some of the support and back office functions, which is fully detailed in the accounting policies (Note 1). Further details relating to transactions with HTB and other related parties are shown in Note 19 to the financial statements.

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

The trustees believe that Alpha provides a benefit to the public by:

- Providing an opportunity for every member of society to explore the big questions of life and the Christian faith free of charge in a wide variety of geographic locations in the UK and overseas in churches, prisons, workplaces, universities, homes, and other local venues
- Building a better society by providing courses for the strengthening of marriages
- Helping people develop their understanding and knowledge of the Christian scriptures and grow in their personal faith through the Bible in One Year (BIOY) daily commentary

The trustees are committed to maintaining the highest legal and ethical standards in the way the charity undertakes its fundraising activities. All fundraising is conducted by staff employed by the charity and Alpha does not use any external fundraisers or commercial participators. AI is registered with the UK Fundraising Regulator and committed to abide by the Code of Fundraising Practice and to the Fundraising Promise.

Alpha International takes precautions in our fundraising to ensure the protection of the public, including vulnerable persons from unreasonably intrusive or persistent fundraising approaches, and undue pressure to donate. Our fundraising team take seriously any expression of dissatisfaction we receive regarding our fundraising practice and aims to resolve any complaints as quickly as possible. Our policy is to escalate the issue internally to the Alpha International Chief Executive Officer. If the complaint cannot be resolved, it will be further escalated to the Chair of the board of trustees, who will nominate an independent trustee to consider the merits of the complaint and any resulting actions. If necessary, we will contact the Charity Commission for advice and guidance. In addition, AI has a Gift Acceptance Policy to protect the charity against bribery, money laundering and corruption, and association of the charity to unfavourable sources of funds. During the 2022 fiscal year there were no fundraising complaints.

Alpha International is committed to ensuring the careful use of data in line with General Data Protection Regulations (GDPR) and monitors the use of data, particularly regarding donor data for fundraising purposes. Our Privacy Policy covers how we use this data and gives donors the option to opt out of any contact or make a formal complaint. As a global organisation, we monitor the relationships we have with donors across the world and seek to maintain a consistent standard of stewardship based on the guidance of the Code of Charity Commission and Fundraising Regulator Practice and the Fundraising Promise.

Objectives and Activities

Alpha International's activities include the Alpha course, The Marriage Course (TMC) and The Pre-Marriage Course (TPMC), Leadership Conference (LC), and the Bible in One Year (BiOY). Internationally, the approach of Alpha and other related ministries includes:

- Serving and equipping seven regions (Asia-Pacific, Africa, Europe, UK, North America, South America and Middle East) and the NAOs they represent as they serve and equip churches to run Alpha
- Training and equipping a network of thousands of volunteers worldwide who run Alpha in existing locations and help establish Alpha in new locations
- Supporting regions and the network of NAOs throughout the world, bringing global teams together for the Leadership Conference and key training events
- Creating, distributing, and translating core Alpha materials, which encourages the running of best practice Alpha courses; this releases local church leaders to focus on their guests

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- Offering churches promotional tools and resources to mobilise their congregation to invite guests to Alpha
- Developing and maintaining AlphaNow, Alpha's bespoke video conferencing platform, tailor-made for running Alpha courses online
- Fostering expertise in ministry areas where Alpha is most effective when suitably tailored, creating resources and training practitioners; this includes Alpha for Youth and Alpha in the Catholic context
- Supporting other related ministries (e.g., The Marriage Course and the Bible in One Year) in training leaders, promoting those courses, and creating resources

Remuneration Policy

At Alpha International, we place great value on our highly talented, dedicated and passionate staff team, without whom we could not deliver against our vision, mission and goals. Our remuneration policy is aimed at ensuring that pay is competitive within our sector, rewards staff fairly and enables the staff team to feel valued.

Our principle is to reward staff, irrespective of seniority, informed by the following:

- Fairness; without discrimination and with an intention of cross-entity parity
- Differentiation; to reflect a combination of what is achieved and the way in which it is achieved
- Compliance; with all local legal and regulatory requirements
- Affordability; with good stewardship
- In line with at least the London Living Wage for London-based staff and the Real Living Wage for UK regionally based staff

Alpha International has an established global AI Remuneration committee (Global AI RemCo). Its purpose is to provide oversight of AI's remuneration policy as it pertains to AI employees with the aim of ensuring that these employees are rewarded fairly and consistently – and in alignment, where we can, with HTB Group remuneration and benefits for staff in the UK – within the governance and stewardship parameters set for the organisation.

STRATEGIC REPORT

Achievements and Performance

We would like to take a moment and share with you a few highlights from 2022. There were many to choose from, but here are our top ten:

1. We shaped our vision for 2033: over the next ten years, our vision is for everyone, everywhere to have the opportunity to explore faith through Alpha by 2033. As we look forward to the 2000th anniversary of the resurrection, we hope to make exploring faith in Jesus as accessible as possible, so that millions more might encounter the love of God.
2. Invested significantly into Leadership Development, hosting two in-person gatherings for a cohort of 30 talented emerging leaders in our organisation, hiring and retaining gifted leaders across the world dedicated to building relationships with strategic churches, and building people leadership capacity in 11 strategic national offices
3. AlphaNow, our bespoke video conferencing tool for running Alpha courses online, launched globally in early 2022 (web, android and iOS AlphaNow apps)
4. 2022 also saw the most widely attended Leadership Conference in history, with almost 100,000 people experiencing the event online, also with the successful piloting of a host church model
5. Our Global Youth team, in partnership with Barna and several other organisations, launched the Open Generation teen study; in addition, young people from all over Europe attended a private audience with Pope Francis
6. We launched three contextualised Alpha Film Series products in Asia, making Alpha more available – and more relevant – to millions more people in Asia, as well as people around the world
7. We wrote, filmed, and produced "Marriage & Ministry", an additional session of The Marriage Course specifically for pastor couples
8. We created the Bible in One Year 'bitesize videos', the number of views having grown exponentially this year

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9. We launched the 'Stay Curious' campaign, and the research produced for this campaign has led to greater insights on inviting guests to Alpha
10. In 2022, we saw over 35,000 churches, organisations and individuals host over 63,000 Alpha courses, with 1.5 million participants, which represents 27%, 29%, and 22% growth respectively compared to 2021

We are very excited and expectant for all that is to come in 2023!

Church Engagement Framework strategy

The Church Engagement Framework (CEF) has continued to provide the necessary focus on equipping the church to help people develop a relationship with Jesus. The focus over 2022 has been to work collaboratively with regions and countries to offer strategic church leaders, pastors and priests the opportunity to gather in London at HTB and further afield to explore what Alpha is and how to partner with us. The core of the CEF strategy centres around journeying with churches through three primary phases: 'Explore', 'Experience', and 'Extend'.

In 2022, our 'Explore' strategy has primarily focused on gathering and introducing strategic church leaders to Alpha. Two US-focused 'Experience Alpha' events were held at HTB in London, which saw 200 strategic church leaders, who are not yet running Alpha, spend time listening, learning, and praying about evangelism, innovation and Alpha. In 2023, these highly impactful events will be opened to other regions and countries. A Catholic 'Experience Alpha' was held in conjunction with the Diocese of Chicago, which had priests and bishops from the US, Philippines, Brazil, Colombia and South Africa join; after the success of this event, it will be run again in 2023. A key highlight in 2022 was the Leadership Conference, with almost 100,000 people experiencing the event online. It also offered the opportunity for the successful piloting of strategic churches (i.e. hub churches) to host watch parties in their countries and be part of the event virtually. We look forward to hosting this event in 2023 back at the Royal Albert Hall in person, as well as online. Finally, 150 young strategic church leaders from Australia, Canada and the US were hosted by Alpha at HTB, with the aim of identifying and investing in church leaders who could be strategic voices for Alpha amongst the rising generation.

The 'Experience' team have continued to support and collaborate with regions and countries in providing support and contextualised, user-friendly training resources. In 2022, the Spanish '7 Best Practices' videos were produced in partnership with Latin America and a hub church in Colombia. We also produced an interactive PDF for users to help guide them to appropriate resources in MyAlpha, which regions can contextualise as appropriate. In 2023, a pilot documentary-style training and envisioning film, which demonstrates how to run Alpha by telling the story of different users (church, organization and individual) in the US, will be completed, with the aim of creating a template that can be used by other countries to reproduce it. Furthermore, a pilot of a 'Alpha Self-Assessment' tool will help us understand where churches need support so we can continue to provide relevant, impactful resources to run high-quality Alpha courses.

The goal of the 'Extend' strategy was to have 500 hub churches by the end of 2022. We closed the year with 521 hub churches! Key to the success were two Alpha Collective events held in March and October with over 300 strategic church leaders from all over the world attending and being invited to become hub churches. Contextualised Alpha Collectives were also held in Kuala Lumpur. In 2023, two global Alpha Collectives will run again in London; we are also encouraging regions to consider hosting local events for further contextualisation. The other focus will be to collaborate with regions on how to maximise, serve and support hub churches, as well as envision them to play their part in our 2033 Vision following the Leadership Conference 2023.

As we seek to significantly grow the number of churches running Alpha and participants experiencing Alpha globally over the next ten years, we believe that the CEF continues to equip the church in mission through deepening and developing our focus on thought leadership in evangelisation, communicating afresh the culture and specific approach to evangelisation that Alpha represents, and innovating and levelling up our training globally.

Alpha International (A charitable company limited by guarantee)**Trustees' report for the year ended 31 December 2022****Leadership Development**

In 2022, we continued to invest significantly into hiring strategically for today, developing and retaining our leaders internally for tomorrow, and building capacity to propel our church engagement into the future. Across our strategic hiring initiative, we hired 35 strategic networking roles, who have engaged 1,412 strategic churches in 33 countries. Of these churches, over 650 have run Alpha (56% of the churches we have engaged with are protestant, and 44% are Catholic). To develop and retain existing leaders, we hosted two in-person gatherings for a cohort of 30 talented emerging leaders in our organisation. To build capacity at the national office level, we significantly accelerated our strategic investment and capacity building in 11 key national offices; on average, these 11 countries grew by 31%, 46%, and 65% across actively engaged churches, courses, and participants, respectively. Overall, the countries included in these initiatives grew by 25% more than the comparable countries in their regions, further strengthening our plans to increase our focus on Leadership Development over the coming years.

Global Governance

Global Governance and Risk Management remains a critical priority of AI. In 2022, the team continued to embed effective and enabling Global Governance and Risk Management across the Alpha Federated Partnership. Regular dialogue with regional and central function teams has supported the maturing of the organisation's risk awareness, including the role that effective risk management plays in helping Alpha achieve its vision. AI has grown in its adoption of proactive and effective risk management in strategic planning, ongoing central function activities, and global projects.

Major risks identified through risk assessments or monitoring reviews have been reviewed regularly at the AI Finance and Risk Sub-Committee, which is the forum established to assist the Board in fulfilling its oversight responsibilities by reviewing and monitoring AI's finances and risks.

In 2023, we will continue to refine the Global Governance and Risk Management frameworks, in support of Alpha's organisational readiness to achieve the growth objectives and ambitions of the 2033 vision and the five year Alpha Business Plan, supported by the Global Fundraising Campaign. We will perform the bi-annual review of the Federated Partnership agreements to ensure ongoing compliance with legal and regulatory requirements and to enhance global risk management. National and regional monitoring visits will be undertaken to proactively identify potential risks to Alpha's brand and reputation and to support local teams with effective risk management.

Digital and Impact

Our strategic initiative to provide a scalable and robust infrastructure foundation for Alpha's digital products continued at pace in 2022. We migrated our main applications to the cloud and established best-practice software development and deployment processes. A key achievement was the launch of our Identity Provider service, enabling single sign-on across our applications and greater personalisation of our digital experiences. These advances 'behind the scenes' pave the way for much more visible improvements to our church-facing tools which will be delivered incrementally throughout 2022 and beyond in support of our 2033 vision.

In January 2022 we launched AlphaNow, our bespoke platform for running Alpha courses online, which is accessible via web and mobile app and is available in 15 languages. We held launch events in Asia, Latin America and Sub-Saharan Africa and have seen adoption of the platform grow steadily throughout the year. As we continue to add new features, we believe that AlphaNow will form a core pillar of our guest-facing digital strategy which will take shape in 2023 as we carry out detailed research into the main features that will enhance the Alpha guest's experience.

In addition, in 2022 we placed an increased focus on improving both the efficiency and depth of our impact reporting. For the first time, we have enabled automated snap-shot reporting providing up-to-date insights into the growth of Alpha across the world informing decision making and enabling timely interventions. We have also begun a highly strategic long-term initiative to measure the effectiveness of the Alpha course. We know from independent studies that Alpha works and now we are putting in place a framework and mechanism to gather this information in a consistent and systematic manner to help us continually improve what we do.

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Catholic Context

After what had been two difficult years of the global pandemic for Alpha in a Catholic Context, in 2022 we saw growth in the number of Catholic parishes running Alpha. In 2022, we supported the Alpha UK exposure campaign, which included the development of a Catholic context webpage and sent campaign packs to every parish that has run Alpha at some point over the past three years. We also updated the global Catholic Context Intro Guide, with new endorsements from key leaders around the world, hosted two global webinars with Divine Renovation on parish renewal, and helped film and promote new church stories demonstrating the impact of Alpha in Catholic churches.

In 2023, we will strengthen and develop global strategic partnerships with ministries and organisations that share our values and whose objectives align with ours. We will continue to work closely with Divine Renovation and will host two global webinars in partnership with them to reach new leads for Alpha. Nicky and Pippa Gumbel, along with Kitty Kay-Shuttleworth (Senior Vice President, Alpha International), joined leaders for the Global 2033 meeting in Rome in February. In August 2023, Alpha will be present at World Youth Day in Portugal. In September 2023 we will host a second Global Catholic Explore experience in partnership with the Archdiocese of Chicago to envision Bishops and key diocesan leaders around the role that Alpha can play in the renewal of their dioceses. Finally, we will continue to support the regions in developing, promoting, and distributing new Alpha stories, quality training, and resources that communicates the impact of Alpha in a Catholic Context.

Marketing

In 2022, the marketing team continued to invest in a culture of collaboration. A key part of this was the launch and rollout of a digital asset management system to enable our regional and national teams around the world to organise, file and share our creative and marketing assets easily and effectively. The new Alpha Resource Hub is already widely being used by NAOs and regions, as well as the global marketing team, and is improving communications and reducing workflow redundancies.

In collaboration with Alpha USA, the marketing team created and distributed the most globally adopted Guest Invitation to date. The Guest Invitation is a suite of marketing materials to help enable leaders to promote their Alpha courses and to invite potential Alpha guests to explore faith through Alpha. This set of contextualizable marketing materials was designed to increase our reach through the local church and to increase the impact on those reached through clear communication and engaging presentation. The campaign has been used widely across continents to invite people to try Alpha and join a conversation around faith.

2022 also saw the most widely attended Leadership Conference in history, with almost 100,000 people experiencing the event online. In terms of marketing, it was a great success with significant growth in our audience all around the world:

- 1,418 churches opted to host their church community and stream the event live in 105 countries
- 3,104 individuals opted to host friends in small watch party gatherings in 134 countries
- In the three months leading up to Leadership Conference, our email database grew by 22,576 contacts through event sign-ups
- On Instagram alone, we reached 62,840 accounts through our @lead_conf account and 3,515 users actively engaged with us on the platform

The Marriage Courses

Since The Marriage Course and The Pre-Marriage Course remade series launched in January 2020, over 350,000 individuals across the globe have invested in their marriages by participating in a course. Thanks to generous donations, The Marriage Course is now available in 35 languages and continues to be translated to further increase accessibility. After observing the pressures and challenges facing church leader couples, an additional session of The Marriage Course called "Marriage & Ministry" was written and filmed. In February 2023, this additional session was launched in an exclusive global event for pastor couples spanning 18 countries. A successful grant application in 2022 provides the opportunity to make significant improvements to our digital platforms over the next three years.

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The Bible in One Year

In 2022 the Bible in One Year team launched two new languages: Vietnamese and Italian. The team also made significant investment in the app during 2022, helping to contribute to the following growth year-on-year:

- Overall *web and app* **active user** count is up by **16%**
- Overall *web and app* **new user** count is up by **22%**
- *App* **active user** count is down by **15%**, whilst *Web* **active user** count is up by **86%**
- *App* **new user** count is down by **32.6%**, whilst *Web* **new user** count is up by **87%**
- *Podcast* **subscriber** count is up by **120%**
- *Podcast* **listens** count is up by **200%**
- *English App* **user count** is down by **12%** but the **content engagement** is up by **5%**

In 2023 the team is also focussing on making technical improvements to the product like introducing single sign-on (user accounts that will unlock new feature capabilities), migration to Matomo analytics and an integration with Growthbook. These endeavours will ensure our product can scale for the future whilst also understanding our users' needs better.

Alpha Youth

In 2022, our global Alpha Youth team took our collaboration to a new level as we managed to strategically pray, plan, and implement new innovations together. We continued to listen to young people and youth leaders across the globe, and we have been able to serve the local church through our learnings.

We launched the Open Generation Barna study in partnership with Biblica and World Vision. In the study, we listened to 25,000 teens across the globe, and the insights gleaned from the study are crucial for strategic thinking – and also prayer. Across the globe, Alpha Youth Directors have led gatherings, seminars, and webinars, while also attending many conferences to support and encourage the local church.

Alpha Youth Series (AYS)

In 2022, we supported several local development projects for the current Alpha Youth Series product (AYS 2.0). Alpha Australia and our Latin America regional team recorded new street interviews with local young people. Our US and Canada teams collaborated on a bigger local update to the product, adding testimony stories, street interviews and small-group discussions, all featuring Gen-Z contributors.

In 2023, we look forward to supporting street interview projects recorded in Jewish and Arabic. Alpha Nigeria also hopes to complete a dubbing language project in Nigerian Pidgin (a “broken” English dialect), with further translation projects planned for Lithuanian and Romanian.

Working together with Signal Flare Malaysia, we began the development phase of the Alpha Youth Series (AYS 3.0). The development phase will continue into the spring of 2023, moving into pre-production. An Internal Producer has been hired to run the project and will be working closely with the Global Director of Youth and other members of the Product Development and Management team to deliver AYS 3.0 by Autumn 2024. The new product will be designed in such a way that it will allow rapid translation (50 languages planned for release in first 18 months post-launch) and contextualisation (five contextualised products planned for release in first 18 months post-launch).

Alpha Film Series

The current Alpha Film Series

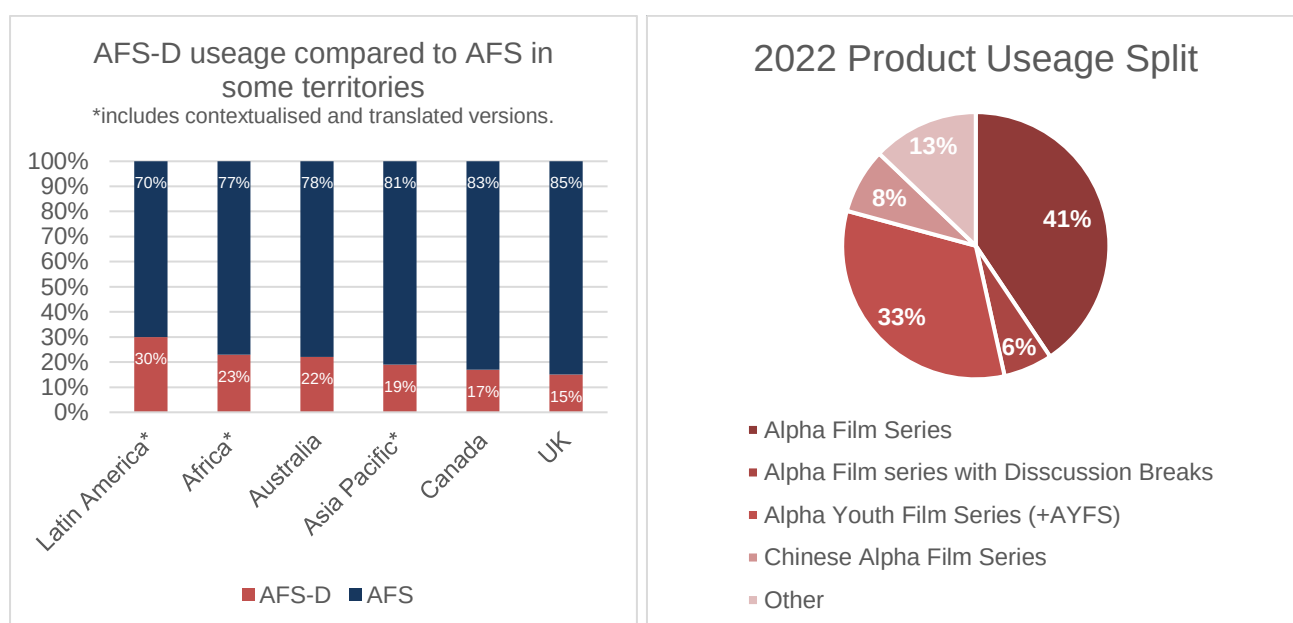
The Alpha Film Series (AFS) was updated in 2021/22 to extend its lifespan. Updates made to the series include 14 editorial changes, 11 on-screen questions rephrased, stock footage clips replaced, as well as refreshed vox pops (street interviews). This updated version of AFS is internally referred to as AFS 1.75.

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Running concurrently with the series refresh, was a project to insert discussion breaks into the Alpha Film Series in the same way as the Alpha Youth Series. This refreshed version of the series (known internally as AFS 1.75D), also features the updated content from AFS 1.75. Evidence suggests that in some regions churches and groups are choosing to use the Alpha Youth Series when running their adult courses as they prefer to have the discussion questions incorporated within the series. With this version, our hope is to redirect churches back to a product which is targeted at their demographic. National Alpha Offices have the option to make the Alpha Film Series with Discussion Breaks (AFS-D) available to churches through their local MyAlpha instance. Currently, AFS-D has been made available in 42 countries with positive uptake. The graph below illustrates the usage of AFS-D compared to AFS in some territories, noting that some AFS-D products were only made available within the year (e.g., Australia) and some have been contextualised, translated and released this year (such as Latin America and Africa) which also accounts for their usage.

The Alpha Film Series remains the most used product, making up around 47% of all products used for Alpha courses registered in 2022 (41% Alpha Film Series and 6% Alpha Film Series with Discussion Breaks). In 2022, we saw a 19% increase in the number of registered courses that used the Alpha Film Series (AFS and AFS-D) compared to 2021.



The refreshed versions of the Alpha Film Series (AFS1.75 and AFS1.75D) are available for regions and National Alpha Offices to translate or contextualise, with the support of the Alpha Product Development and Management team.

Contextualisation and translation of existing Alpha Film Series

In 2022, five new languages were launched for the Alpha Film Series – these are Oriya, Kurdish, Hebrew, Dari, and Taiwanese (on the Chinese Alpha Film Series), bringing the total to 56 languages available for AFS.

To date, the Alpha Film Series (1.75 and 1.75D) have been partially contextualised for six territories - the US (new local vox pops, released in 2021), Kenya (new local vox pops in Swahili, released in 2021), Africa (new local vox pops in English, released in 2022), Latin America (new local vox pops in Spanish, released in 2021), Indonesia (new local stories and vox pops, released in 2022) and India (new local vox pops, released early 2023).

The impact of contextualised products is encouraging as we see an increase in the use of contextualised products around the world. Some examples:

- In Hong Kong, 85% of youth and adult courses used contextualised content, vs 15% of courses using AFS;
- In Kenya, for adult courses, 52% used contextualised and translated content, vs 48% using AFS;
- In Indonesia, for adult courses, 75% used contextualised content, vs 25% using AFS; and
- In Taiwan, for adult courses, 66% used contextualised content, vs 34% using AFS.

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The largest contextualisation project to date is the **Chinese Alpha Film Series (CAFS)**, the first fully contextualised version of the Alpha Film Series. For the first time in the history of Alpha, the content is presented entirely in Mandarin. The extent of this contextualisation includes new hosts, testimonies and experts who use culturally relevant examples, humour and settings to boost the relatability of the content. This two-year project, led by the Asia Pacific team, was a huge undertaking and has already resulted in phenomenal impact around the world. Just six months after its launch, CAFS took up 8% of the total products used globally.

Alpha Film Series 2.0 and Alpha Studios

The development phase of Alpha Film Series 2.0 began in late spring 2022 and is due to move into pre-production in early 2023. This work has involved our writing team working closely with Nicky Gumbel to develop a set of scripts that incorporates a refresh of the creative elements of the series and changes Nicky has observed to the course content over the last several years. Nicky will continue to be heavily involved throughout the production process and AFS 2.0 is anticipated to launch in English in late 2024.

Over this period, much work has been done to develop a studio model (internally referred to as 'Alpha Studios') that will allow rapid translation and contextualisation once the core English version is launched. Our aim is to produce 20 'light' contextualised versions (including local vox pops) and an additional five more comprehensive contextualised versions for Latin America, Asia, Africa, the Middle East, and India (including local vox pops and stories). These will be done within the first 18 months of the core product's release. This is a dramatic time and quality improvement from the last version which has taken seven years to translate into 56 languages and produce seven contextualised versions (produced over the last three years).

Future Plans

We have significant dreams and plans for 2023. Our key focus areas include:

- Launching the 2033 vision globally
- Progressing with the quiet phase of a multi-year global fundraising campaign
- Enable regional and country teams to grow Alpha in their contexts
- Strengthen global partnerships, particularly in the Youth space
- Running Leadership Conference 2023, hosted at the Royal Albert Hall for the first time since 2019
- Continue focus on growing Alpha in key contexts (e.g., Youth, Catholic)
- Accelerate our digital transformation projects and activities
- Refine our global marketing strategy
- Expanding the reach of AlphaNow
- Strengthening the development and management of Alpha's content products (e.g., Alpha Film Series, Alpha Youth Series, The Marriage Courses, Bible in One Year)
- Investment in Leadership Development and Capacity Building
- Strengthening Global Risk Management and Governance practices
- Strengthening the Church Engagement Framework strategy across Alpha globally

Financial Review

Results for the year

The SoFA for the year shows an operating surplus of £1.49m (2021: £0.9m). This surplus was chiefly due to restricted donations received for various projects not spent in the year. A total of £2.4m of unspent restricted funds have been carried forward to be spent in 2023. Cash in hand at the end of the year amounted to £4.74m, an increase of £1.33m over 2021, which was chiefly due to a large portion of unspent restricted funds received in 2022 carried forward into 2023.

Income derived from voluntary donations for the year was £16.37m compared to £12.71m in 2021. Income from other sources (sales, conferences, royalties, and interest receivable) was £0.45m compared to £0.33m in 2021. Expenditure

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increased by 26%, totalling £15.34m in 2022 compared to £12.16m in 2021. The increase in total expenditure was due to a significant spend increase on projects started in 2021 (the Leadership Development and Digital programmes) and also we continued to grow our core activities across all regions and functions.

General Funds & Reserves Policy

The Trustees believe that Alpha International is reliant on God's provision for the financial resources that it needs to fund its work. Consequently, the policy of the charity is not to build up significant reserves; and wherever possible to expend income received during the course of each financial year on its purposes. However, in order to ensure that the charity is able to manage its operational cashflow needs, the Trustees aim to hold working capital sufficient to cover two to three months' expenditure. Free reserves at 31 Dec 2022 were £1.59m (2021: £1.33m) which represents roughly one months' working capital requirement based on the 2023 budget. As our current reserve level is below our target, the Trustees agreed to continue to build a free reserve in 2023 and beyond that is sufficient to cover between two to three months' expenditure.

Specified Funds

Specified funds (restricted funds) comprise donations given for the use of Alpha in a particular geographical area or for a particular ministry purpose. At 31 December 2022, the balance on restricted funds amounted to £2.4m (2021: £1.62m).

Policy on grants

The board's policy is to pursue its charitable objects by making supportive grants to charities with similar objectives where that is the most effective approach. Most of these grants are sent to other National Alpha Offices around the world, who are ideally equipped to support and grow Alpha and the related ministries in their local contexts. Grants totalling £5.73m were made during the year (2021; £4.62m).

Trustees' responsibilities

Company law requires the directors to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity as at the end of the financial year and of the surplus or deficit of the charity for that year. In preparing these accounts, the Trustees (who are also directors of the charity) are required to:

- select suitable accounting policies and then apply them consistently;
- comply with applicable accounting standards, including FRS 102, subject to any material departures disclosed and explained in the financial statements;
- state whether a Statement of Recommended Practice (SORP) applies and has been followed, subject to any material departures which are explained in the financial statements;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 as amended by The Charities Accounts (Scotland) Amendment (No. 2) Regulations 2014. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Risk Management

The trustees have conducted a review of the major risks to which the charity is exposed. A risk register is reviewed by our senior leadership and is updated at least annually. Where appropriate, systems and procedures have been established to mitigate the risks that the charity faces. Procedures are in place to ensure compliance with health and safety of staff, volunteers and visitors. Our governance team oversees a comprehensive risk management system which

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is reviewed quarterly and managed at a global, regional and national level to help us ensure we are aware of risks and able to take effective action in a timely manner.

The schedule of major risks and mitigations identified by the board is set out below.

Risks	Mitigations
1. Alpha International fails to act with integrity or in the best interests of those whom it serves.	• Vision and values are clearly defined and integrated into the running of the organisation. • Oversight structures are in place for senior leaders and staff. • Strong risk management framework to mitigate against reputational risks that pose threats to the organisation.
2. Inadequate plans for succession in relation to key roles jeopardise the future of the organisation and in particular of Alpha.	• An executive level group (ExCo) is established, together with central functions and regional functions working groups and a core operating group (COO function), as part of healthy succession planning and to ensure risk is spread across a wide group of senior leadership. • Succession planning for other key roles is ongoing.
3. Alpha is entering a period of organisational change with the launch of the Global Campaign, which will raise significantly larger funds for Alpha's global activities.	• Organisational change is being led by the executive level group (ExCo) with delegation to specific working groups to manage the scaling of the organisation, specifically, the Global Campaign, Collaboration with Alpha USA, Global Enablement (systems and processes), together with the existing risk management and regional operating working groups. Advice from external advisors is obtained where required, as part of effective risk management.
4. Network around the world based heavily on relationships rather than legal frameworks with potential for poor brand and product control and risk of reputational damage.	• Key governance agreements are in place for 2023, outlining how AI partners with, and licences, the Alpha ministry, brand and products to National Alpha Offices.
5. AI Board governance is not properly managed resulting in poor decision-making, lack of compliance with regulatory requirements and reputational damage.	• A board governance subcommittee oversees AI's board governance. • Risk reporting takes place quarterly through a global dashboard, which is used to record risk and mitigating actions and work closely with the board subcommittee on these issues.
6. Lack of adequate disaster recover planning exposes the organisation to risks from which it is unable to recover in the event of a disaster.	• Key IT systems are set to failover between head office and backup site in the event of disaster, with extra cold site available outside of London. Cloud-based systems will remain available as servers dispersed across the UK and Europe and reliant only on an internet connection. • Critical data and key systems subject to robust backup process and internal/external monitoring. Security in place to detect, report on, and eliminate threats.
7. Information or communications technology compromised, or critical data lost through cyber attack.	• Significant investment continues to be made in digital architecture and IT security to provide and monitor a robust and resilient platform. Cyber insurance is in place to cover us in the event of cyber-attack, cybercrime, data breach or loss of business income.
8. Exposure to large fines and reputational damage due to data protection breaches.	• In addition to an organisation wide GDPR group, AI has formed its own GDPR group to help manage global relationships and ensure compliance. • On-going training and upskilling of staff. • Solicitation of outside advice when necessary to ensure full understanding of the need for compliance as a global organisation. • Increased our indemnity and liability insurance coverage.
9. Lack of sufficient income and/or inadequate cashflow results in an	• Alpha holds 1 month reserves to cover cashflow fluctuation; we are looking to extend this to 2-3 months' cash reserves.

Alpha International (A charitable company limited by guarantee)**Trustees' report for the year ended 31 December 2022**

inability to meet salary and creditor payments.	The funding pipeline is closely monitored, and action taken where there are concerns that funding will not match expenditure during the year and we are seeking to diversify our funding sources.
10. A church running the Alpha course or using any of Alpha 'products' or content in a way that could be manipulated for the purpose of harm and abuse.	- Clear published and adopted policy and reporting procedures - Alpha has a Safeguarding sub-committee, which meets quarterly to review and develop policies and procedures, consider current or possible safeguarding matters, discuss training, etc.

Auditors

Moore Kingston Smith LLP were appointed to carry out our audit for 2022.

The Trustees' Annual Report is approved by the trustees of the Charity. The Strategic Report, which forms part of the Annual Report, is approved by the trustees in their capacity as directors in company law of the Charity

By order of the Board



Revd. Nicky Gumbel (Chairman)

28th April 2023

Date

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ALPHA INTERNATIONAL

Opinion

We have audited the financial statements of Alpha International ('the company') for the year ended 31 December 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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 FRS 102 'The Financial Reporting Standard Applicable in the UK and 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 December 2022 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 Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended) and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

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 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 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.

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 strategic report and the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ALPHA INTERNATIONAL

- the strategic report and the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 or the Charities Accounts (Scotland) Regulations 2006 (as amended) require 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 trustees' responsibilities statement set out on page 10, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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

We have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report to you in accordance with regulations made under those Acts.

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ALPHA INTERNATIONAL

material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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 objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended), the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ALPHA INTERNATIONAL

Use of this 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 and to the charitable company's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in black ink that reads "Moore Kingston Smith LLP".

James Cross (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

9 Appold Street,
London
EC2A 2AP

Date: 31 May 2023

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

Alpha International

Statement of Financial Activities for the year ended 31 December 2022

	Note	Unrestricted funds	Restricted funds	Total	Total
		2022 £	2022 £	2022 £	2021 £
INCOME					
Donations and legacies					
Donations under gift aid	2a)	193,215	17,615	210,830	276,456
Other donations and similar income	2b)	5,617,671	10,539,846	16,157,517	12,432,581
		5,810,886	10,557,461	16,368,347	12,709,037
Charitable activities					
	2c), 6	447,862	-	447,862	334,015
Other income					
	2d)	5,460	-	5,460	20,610
Total income		6,264,208	10,557,461	16,821,669	13,063,662
EXPENDITURE					
Cost of Raising funds					
	3a)	894,273	229,528	1,123,801	954,893
Expenditure on charitable activities					
Strategic Leadership and Enablement	3b), 18	1,465,174	2,266,108	3,731,282	2,119,881
UK Development	3c), 18	889,324	231,126	1,120,450	1,265,905
Digital, Media, Product and Publications	3d), 18	596,762	3,426,638	4,023,400	3,553,415
International Development	3e), 18	1,094,784	2,957,019	4,051,803	3,660,005
Alpha Context Development	3f), 18	101,952	382,134	484,086	210,180
Other Ministries	3g), 18	101,055	117,044	218,099	212,237
Conferences	3h), 18	417,590	165,150	582,740	182,286
Total charitable expenditure		4,666,641	9,545,219	14,211,860	11,203,909
Total expenditure		5,560,914	9,774,747	15,335,661	12,158,802
Net income/(expenditure) before gains/(losses)		703,294	782,714	1,486,008	904,860
Other gains	2e)	56,606	-	56,606	57,212
Net income/(expenditure)		759,900	782,714	1,542,614	962,072
Funds brought forward at 1 January		9,587,654	1,615,852	11,203,506	10,241,434
Funds carried forward at 31 December		10,347,554	2,398,566	12,746,120	11,203,506

All amounts are derived from continuing operations. All recognised gains and losses are included in the Statement of Financial Activities.

The Statement of Financial Activities also complies with the requirements for an Income and Expenditure Account under the Companies Act 2006.

The notes on pages 20 to 34 form part of these financial statements.

Alpha International

Balance Sheet As at 31 December 2022

	Note	2022 £	2021 £
FIXED ASSETS			
Tangible assets	9	8,607,497	8,737,711
Intangible assets	10	766,309	575,823
Total fixed assets		9,373,806	9,313,534
CURRENT ASSETS			
Stock	11	27,560	26,271
Debtors	12	2,059,808	1,457,055
Cash at bank and in hand	13	4,740,990	3,405,812
Total current assets		6,828,358	4,889,138
LIABILITIES: AMOUNTS FALLING DUE WITHIN ONE YEAR	14	(2,348,178)	(1,273,517)
NET CURRENT ASSETS		4,480,180	3,615,621
LIABILITIES: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR	15	(1,107,866)	(1,725,649)
NET ASSETS		12,746,120	11,203,506
FUNDS			
Unrestricted:			
General	16	2,366,758	1,918,365
Designated	17	7,980,796	7,669,289
Restricted	18	2,398,566	1,615,852
		12,746,120	11,203,506

Approved by the Board on 28th April 2023 and signed on its behalf by:

Nicholas Gumbel

Revd. Nicky Gumbel
Chairman

The notes on pages 20 to 34 form part of these accounts.

Alpha International

Statement of cashflows For the year ended 31 December 2022

	2022 £	2021 £
Net Cash inflow from Operations (see note below)	1,796,175	238,255
Cash flows from Investing Activities		
Purchase of tangible fixed assets	(12,477)	(11,577)
Proceeds from sale of fixed assets	-	26,202
Purchase of intangible fixed assets	(448,520)	(575,823)
Net increase/(decrease) in cash & cash equivalents	1,335,178	(322,943)
(Decrease)/increase in cash and cash equivalents	1,335,178	(322,943)
Cash balance brought forward	3,405,812	3,728,755
Cash balance carried forward	4,740,990	3,405,812

Note to cash flow statement

	2022 £	2021 £
Cash flow from Operating activities		
Net operating surplus (per Statement of Financial Activities)	1,486,008	904,860
Other gains	56,606	57,212
Depreciation and amortisation charges	400,014	144,198
Loss/(Gain) on disposal of assets	711	(18,877)
(Increase)/Decrease in stock	(1,289)	16,953
(Increase) in debtors	(602,753)	(388,603)
Increase/(Decrease) in creditors due within one year	1,074,661	(66,276)
(Decrease) in creditors due after more than one year	(617,783)	(411,212)
Net Cash inflow/(outflow) from Operations	1,796,175	238,255

NET DEBT RECONCILIATION

	Notes	1 January 2022	Cash flows	Other movements	31 December 2022
Cash at bank and in hand	13	3,405,812	1,335,178	-	4,740,990
Loans	14 & 15	(2,065,866)	354,000	-	(1,711,866)
Net debt		<u>1,339,946</u>	<u>1,689,178</u>	<u>-</u>	<u>3,029,124</u>

Alpha International

Notes to the financial statements
For the year ended 31 December 2022

1. ACCOUNTING POLICIES**Basis of preparation**

These financial statements are prepared on a going concern basis, under the historical cost convention.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charitable Company is a public benefit entity for the purposes of FRS 102 and therefore the Charity also prepared its financial statements in accordance with the 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 (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The financial statements are prepared in Sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest pound.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

Going concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern.

The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the charity's forecasts and projections and have taken account of pressures on donation and event income. After consideration, the trustees have decided upon an initial 2023 budget (£19.87m). This will be regularly reviewed and could be adjusted if necessary.

The trustees remain confident that the targets set out in the detailed forecast are achievable and have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing its financial statements.

Funds

General funds represent the funds of the Charity that are not subject to any restrictions regarding their use and are available for application on the general purposes of the Charity. Funds designated for a particular purpose by the Charity are also unrestricted. The accounts include all transactions, assets and liabilities for which the Charity is responsible in law.

Restricted funds arise where the donor has specified which area of activity they wish to be supported by their gift. The Charity is not at liberty to utilise these funds to support other activity without the express permission of the donor.

The accounts include all transactions, assets and liabilities for which the Charity is responsible in law.

Income**Donations and Legacies**

Donations, grants and legacies receivable are recognised only when the Charity is notified of its legal entitlement, the amount due is quantifiable and its ultimate receipt by the Charity is probable. Income tax recoverable on Gift Aid donations is recognised when the income is probable.

Income from investments

Interest entitlements on bank accounts are accounted for as they accrue.

Government Grants

Grants relating to revenue are recognised in income on a systematic basis over the periods in which the entity recognises the associated costs for which the grant is intended to compensate. This includes £nil (2021: £1,302) of Government assistance under the Coronavirus Job Retention Scheme (CJRS) relating to staff who were furloughed due to Covid-19.

Concessionary loan

The £1m loan from Trinidad Limited is considered to be a public benefit entity concessionary loan as the interest rate of the loan is below the prevailing market rate. The loan is valued at amortised cost using the effective interest method. Interest is accrued quarterly at Natwest base rate + 1%, at the discretion of the lender, and is repayable over 7 years, with a repayment holiday for the first four years. Thus far the lender has not opted to charge any interest.

Alpha International

Notes to the financial statements
For the year ended 31 December 2022

Expenditure

Expenditure is charged to the statement of financial activities as it falls due, and is analysed according to its nature between the following categories:

- Costs of raising funds
- Expenditure on charitable activities

As reflected in note 19 (Related Parties), a strong partnership and working relationship exists between Holy Trinity Brompton, Alpha International, St Pauls' Theological Centre, and the Church Revitalisation Trust. Shared service costs (known as Central Services) are incurred by HTB and allocated to the other charities, using the most appropriate driver.

Grants

Grants are made to charitable organisations continuing activities which accord with the objects of Alpha International, and are accounted for when due. All grants are made at the discretion of the board.

Tangible Fixed assets

These assets are depreciated on a straight line basis over their estimated useful lives. The periods used are as follows:

Computer equipment	2 Years
Other equipment	3 Years
Furniture & fittings	3 Years
Fixtures	3 Years
Buildings	50 Years

Individual items with a purchase price of £1,000 or less are written off in the year of acquisition. Land is not depreciated.

The carrying values of tangible fixed assets are reviewed for impairment in periods when events or changes in circumstances indicate that the carrying value may not be recoverable.

Intangible fixed assets

Software costs have been capitalised at historic cost and amortised on a straight line basis over 3 years.

Software assets under development have been capitalised at cost. Once features are completed, amortisation is charged on a straight line basis over three years.

Current Assets

Amounts owing to the Charity at 31 December are shown as debtors after providing for amounts that it is thought may prove uncollectable.

Stock

Stock is valued at the lower of cost and net realisable value, after making provision against obsolescence for slow moving stock items.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

Employee Benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

Pension scheme arrangements

The Charity operates a defined contribution pension scheme and contributions payable are charged to the Statement of Financial Activities.

Operating lease

Rentals paid under operating leases are charged to the statement of Financial Activities on a straight line basis over the lease term.

Foreign Currencies

Monetary assets and liabilities denominated in foreign currencies are translated into Sterling at rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into Sterling at the rate ruling on the date of the transaction. Exchange gains and losses are recognised in the Statement of Financial Activities.

Financial Instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

With the exceptions of prepayments and deferred income, all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 12,14 and 15 for the debtor and creditor notes.

Alpha International

Notes to the financial statements
For the year ended 31 December 2022

Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the trustees to have most significant effect on amounts recognised in the financial statements.

(i) Useful Economic Lives

The annual depreciation charge for property, plant and equipment is sensitive to change in the estimated useful economic lives and residual value of assets. These are reassessed periodically and amended where necessary to reflect current circumstances.

(ii) Derivatives

As per FRS102 and the FRS102 Charities SORP, Alpha International is required to reflect the current fair value of its derivative contract as a liability. We have received a valuation report from our bank NatWest for the year ended 2022 (see note 15 for details).

(iii) Support cost allocations

A strong partnership and working relationship is enjoyed between HTB, AI, St Paul's Theological Centre (SPTC), and the Church Revitalisation Trust (CRT). Shared service costs (known as Central Services) are borne by HTB and then recharged to the other charities using the most appropriate driver for each service cost type. These support costs are then allocated across charitable activities based on estimates of the resources employed by Central Services towards each of these activities.

2. INCOME	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
a) Gift Aid Donations				
Donations	113,168	9,292	122,460	146,667
Standing Orders	41,404	4,800	46,204	63,045
Income tax recovered	38,643	3,523	42,166	66,744
	193,215	17,615	210,830	276,456
b) Non Gift Aid Donations and similar income				
Donations	5,482,407	10,483,523	15,965,930	12,274,881
Standing orders and payroll giving	135,264	56,323	191,587	157,700
	5,617,671	10,539,846	16,157,517	12,432,581
c) Income from operating activities:				
Conference income	8,198	-	8,198	585
Resource sales	373,880	-	373,880	275,406
Royalties Income current year	65,784	-	65,784	58,024
	447,862	-	447,862	334,015
d) Other Income				
Bank interest and Other income	6,169	-	6,169	430
Gain/(Loss) on disposals of assets	(709)	-	(709)	18,878
Coronavirus Job Retention Scheme	-	-	-	1,302
	5,460	-	5,460	20,610
e) Other gains/ (losses)				
Adjustment for fair value of derivative contract (refer to note 15)	56,606	-	56,606	57,212

Alpha International

Notes to the financial statements
For the year ended 31 December 2022

3. EXPENDITURE

	Direct	Grants to	Allocated	Total	Total
	Costs	& Partner Organisations *	Support Costs	2022	2021
	£	£	£	£	£
a) Cost of raising funds	1,046,040	-	77,761	1,123,801	954,893
b) Strategic Leadership and Enablement					
Global strategy	960,484	142,791	105,987	1,209,262	903,549
Risk & Governance	107,502	51,816	1,730	161,048	311,606
The Alpha Office	122,865	898	8,921	132,684	78,894
Church Engagement Framework (CEF)	263,338	62,816	24,900	351,054	162,036
Leadership Development	350,878	1,495,998	30,358	1,877,234	663,796
	1,805,067	1,754,319	171,896	3,731,282	2,119,881
c) UK Development					
UK Development and advisers	611,992	35,965	152,725	800,682	712,403
Alpha Invitation	74,582	-	14,913	89,495	283,497
Alpha Scotland	95,701	-	11,317	107,018	172,559
Alpha Northern Ireland	96,553	-	13,315	109,868	97,446
Alpha Wales	3,287	-	-	3,287	-
Apha England	10,100	-	-	10,100	-
	892,215	35,965	192,270	1,120,450	1,265,905
d) Digital, Media, Product and Publications					
Media and publications	376,336	15,158	13,448	404,942	317,831
Global Marketing and Communications	204,713	-	38,747	243,460	270,543
Digital	985,546	713,311	92,407	1,791,264	295,859
Alpha Film Series	609,891	457,144	35,286	1,102,321	1,995,842
Alpha Online	-	-	-	-	309,282
Product Development Management	365,480	57,080	58,853	481,413	364,058
	2,541,966	1,242,693	238,741	4,023,400	3,553,415
e) International Development					
EME development	703,577	535,534	116,907	1,356,018	1,081,637
Africa development	70,488	401,155	38,215	509,858	587,940
Latin America development	132,319	301,722	37,549	471,590	426,134
Asia Pacific development	189,928	1,441,721	82,688	1,714,337	1,564,294
	1,096,312	2,680,132	275,359	4,051,803	3,660,005
f) Alpha Context Development					
Alpha - Prisons	60,589	-	13,315	73,904	104,968
Alpha - Catholic Context	85,502	-	18,908	104,410	105,212
Alpha - Youth	270,579	4,968	30,225	305,772	-
	416,670	4,968	62,448	484,086	210,180
g) Other Ministries					
Marriage Courses	190,004	-	28,095	218,099	212,237
	190,004	-	28,095	218,099	212,237
h) Conferences					
Conference direct costs & Logistics	526,793	13,471	42,476	582,740	182,286
	526,793	13,471	42,476	582,740	182,286
Total expenditure	8,515,067	5,731,548	1,089,046	15,335,661	12,158,802

* The activities noted above reflect certain grants that have been awarded to National Alpha Offices (NAO's) and other carefully selected third party entities in pursuit of the aims and objectives of Alpha International.

Alpha International

Notes to the financial statements
For the year ended 31 December 2022

4. SUPPORT COSTS

The support costs associated with facilitating the work of the Charity have been allocated across the categories of generating funds and charitable activities on the basis of staff numbers responsible for each of the relevant departments, projects and activities. The analysis of support costs is shown below.

ANALYSIS OF SUPPORT COSTS		Depreciation of fixed assets	Support costs	2022	2021
		£	£	£	£
Facilities & Desk Charge		-	200,585	200,585	169,925
IT		9,596	269,360	278,956	254,254
Digital Estate		-	6,516	6,516	11,769
Finance		-	402,469	402,469	336,850
HR		-	219,041	219,041	193,364
Operations		2,378	107,974	110,352	127,998
Legal		-	122,937	122,937	98,949
HQ Buildings Depreciation		130,006	-	130,006	130,006
(Gains)/losses on foreign exchange		-	(381,816)	(381,816)	38,729
		141,980	947,066	1,089,046	1,361,844

5. ANALYSIS OF EXPENDITURE		Staff costs	Other costs **	Total 2022	Total 2021
		£	£	£	£
Cost of Raising funds		334,353	711,687	1,046,040	804,546
Charitable activities					
	Strategic Leadership and Enablement	954,659	2,604,727	3,559,386	1,852,414
	UK Development	591,343	336,837	928,180	1,019,684
	Digital, Media, Product and Publications	1,001,719	2,782,940	3,784,659	3,313,321
	International Development	417,096	3,359,348	3,776,444	3,321,860
	Alpha Context Development	259,898	161,740	421,638	165,376
	Other Ministries	93,757	96,247	190,004	144,009
	Conferences	121,573	418,691	540,264	175,748
Allocated Support Costs (see note 4)	Support Costs	832,006	257,040	1,089,046	1,361,844
		4,606,404	10,729,257	15,335,661	12,158,802

** Includes the cost of some staff employed by other organisations outside the UK but which have been recharged to Alpha International.

6. REGIONAL ANALYSIS OF SALES

	2022	2021
	£	£
Income from Media resources and Conferences can be analysed as follows:		
United Kingdom	391,663	295,449
North America and Canada	17,241	12,977
Asia Pacific	13,216	11,201
Europe, Africa, Middle East	25,742	14,388
	447,862	334,015

7. AUDIT COSTS, DEPRECIATION AND AMORTISATION

	2022	2021
	£	£
Net incoming/(outgoing) resources are stated after charging		
Auditor's remuneration: current year	15,700	12,426
Auditor's remuneration - other services	244	651
Depreciation (see note 9)	141,980	144,198
Amortisation (see note 10)	258,034	-
	415,958	157,275

8. STAFF COSTS

	2022	2021
	£	£
Wages and salaries	3,937,501	3,478,741
Social security costs	453,198	375,026
Pension costs	215,705	188,140
	4,606,404	4,041,907

Alpha International

Notes to the financial statements
For the year ended 31 December 2022

8. STAFF COSTS continued**Analysis of Staff Costs and the Costs of Key Management Personnel**

As disclosed in note 19 (Related Parties), there is a close working relationship between HTB, AI, SPTC, and CRT. The Central Service staff who support all of the charities with operational functions are employed by HTB, and their costs (together with the costs of their departments) are allocated across the entities using the most appropriate basis for each support service. The staff costs and information in this note include the proportionate share of these Central Services staff, as well as the relevant share of ministry staff who split their time across the charities due to the nature of their roles.

The costs of some members of the HTB clergy were cross-charged for work which was done for Alpha International. However, as these clergy members are employed by the Diocese of London and not by HTB, their costs have not been included in the salary figures shown above.

The average monthly number of full time equivalent employees was 89 (2021: 89).

The number of employees whose total benefits (excluding pension and NI) were greater than £60K was 12 (2021: 13), as follows:

£60K-£70K bracket - 5
£70K-£80K bracket - 4
£110K-£120k bracket - 1
£130K-£140k bracket - 1
£160K-£170k bracket - 1

Central Services staff are on the HTB payroll but serve HTB, AI, SPTC, and CRT- each of which bear a portion of their costs. Relevant details of their remuneration can be found in the 'Staff costs' note in the HTB financial statements.

Trustee remuneration

Details of trustee remuneration can be found in note 19 (related parties).

Key Management Personnel

The key management personnel of Alpha International comprises of the President of Alpha International and the Global Chief Executive Officer. The total employee benefits (including pension and Employer NIC) of the key management personnel of the Charity were £350,134 (2021: £315,701).

The key management personnel of the Central Services function which serves HTB, AI, SPTC, and CRT are comprised of the Group Director of People, the Group Chief Operating Officer and the Group Finance Director. The total employee benefits (including pension and Employer NIC) of these key management personnel were £254,482 (2021: £206,700); but Alpha only bore a portion of these costs, £75,560 (2021: £68,795).

Redundancy/termination payments

These totalled £NIL for the year (2021: £23,579), and include statutory payments as well as ex-gratia amounts where these were considered appropriate.

9. TANGIBLE FIXED ASSETS	Land and Buildings	Computer Equipment	Other Equipment	Furniture and fittings	Total
	£	£	£	£	£
Cost					
Opening balance 1st January 2022	10,500,285	90,681	57,182	6,914	10,655,062
Additions	-	9,311	3,166	-	12,477
Disposals	-	(8,321)	(36,843)	-	(45,164)
Closing balance 31st December 2022	10,500,285	91,671	23,505	6,914	10,622,375
Depreciation					
Opening balance 1st January 2022	1,776,644	79,577	54,216	6,914	1,917,351
Charge for 2022	130,006	9,596	2,378	-	141,980
Disposals	-	(7,610)	(36,843)	-	(44,453)
Closing balance 31st December 2022	1,906,650	81,563	19,751	6,914	2,014,878
Net Book Value					
At 31st December 2021	8,723,641	11,104	2,966	-	8,737,711
At 31st December 2022	8,593,635	10,108	3,754	-	8,607,497

Alpha International

Notes to the financial statements
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10. INTANGIBLE FIXED ASSETS

	Intellectual Property	Online Platform	Assets Under Development	Total
Cost				
Opening balance 1st January 2022	200,000		575,823	775,823
Additions		448,520		448,520
Transfers		575,823	(575,823)	-
Closing balance 31st December 2022	200,000	1,024,343	-	1,224,343
Amortisation				
Opening balance 1st January 2022	200,000	-	-	200,000
Charge for 2022	-	258,034	-	258,034
Closing balance 31st December 2022	200,000	258,034	-	458,034
Net Book Value				
At 31st December 2021	-	-	575,823	575,823
At 31st December 2022	-	766,309	-	766,309

Intellectual Property: On 31 December 2009 Alpha International contracted to buy the rights to a number of key Alpha publications. The cost of this has been amortised over a three year period with effect from 2010.

Assets Under Development: With Alpha courses around the world forced to move online due to the Covid-19 pandemic, Alpha decided to create a bespoke online experience for Alpha guests. The platform was launched globally in January 2022 and the additional features which were developed and fully completed during the year were amortised in the year. There are some features which are still under development at year end and these will only be amortised once completed.

11. STOCK

	2022 £	2021 £
Stocks of books, DVD's and other resources for resale	27,560	26,271

12. DEBTORS

	2022 £	2021 £
Trade Debtors	183,914	74,892
Prepayments	505,666	101,039
Sundry Debtors **	126,524	28,202
Amount due from CRT2 (see note 19)	5,358	-
Amount due from SPTC (see note 19)	31,734	-
Other Debtors	19,221	9,684
Accrued Income	1,187,391	1,243,238
	2,059,808	1,457,055

** Sundry debtors includes a balance of £25,000 (2021: £25,000) due in more than one year.

13. CASH AT BANK AND IN HAND

	2022 £	2021 £
Balance attributable to restricted fund	1,985,904	1,615,852
Balance at bank and in hand	2,755,086	1,789,960
	4,740,990	3,405,812

Alpha International

Notes to the financial statements
For the year ended 31 December 2022

14. LIABILITIES: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Creditors for goods and services	492,930	213,492
Amount due to HTB (see note 19)	5,360	44,483
Amount due to CRT2 (see note 19)	-	81,789
Deferred income*	528,950	265,810
Accruals	299,595	152,014
Taxation and Social Security	91,441	85,898
Other creditors	311,965	19,271
Mortgage finance	354,000	354,000
Financial derivative liability	13,937	56,760
Loan (see note 15)	250,000	-
	2,348,178	1,273,517

***Deferred Income**

Deferred income comprises donations, grants & earned income received for future financial periods.

	2022	2021
	£	£
Balance at 1 January	265,810	346,589
Amount released to income	(9,194)	(80,779)
Amount deferred in year	272,333	-
Balance at 31 December	528,949	265,810

15. LIABILITIES: AMOUNTS FALLING DUE IN MORE THAN ONE YEAR

	2022	2021
	£	£
Mortgage finance	357,866	711,866
Financial derivative liability	-	13,783
Loan	750,000	1,000,000
	1,107,866	1,725,649

In September 2011 the mortgage with National Westminster Bank plc was paid off, and a new loan of £4,605,866 was received from Trinidad Limited. This mortgage is secured on the property 5-7 Cromwell Road, and has a thirteen year term from January 2012, with the final payment due in January 2025. The amount due to be repaid in 2023, £354,000, is disclosed in note 14. The remaining balance, due to be repaid after the end of 2023, is disclosed above. No interest was payable on this mortgage for the first five years, and thereafter the lender has the option to charge interest at a rate equivalent to 1% above the base rate of National Westminster Bank plc but has opted not to do so. Further details about Trinidad Limited can be found in note 19.

In August 2019, a second £1m loan was received from Trinidad Limited to support the working capital requirements of Alpha International and has a seven-year term from August 2019, with a repayment of £250,000 plus accrued interest (if any) at the fourth, fifth, sixth and seventh anniversaries of the date of the Agreement. The loan is fully outstanding at 31st December 2022 and disclosed above. In early 2023, the repayment terms of the loan have been varied and the final repayment is now expected by its eighth anniversary, rather than seventh. Following this agreement, the first repayment will now be made in 2024, rather than in 2023 as originally agreed.

In November 2009 Alpha International entered into a derivative contract with Royal Bank of Scotland plc to cap the interest on a mortgage at 3% on the full outstanding balance to full term. Instalments of £14,190 are paid quarterly commencing 31 December 2009. The trustees took the view that this was a prudent commitment in the best interests of the Charity and that it provided a guaranteed low cost interest rate over the life of the loan. This mortgage has now been paid off and replaced with a different loan, but due to prevailing low interest rates in the UK market, it would not currently be beneficial to dispose of the derivative contract, and the intention is to retain it until conditions are more favourable. A total of £14,190 is due to be paid on this contract within one year. Arising from this contract, National Westminster Bank plc has a deed of priority for £600,000 secured on the property and associated assets. As per FRS102 and the FRS102 Charities SORP, Alpha International is required to reflect the current fair value of its derivative contract as a liability. As at 31 December 2022 the liability is valued at £13,937 (all of which is a short term liability). The final £14,190 payment was made as at 31 March 2023 at which point the derivative expired.

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Notes to the financial statements
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16. ANALYSIS OF NET ASSETS BY FUND

	General funds	Designated funds	Restricted funds	Total
	£	£	£	£
	2022			
Fixed assets	780,171	8,593,635	-	9,373,806
Stock and debtors	2,087,368	-	-	2,087,368
Cash at bank and in hand	2,229,460	112,964	2,398,566	4,740,990
Current liabilities	(1,980,241)	(354,000)	-	(2,334,241)
Long term liabilities	(750,000)	(357,866)	-	(1,107,866)
Financial derivative liability	-	(13,937)	-	(13,937)
Fund balance	2,366,758	7,980,796	2,398,566	12,746,120

	2021			
Fixed assets	589,893	8,723,641	-	9,313,534
Stock and debtors	1,483,326	-	-	1,483,326
Cash at bank and in hand	1,707,903	82,057	1,615,852	3,405,812
Current liabilities	(862,757)	(354,000)	-	(1,216,757)
Long term liabilities	(1,000,000)	(711,866)	-	(1,711,866)
Financial derivative liability	-	(70,543)	-	(70,543)
Fund balance	1,918,365	7,669,289	1,615,852	11,203,506

17. DESIGNATED FUNDS

	2022 Opening Balance	Mortgage Repayment	Property Depreciation	Transfer from General Reserve	2022 Closing Balance
	£	£	£	£	£
5-7 Cromwell Road Fund	7,587,232	354,000	(130,006)	56,606	7,867,832
Future Depreciation - Central Service Assets	82,057	-	(84,997)	115,904	112,964
	7,669,289	354,000	(215,003)	172,510	7,980,796
	2021 Opening Balance	Mortgage Repayment	Property Depreciation	Transfer from General Reserve	2021 Closing Balance
	£	£	£	£	£
5-7 Cromwell Road Fund	7,317,989	354,000	(130,006)	45,249	7,587,232
Future Depreciation - Central Service Assets	104,780	-	(73,474)	50,751	82,057
	7,422,769	354,000	(203,480)	96,000	7,669,289

5-7 Cromwell Road: The work on the HQ building at 5-7 Cromwell Road was completed in March 2009 and satisfied the specification of the donations given for the purchase of the property. A designated fund was established at the time in order to preserve a fund to offset the amortisation of the property and the repayment of the mortgage.

Future depreciation-Central Service Assets - as outlined in the accounting policies, HTB makes an annual charge to AI for shared staff and the use of shared facilities and service departments. Part of this charge is the depreciation on assets purchased by HTB but used across HTB, AI, SPTC and CRT as part of the Central Services support function. A designated fund was established to recognise the future value of depreciation on these assets which will be charged to AI in 2020 and beyond. This designated fund is adjusted annually to reflect the value of future years' depreciation calculated at the end of each financial year.

Alpha International

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	Opening Balance	Income	Expenditure	Closing Balance
	2022	2022	2022	2022
	£	£	£	£
18. RESTRICTED FUNDS 2022				
<u>Strategic Leadership and Enablement</u>				
Alpha Global -Int Dev	-	34,177	(34,177)	-
President Office	-	-	(15,989)	(15,989)
Executive Office	-	102,530	(102,530)	-
Church Engagement Framework	-	150,286	(150,286)	-
Leadership Development	699,039	1,809,308	(1,848,481)	659,866
The Alpha Office	-	159,392	(899)	158,493
	699,039	2,255,693	(2,152,362)	802,370
<u>UK Development</u>				
Alpha Scotland	21,239	54,435	(45,174)	30,500
Alpha Northern Ireland	20,000	53,178	(48,178)	25,000
UK Development Fund	-	126,193	(126,193)	-
	41,239	233,806	(219,545)	55,500
<u>Digital, Media, Product and Publications</u>				
Digital & Training	29,338	1,862,585	(1,752,476)	139,447
Alpha Film Series	307,049	1,275,930	(1,067,035)	515,944
Alpha Online	272,152	171,848	(29,570)	414,430
Product Development	35,725	529,124	(405,513)	159,336
	644,264	3,839,487	(3,254,594)	1,229,157
<u>International Development</u>				
Africa Development Fund	39,638	236,919	(219,053)	57,504
Asia Pacific Development Fund	98,043	1,736,993	(1,613,021)	222,015
EME Development Fund	46,422	908,630	(908,759)	46,293
Latin America Development Fund	-	67,746	(67,746)	-
	184,103	2,950,288	(2,808,579)	325,812
<u>Alpha Context Development</u>				
Alpha - Prisons	-	19,018	(19,018)	-
Alpha - Youth	-	428,628	(258,427)	170,201
Alpha in a Catholic Context	-	89,444	(85,502)	3,942
	-	537,090	(362,947)	174,143
<u>Other Ministries</u>				
Marriage Courses	-	87,845	(70,511)	17,334
The Parenting Course	47,207	(6,563)	(40,644)	-
	47,207	81,282	(111,155)	17,334
<u>Conferences</u>				
Leadership Conference	-	156,857	(156,857)	-
	-	156,857	(156,857)	-
<u>Fundraising & Support Cost</u>				
Cost of Raising funds	-	12,246	(217,996)	(205,750)
Support Cost	-	490,712	(490,712)	-
	-	502,958	(708,708)	(205,750)
	1,615,852	10,557,461	(9,774,747)	2,398,566

The deficit in the restricted funds for the Cost of Raising funds and President Office lines, represents the Fundraising Campaign preliminary consultancy costs and associated expenditure that has been funded by a grant received in early 2023.

Alpha International

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18. RESTRICTED FUNDS 2022 continued

	Opening Balance	Income	Expenditure	Closing Balance
RESTRICTED FUNDS 2021	2021	2021	2021	2021
	£	£	£	£
<u>Strategic Leadership and Enablement</u>				
Alpha Global -Int Dev	-	36	(36)	-
Executive Office	-	10,313	(10,313)	-
Governance Office	-	77,561	(77,561)	-
Church Engagement Framework	-	42,859	(42,859)	-
Leadership Development	-	1,344,179	(645,140)	699,039
	-	1,474,948	(775,909)	699,039
<u>UK Development</u>				
Alpha Scotland	19,337	67,147	(65,245)	21,239
Alpha Northern Ireland	20,000	44,259	(44,259)	20,000
UK Development Fund	-	253,545	(253,545)	-
	39,337	364,951	(363,049)	41,239
<u>Digital, Media, Product and Publications</u>				
Publications	-	8,163	(8,163)	-
Digital & Training	-	279,597	(250,259)	29,338
Global Comms	-	67,198	(67,198)	-
Alpha Film Series	1,126,115	1,118,624	(1,937,690)	307,049
Alpha Online	-	1,114,203	(842,051)	272,152
Product Development	-	219,672	(183,947)	35,725
	1,126,115	2,807,457	(3,289,308)	644,264
<u>International Development</u>				
Africa Development Fund	58,638	263,665	(282,665)	39,638
Asia Pacific Development Fund	221,961	1,329,775	(1,453,693)	98,043
EME Development Fund	176,120	415,484	(545,182)	46,422
Latin America Development Fund	-	134,841	(134,841)	-
	456,719	2,143,765	(2,416,381)	184,103
<u>Alpha Context Development</u>				
Alpha - Prisons	7,500	35,087	(42,587)	-
Alpha in a Catholic Context	-	79,067	(79,067)	-
	7,500	114,154	(121,654)	-
<u>Other Ministries</u>				
Marriage Courses	-	72,253	(72,253)	-
The Parenting Course	-	70,460	(23,253)	47,207
	-	142,713	(95,506)	47,207
<u>Conferences</u>				
Leadership Conference	-	159,817	(159,817)	-
	-	159,817	(159,817)	-
<u>Fundraising & Support Cost</u>				
Cost of Raising funds	-	417,299	(417,299)	-
Support Cost	-	453,771	(453,771)	-
	-	871,070	(871,070)	-
	1,629,671	8,078,875	(8,092,694)	1,615,852

The funds relate to donations which have been given specifically for the work of Alpha in a particular country or region, or for a specific ministry or project being undertaken by Alpha International.

Alpha International

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19. RELATED PARTIES**Trustee remuneration:**

Under the terms of the Memorandum and Articles of Association of Alpha International, three of the trustees received remuneration for services as employees or consultants during the year. None of the trustees received remuneration for services provided to the Charity as trustees.

The following trustees or key management personnel were directors or members of related entities or were connected to people or organisations in receipt of payments from Alpha International.

Trustee & Members	Related Trusteeship	Remuneration for non-trustee services
Ms Patricia Neill (resigned on 29 April 2022)	Church Revitalisation Trust (Trustee until 6 June 2022), St Pauls' Theological Centre (Member)	£132,170 (2021:£125,871)
Right Revd John (Sandy) Millar (resigned on 24 May 2022)	None	£9,651 (2021:£19,266) paid via HTB as a retainer fee and cross charged to Alpha International
Mr Christopher Sadler (resigned on 29 April 2022)	Beijing Family Life Consulting Company Limited	NIL (2021: NIL)
Dato Hong Yeoh	Trinidad Limited	NIL (2021: NIL)
Datuk Kathleen Chew	AlphaMy Berhad (Alpha Malaysia)	NIL (2021: NIL)
	Mad Squared Sdn Bhd	NIL (2021: NIL)
	St Pauls' Theological Centre	NIL (2021: NIL)
Revd Nicky Gumbel	Holy Trinity Brompton* (Trustee until 31 August 2022), St Pauls' Theological Centre (Trustee until 31 August 2022), Church Revitalisation Trust (Trustee until 31 August 2022). St Mellitus College Trust	NIL (2021: NIL)
Mr John Mackay (resigned 20 September 2022)	Alpha USA & Alpha Ministries Canada. Resigned 20th Sept 2022	NIL (2021: NIL)
Mr Bernard Mensah	Wife is a PCC** member, Standing Committee member and Church Warden of Holy Trinity Brompton	NIL (2021: NIL)
	Wife is member of Church Renewal Trust	NIL (2021: NIL)
	Wife is a Trustee of St Pauls' Theological Centre	NIL (2021: NIL)
Mr David Gardner	Wife is a PCC member of Holy Trinity Brompton	NIL (2021: NIL)
Revd Al Gordon	PCC of Ecclesiastical Parish of Hackney	NIL (2021: NIL)
Mrs Rebecca Stewart	St Mellitus College Trust	NIL (2021: NIL)
Mr Michael Timmis (resigned 29 April 2022)	None	NIL (2021: NIL)
Ms Fopefoliwa Adelowo (appointed 25 September 2022)	None	NIL (2021: NIL)
Ms Gabriella Helland (appointed 15 September 2022)	None	NIL (2021: NIL)
Revd James Mallon (appointed 9th Sept 2022)	Alpha Ministries Canada	NIL (2021: NIL)
Revd Richard Coates (appointed 24 March 2022)	St Paul's Theological Centre and St Mellitus College Trust	£100 (2021: NIL)
Mr Andre Joseph	None	NIL (2021: NIL)
Mr Robert Gruenewald	None	NIL (2021: NIL)

Alpha International

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19. RELATED PARTIES continued

* Holy Trinity Brompton's full legal name is The Parochial Church Council of the Ecclesiastical Parish of Holy Trinity with Saint Paul Onslow Square and Saint Augustine South Kensington

** PCC stands for Parochial Church Council

Trustee Donations: Alpha International has received a total of £3,171,900 (2021: £2,181,982) in donations from Trustees and their related parties in the year. The donors did not attach any conditions to their gifts which require the charity significantly to alter the nature of its existing activities.

Royalties: Royalties accrued to trustees of Alpha International from worldwide sales in the previous year of resources written by them.

These royalties were waived by the trustees and the funds retained in the Charity.

Revd. Nicky Gumbel - £20,849 (2021: £9,427)

Miss Patricia Neill - £15 (2021: £13)

Right Revd John (Sandy) Millar - £22 (2021: £5)

Alpha International enjoys a shared vision and close working relationship with NAOs. Over 46 countries have these locally staffed NAOs who work closely with the global team to grow Alpha in their context, train leaders and translate resources. The Alpha Offices are independently constituted and are not directed or controlled by Alpha International. Where one or more directors of Alpha International are minority members of a National Alpha Office board, and where Alpha International has had transactions with that office during the year, details are provided in the table below.

National Alpha Office & Related companies	Income	Expenditure	Balance owing at year end	Notes
Beijing Family Life Consulting Company Limited	NIL (2021: NIL)	Grant- £229,650 (2021: £231,536)	NIL (2021: NIL)	
AlphaMy Berhad (Alpha Malaysia)	NIL (2021: NIL)	Grants - £954,286 (2021: £1,990,050)	NIL (2021: NIL)	
Alpha USA	Royalties received of £20,335 (2021: £11,800). Booklets sale £585 (2021: NIL). Events £728 (2021: NIL). Salary recharge £33,441 (2021: NIL)	Staff costs and sundry fundraising expenses £889,243 (2021: £640,087)	£86,475 due to Alpha USA (2021: £12,750 due to Alpha USA)	
St Mellitus College Trust	Donations received NIL (2021: £747)	£2,620 (2021: NIL)	NIL (2021: NIL)	Nicky Gumbel, Richard Coates and Rebecca Stewart (Trustees of Alpha International) are Trustees of St Mellitus College Trust.
Trinidad Limited	NIL (2021: NIL)	Loan repayment £354,000 (2021: £354,000)	£1,711,866 Loan outstanding (2021: Loan outstanding £2,065,866 including the second £1m loan received in August 2019) see note 15 for details	Dato' S H Yeoh and Datuk K Chew (Trustees of Alpha International) are directors and majority shareholders in Trinidad Limited.
Holy Trinity Brompton	Donations totalling £421,356 (2021: £277,000)	NIL (2021: NIL)	£5,361 (2021: £44,484 due to Holy Trinity Brompton)	Nicky Gumbel was Vicar of HTB until 31st August 2022. Pippa Gumbel (wife) is employed by HTB. Nicky continues to be licensed to HTB as a curate. Both Nicky and Pippa are seconded to AI and CRT carrying out work that supports the HTB Group's vision and mission. These arrangements were subject to detailed review and approval by the HTB PCC.
Mad Squared Sdn Bhd	NIL (2021: NIL)	Charges to Alpha International for media services £NIL (2021: £7,996)	NIL (2021: NIL)	Datuk Kathleen Chew (Trustee of Alpha International), is a director of Mad Squared Sdn Bhd.

Alpha International

Notes to the financial statements
For the year ended 31 December 2022

19. RELATED PARTIES continued

National Alpha Office & Related companies	Income	Expenditure	Balance owing at year end	Notes
Alpha Ministries Canada	Joint venture income £136,023 (2021: £567,281)	Joint venture expenditure £123,055 (2021: £550,881)	NIL (2021: NIL)	Alpha International is party to a joint arrangement with Alpha Ministries Canada, which commenced in 2003, and which enables both parties to carry out their objects more effectively by pooling resources. The joint committee (comprising the Trustees of Alpha International) supervises, directs and manages the joint arrangement. The incoming resources provided by Alpha Ministries Canada to the joint arrangement and the related expenditure, is not reflected in these financial statements, but in the financial statements of the joint arrangement.
The Church Revitalisation Trust	NIL (2021: NIL)	Grant £16,962 (2021: NIL)	£5,358 due to AI (2021: £81,789 due to The Church Revitalisation Trust)	
St Paul's Theological Centre	£34,354 (2021: NIL)	NIL (2021: NIL)	£31,734 due to AI (2021: NIL)	
The PCC of the Ecclesiastical Parish of Brighton, St Peter (St Peter's Brighton)	Donations received NIL (2021: £10,000)	NIL (2021: Grant £10,000)	NIL (2021: NIL)	The son of Revd. Nicky Gumbel is a PCC member of St Peter's Brighton.
The PCC of the Ecclesiastical Parish of Hackney (St John's Hackney)	NIL (2021: NIL)	£1,150 (2021: £5,000)	NIL (2021: NIL)	AI Gordon is a PCC member (and is also the Chairman) of the PCC of the Ecclesiastical Parish of Hackney.

Alpha International

Notes to the financial statements, continued

For the year ended 31 December 2021

20. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
INCOME				
Donations and legacies				
Donations under gift aid	2a)	169,453	107,003	276,456
Other donations and similar income	2b)	4,460,709	7,971,872	12,432,581
		4,630,162	8,078,875	12,709,037
Charitable activities				
	2c), 6	334,015	-	334,015
Other income				
	2d)	20,610	-	20,610
Total income		4,984,787	8,078,875	13,063,662
EXPENDITURE				
Cost of Raising funds				
	3a)	514,905	439,988	954,893
Expenditure on charitable activities				
Strategic Leadership and Enablement	3b), 18	1,298,595	821,286	2,119,881
UK Development	3c), 18	880,168	385,737	1,265,905
Digital, Media, Product and Publications	3d), 18	68,985	3,484,430	3,553,415
International Development	3e), 18	1,098,417	2,561,588	3,660,005
Alpha Context Development	3f), 18	79,451	130,729	210,180
Other Ministries	3g), 18	112,193	100,044.00	212,237
Conferences	3h), 18	13,394	168,892	182,286
Total charitable expenditure		3,551,203	7,652,706	11,203,909
Total expenditure		4,066,108	8,092,694	12,158,802
Net income/(expenditure) before gains/(losses)		918,679	(13,819)	904,860
Other gains	2e)	57,212	-	57,212
Net income/(expenditure)		975,891	(13,819)	962,072
Funds brought forward at 1 January		8,611,763	1,629,671	10,241,434
Funds carried forward at 31 December		9,587,654	1,615,852	11,203,506

ALPHA INTERNATIONAL

England & Wales - Charity number 1086179

Accounts

Company Number:	4157379	
Charity number:	1086179	(England)
	SC042906	(Scotland)

Alpha International

(A charitable company limited by guarantee)

Trustees' report and Financial statements

For the year ended 31 December 2021

Alpha International

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LETTER FROM THE CHAIR

Over the last 30 years, 25 million people have done Alpha and we continue to hear many wonderful stories of lives transformed. With Alpha now available to run online, we have been able to reach more people than ever before with the good news of Jesus - and we have been amazed to see just how well it works. The Alpha Film Series has played a vital role in getting the message of Jesus out to the nations and we are excited to see what God will do as we continue to develop our resources in response to all that is happening around the world.

In 2021, we made it a priority to update our digital content. Our hope is that Alpha will be as accessible as possible for different cultural contexts and we are delighted to have a number of translation projects underway. In January, we launched the updated version of the Bible in One Year App, bringing the number of followers of the BiOY to over 1.5 million from over 100 countries. We also launched AlphaNow – a custom-built video conference platform for churches around the world to use free of charge to run Alpha Online.

It is hugely encouraging to see the emerging generation engage with Alpha in a new way through all that is happening online and amazing to think of the impact these young leaders will have around the world.

It has been an extraordinary year and we hope you are encouraged and inspired by what you read in this Annual Review. We are thankful for all that God has done through the work of Alpha and look forward to all that is to come as we continue to develop new ways to reach those who don't yet know Jesus.

The Great Commission (Matthew 28:19) encourages us 'to go and make disciples of all nations' and Pippa and I are excited to be dedicating the next season of our ministry to supporting the work of Alpha around the world.

We cannot thank you enough for your prayers and support – which help to make all this possible.

With very best wishes,

Nicky Gumbel
Chairman of Alpha International

Alpha International (A charitable company limited by guarantee)

Trustees' report for the year ended 31 December 2021

The Trustees, who are also directors of Alpha International ('AI'), are pleased to submit their annual report and audited financial statements for the year ended 31 December 2021. The Trustees have adopted the provisions of the Statement of Recommended Practice "Accounting and Reporting by Charities" Charities SORP (FRS 102), the Companies Act 2006 and applicable UK accounting standards in preparing the annual report and financial statements of the charity.

Reference and administrative information

Full name of charity	Alpha International
Directors/Trustees	The Revd Nicky Gumbel Miss Tricia Neill Mr Bernard Mensah The Right Revd Sandy Millar Mr John Mackay Mr Chris Sadler Dato Hong Yeoh Mrs Rebecca Stewart The Revd AI Gordon Mr Michael Timmis Datuk Kathleen Chew Mr David Gardner Mr Bobby Gruenewald Mr Andre Eze (appointed on 26 May 2021)
Secretary	Mr Jon Shippen
Company number	4157379
Charity number	1086179 (England) SC042906 (Scotland)
Registered office and address	Holy Trinity Brompton, Brompton Road, London, SW7 1JA
Bankers	National Westminster Bank, 186 Brompton Road, Knightsbridge, SW3 1HL
Auditors	Moore Kingston Smith LLP, Devonshire House 60 Goswell Road London, EC1M 7AD

STRUCTURE, GOVERNANCE AND MANAGEMENT

Alpha International is governed by its Memorandum and Articles of Association and is constituted as a company limited by guarantee (number 4157379) and a registered charity [number 1086179 (England); SC042906 (Scotland)].

There are six members of Alpha International who appoint new trustees on the recommendation of the existing trustees. New trustees are provided with guidance explaining their role and responsibilities as trustees of the charity. All new trustees are fully briefed on the worldwide activities and vision of Alpha International and they pursue the independent interests of the charity notwithstanding their separate responsibilities in other organisations.

Alpha's vision is the re-evangelisation of the nations, the revitalisation of the church and the transformation of society. The mission is to equip and serve the church in its mission to help people discover and develop a relationship with Jesus. Alpha International operates within a Federated Partnership. Over 45 countries have locally staffed offices called National Alpha Offices (NAOs). They work closely with their regional teams and the global team to grow Alpha in their context, train leaders, support hub churches and translate resources.

The Board meets formally four times per year to discuss and approve major strategic matters, including the annual budget. There are also two Board sub-committees: a Finance and Risk sub-committee, which meets four times per year in advance of each Board meeting, and a Global Remuneration sub-committee (Global AI RemCo), which meets twice per year. There is regular contact and consultation with trustees outside of board meetings on matters arising.

The joint arrangement with Alpha Canada, which commenced in 2003, continues to enable the parties to conduct activities effectively by pooling resources. The joint committee supervises, directs and manages this arrangement. The incoming resources provided by Alpha Canada for the year ended 31st December 2021 were £567,281 (2020, £408,740). Note 19 to the financial statements details this and other related party transactions.

Trustees' report for the year ended 31 December 2021

Alpha International was created to carry on the charitable work that Holy Trinity Brompton (HTB), an Anglican Church in London, had commenced beyond its own parish boundaries. The rooting of Alpha within a church community is integral to the values of Alpha, which is always intended to be 'by the church, for the church and through the church'. HTB and Alpha International operate a shared services model for some of the support and back office functions, which is fully detailed in the accounting policies (Note 1). Further details relating to transactions with HTB and other related parties are shown in Note 19 to the financial statements.

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

The trustees believe that Alpha provides a benefit to the public by:

- Providing an opportunity for every member of society to explore the big questions of life and the Christian faith free of charge in a wide variety of geographic locations in the UK and overseas in churches, prisons, workplaces, universities, homes, and other local venues.
- Building a better society by providing courses for the strengthening of marriages
- Helping people develop in their understanding and knowledge of the Christian scriptures and grow in their personal faith through the Bible in One Year (BIOY) daily commentary

The trustees are committed to maintaining the highest legal and ethical standards in the way the charity undertakes its fundraising activities. All fundraising is conducted by staff employed by the charity and Alpha does not use any external fundraisers or commercial participators. AI is registered with the UK Fundraising Regulator and committed to abide by the Code of Fundraising Practice and to the Fundraising Promise.

Alpha International takes precautions in our fundraising to ensure the protection of the public, including vulnerable persons from unreasonably intrusive or persistent fundraising approaches, and undue pressure to donate. Our fundraising team take seriously any expression of dissatisfaction we receive regarding our fundraising practice and aim to resolve any complaints as quickly as possible. Our policy is to escalate the issue internally to the Alpha International Chief Executive Officer. If the complaint cannot be resolved, it will be further escalated to the Chair of the board of trustees, who will nominate an independent trustee to consider the merits of the complaint and any resulting actions. If necessary, we will contact the Charity Commission for advice and guidance. In addition, Alpha International has a Gift Acceptance Policy to protect the charity against bribery, money laundering and corruption, and association of the charity to unfavourable sources of funds. During the 2021 fiscal year, there were no fundraising complaints.

Alpha International is committed to ensuring the careful use of data in line with General Data Protection Regulations (GDPR) and monitors the use of data, particularly regarding donor data for fundraising purposes. Our Privacy Policy covers how we use this data and gives donors the option to opt out of any contact or make a formal complaint. As a global organisation we monitor the relationships we have with donors across the world and seek to maintain a consistent standard of stewardship based on the guidance of the Code of Charity Commission and Fundraising Regulator Practice and the Fundraising Promise.

Objectives and Activities

Alpha International's activities include the Alpha course, The Marriage Course (TMC) and The Pre-Marriage Course (TPMC), Leadership Conference (LC) and the Bible in One Year (BiOY). Internationally, the approach of Alpha and other related ministries includes:

- Serving and equipping seven regions and the NAOs they represent as they serve and equip churches to run Alpha
- Training and equipping a network of thousands of volunteers worldwide who run Alpha in existing locations and help establish Alpha in new locations
- Supporting our regions and the network of NAOs throughout the world, bringing the global teams together for the Leadership Conference and similar key training events
- Creating, distributing, and translating core Alpha materials, which allows Alpha to be run to the highest standard with minimal effort; this releases local church leaders to focus on their guests
- Offering churches promotional tools and resources to mobilise their congregation to invite guests to Alpha
- Developing and maintaining AlphaNow, Alpha's new video conferencing platform, tailor-made for running Alpha courses online
- Fostering expertise in ministry areas where Alpha is most effective when suitably tailored, creating resources and training practitioners; this includes Alpha for Youth and Alpha in the Catholic context

Trustees' report for the year ended 31 December 2021

- Supporting other ministries in pursuit of the vision and training leaders, promoting those courses, creating resources and supporting a network of experienced advisors for those ministries; examples include The Marriage Courses and the Bible in One Year

Remuneration Policy

At Alpha International we place great value on our highly talented, dedicated and passionate staff team, without whom we could not deliver against our vision, mission and goals. Our remuneration policy is aimed at ensuring that pay is competitive within our sector, rewards staff fairly and enables the staff team to feel valued.

Our principle is to reward staff, irrespective of seniority, informed by the following:

- Fairness; without discrimination and with an intention of cross-entity parity
- Differentiation; to reflect a combination of what is achieved and the way in which it is achieved
- Compliance; to all local legal and regulatory requirements
- Affordability; with good stewardship
- In line with at least the London Living Wage for London-based staff and the Real Living Wage for UK regionally based staff.

This year, Alpha International established a global AI Remuneration sub-committee (Global AI RemCo). Its purpose is to provide oversight of AI's remuneration policy as it pertains to AI employees with the aim of ensuring that these employees are rewarded fairly and consistently – and in alignment, where we can, with HTB Group remuneration and benefits for staff in the UK – within the governance and stewardship parameters set for the organisation.

STRATEGIC REPORT

Achievements and Performance

Alpha's achievements in 2021 include:

- Further developed and embedded the Church Engagement Framework strategy with National Offices globally
- Continued to focus on growing Alpha Online in response to the global pandemic, also working to support the Catholic context through challenges to adapt to running Alpha online
- Delivered on Digital strategy, including the successful launch of AlphaNow, Alpha's new video conferencing platform, tailor-made for running Alphas online
- Strengthened global governance
- Appointed a new Global Youth Director to grow Alpha Youth globally and also progressed planning activity for the new Alpha Youth Series (AYS 3.0)
- Continued the translation process for the new Marriage Courses series globally to add over 40 languages to make the product available across the globe
- Continuously improved the recently re-launched new Bible in One Year app
- Progressed activity and planning for the new Alpha Film Series (AFS 2.0)
- Worked with Alpha Malaysia to support fully contextualised Alpha Film Series products in Asia
- Created a new docuseries in the UK, called 'Is God Dead?'
- Reached 32,725 guests from 160 countries at Leadership Conference 2021
- Invested significantly into Leadership Development:
 - Launched a leadership development cohort for 35 global church-facing staff
 - Conducted country office reviews for ten offices, focused particularly on building leadership capacity
 - Hired 21 gifted leaders across the world dedicated to building relationships with strategic churches
- Refreshed the Alpha brand guidelines, including Alpha Youth
- Supported 50,000 Alpha courses run by 27,500 churches and organisations reaching over 1.2 million participants in 2021

In addition, in June 2021, we launched a strategic planning process to cast a new vision and strategy for the next five years at Alpha. We invited all Alpha staff globally, including regions and National Alpha Office (NAO) staff and board members, to join together in this collective act of listening, to hear from God and to hear from each other. We received responses from 150 individuals and teams, representing 200 or more unique voices, from over 40 countries. We look forward to sharing more details in 2022!

Church Engagement Framework strategy

The Church Engagement Framework strategy is the foundation that brings the necessary focus, both internally and externally, as we seek to serve and equip churches in evangelism as they 'explore', 'experience' and 'extend' running effective Alphas. We also want to ensure that more churches run high quality Alpha courses, especially as more are run online, so that Alpha continues to thrive wherever it is run, enabling more people around the world to discover and develop a relationship with Jesus.

2021 was a complex year for the global church as leaders navigated through the pandemic. The monthly call between Global and Regional E Leads (CEF, Explore, Experience and Extend) have been particularly important in sharing innovation, strategies, learnings and resources globally; especially as we have felt particularly called to be listening to the church and its leaders as we seek to serve and equip them. In May, each Regional CEF lead, shared the Top 10 Pain Points that the church was facing in their regions. This was used as we planned our annual online CEF Forum in June, which brings together all our Regional Directors and E Leads, Executive Committee and Global E Leads, to re-inspire the team and help them refine their strategies. We invited a number of church leaders from around the world to share what they saw as the greatest opportunity and threat facing the church. Mark Sayers encouraged us that we are uniquely positioned to be emissaries of hope to the church and to re-inspire church leaders around evangelisation as they look forward.

The Explore strategy has continued to focus on growing Alpha as a leading voice on evangelisation, communicating Alpha as a culturally relevant resource for this generation. A key moment in 2021 was the online Leadership Conference which brought together churches leaders and our global community. It was a truly global moment of unity with live prayer ministry and a call to the church in this unique time in history to bring hope and show the love of God to the world. There were over 32,000 registrations from over 160 countries with translation into multiple languages. There have continued to be opportunities for Alpha voices to speak at numerous online conferences and podcasts. Regional online conferences and webinars have been hosted by our teams in Africa, Latin America, US, Canada, Europe, Middle East and Asia Pacific.

As an organisation we felt called to pray and fast for the church and its leaders, we were joined by 24-7 Prayer movement as we set aside the month of October to do this. We also hosted 2 online Global Kingdom Come Prayer events which saw over 400 staff and church leaders join us to receive prayer ministry and encouragement.

The Global and Regional Experience team continue to work to ensure our training is user friendly and to train churches to run high quality Alphas. A new short video was created to help equip churches to run Alpha online well and effectively; this has been shared globally with National Offices to contextualise and translate. A key focus for 2021 was rolling out and translating the Post Alpha Strength Assessment survey which gives a church the opportunity to see areas of growth in their Alphas, with recommendations of resources to strengthen their quality. This will continue to be developed as a means to offer ongoing support to churches and positively impact retention as well as embedding a culture of evangelisation in the church.

The goal for the Extend strategy is to have 500 Hub Churches by the end of 2022. By the end of 2021 we had 378 Hub Churches across the world. A Hub Church is uniquely positioned to influence other churches, are committed to running Best Practice Alphas and have the vision to help other churches to run Alpha. We hosted three online Alpha Collectives over the year to provide National Offices with opportunity to invite their strategic churches along hear the vision we have for evangelisation and what it means to partner with Alpha as a Hub Church; as well as to provide them with an opportunity to connect, be encouraged and receive prayer ministry. In February, 222 church leaders joined us for their first online Alpha Collective. the Global Team hosted one and another was hosted by Asia Pacific. In October, our Global Alpha Collective was themed around Hope and we had 310 guests, representing 104 churches, with translation into 8 languages.

The journey through the pandemic has looked different for churches depending on where they are in the world. The CEF strategy has given us the necessary focus as we seek to equip and serve the church in its mission to help people discover and develop a relationship with Jesus. Over 2021 we have sought to listen to the church, fasted and prayed for church leaders as we have endeavoured to be emissaries of hope as we have come alongside the church.

Global Governance

In 2021 the Global Governance and Risk team have spent significant time on strengthening our global governance to position us to become a truly global organisation. We consider strong risk management and robust internal control to

Trustees' report for the year ended 31 December 2021

be critical components of our operations. In the financial year 2021, we have established a Global Risk Management Framework and enacted a process to identify key risks to the organisation from the local to global level in order to mitigate and minimise risk. We have also launched the AI Finance and Risk Sub-committee to assist the Board in fulfilling its oversight responsibilities by reviewing and monitoring Alpha International's finances and risk.

Governance is process driven and a matter of continuous improvement. Therefore, in 2022 we will continue to review our practice to ensure AI's governance evolves to continue to best support us in delivering our objectives. Global Governance and Risk team will also continue to work closely with each regional and central function team to help move forward in our governance maturation and to continue to embed effective and proactive risk management across the organization.

Digital

As 2021 brought an ever-increasing reliance on digital platforms and tools to access and deliver Alpha, we began a new strategic initiative to provide a scalable and robust infrastructure foundation. This strategic approach, built upon enterprise technologies, puts security, stability, scalability, and data analytics at the forefront, allowing Alpha to grow and innovate its digital platforms consistently and continuously. This will allow us to better serve churches at every stage of the Church Engagement Framework and support individuals on their journey of faith.

The Alpha Online Platform soft-launched in September 2021 with a new name: AlphaNow. We believe this new name reflects the sense of immediacy, urgency, and energy that we associate with Alpha, as well as its accessibility and availability. Since September, the focus of our digital efforts has been on the build, test, and launch readiness for AlphaNow, and we were excited to release the web and mobile AlphaNow apps in January 2022. We are looking forward to supporting and hearing feedback from individuals and churches as usage of the platform builds in the next few months. Please join us in praying that this will be a powerful tool that will bless many churches and their thousands of guests as they embark on this journey of faith over the coming weeks and months.

Looking further ahead, we are exploring how the guest-facing AlphaNow Mobile Apps could be used to deepen guest engagement between Alpha sessions with additional content and experiences while also considering the opportunities and benefits of a mobile-first Alpha experience that would increase accessibility globally and further drive the number of Alpha courses and participants.

Catholic Context

The past couple of years has been difficult for many Catholic parishes, being forced to close their doors and clergy having to learn about technology as well as implement it to keep their parishes meeting together. We didn't see much growth in the number of parishes running Alpha worldwide, but we saw some new possibilities for mission. We partnered with Divine Renovation Ministry on offering global and national webinars and online events. We supported Hub Churches running Alpha Online and they in turn supported other parishes to get started and run Alpha Online well.

The shutting down of parish life has exposed and accelerated trends of decline in the Catholic Church, and the revitalisation of dioceses and parishes is more necessary now than ever. In 2022, we will continue to develop partnerships with key strategic organisations, hub churches and dioceses to share a proactive and clear vision for evangelisation and to showcase the potential and impact of running Alpha. We will also support the regions in developing, promoting and distributing new Church and Guest focused Alpha stories, quality training and resources that communicate the impact of Alpha in a Catholic Context, working particularly closely with Alpha UK as they continue to develop their Exposure campaign. We will continue to invest in our partnership with Divine Renovation and host 3 global webinars focusing on conversations and practical suggestions on parish renewal and evangelisation in order to reach a new audience and increase the number of churches exploring Alpha.

Marketing

Over the course of 2021, the marketing team continued to invest in a culture of collaboration – enabling the sharing of strategies, resources, and insights between regional and national teams around the world. We supported the roll out of key initiatives from our central teams, such as the new online platform AlphaNow, and supported the promotion of products such as The Bible in One Year and The Marriage Course.

We dedicated special focus to Alpha Youth, collaborating with an external creative agency to refine our branding and messaging in order to optimise our reach and impact among young people and youth leaders. This project culminated

Trustees' report for the year ended 31 December 2021

in the head-to-toe rebranding of Alpha Youth – offering more flexibility and relevance to a key strategic demographic. We also digitised the core Alpha branding, making it easily navigable and downloadable online in order to help Alpha staff and third parties around the world engage with and creatively adopt our branding.

As part of our mission to support the local church, we created marketing materials to help enable leaders to promote their Alpha courses and to invite potential Alpha guests to explore faith through Alpha. This set of contextualizable marketing materials was designed to increase our reach through the local church, and to increase the impact on those reached through clear communication and engaging presentation. These church resources were freely made available through our online course planning tool, MyAlpha.

Our marketing team also expanded our creative services offering with a view to better establishing a clear, strong identity across our central brand family and global marketing execution. This is an endeavour we will continue over the coming years – looking to achieve creative excellence and cohesion across our central functions and regional teams.

The Marriage Courses

The timely release of the refilm of The Marriage Course and The Pre-Marriage Course in January 2020 has expanded accessibility to allow thousands of couples to access the course online and strengthen their marriages amid challenging times. Thanks to generous donations, the translation process began for over 40 languages to make the product available across the globe. We continue to focus on product accessibility through improvements to our digital platforms.

The Bible in One Year

The Bible in One Year app was launched in January 2021 and we spent much of the year adding functionality to keep improving the user experience, particularly for new Christians. In total, there were 493,000 downloads of the app in 2021, in over 100 countries. We worked with translation teams and volunteers around the world to launch four new languages through the app for 2022: German, Bahasa Indonesia, Thai and French, bringing the total to nine languages.

We also added four new audio tracks, made podcasts available through all major platforms for the first time, and launched a new website, now available in all nine languages. We ran a global marketing campaign after Christmas, using digital marketing, radio interviews and working closely with Alpha and HTB networks and channels. Our 2021 plans through YouVersion reached 1,192,128 subscribers and we have launched the Express and Youth editions of BiOY through them for the first time in 2022. Users continue to get in touch with wonderful feedback:

'These daily scriptures have really enriched me in so many ways and have changed life as a person. My faith in God has grown and the fact that you make the scriptures easy to understand has made it possible for me to understand and make sense of the word of God.'

Alpha Youth

Alpha Youth has spent the last year listening to youth leaders, workers and pastors around the globe. This is a leadership posture we will remain in as it has proved to be fruitful and encouraging. We have created visual content which displays the culture of Alpha Youth. At a time when so many young people are desiring to be seen and heard, Alpha Youth provides a safe space for discussion and questions.

In response to the insight we received from listening, we have created some new products. The youth team in Alpha Canada have created 'Life on Purpose', a four part series to energise and envision young people in evangelism. The youth team in Alpha USA are creating content with the Bible Project to pilot animation. The youth team in Alpha Australia are creating 'Alpha Youth Elements', which is a project to give churches the scripts for live talks accompanied with elements of the current film series (i.e. vox pops, stories and animations).

Alpha Youth Series (AYS)

Working together with the Alpha Global Youth Director, we kicked off the next Alpha Youth Series (AYS 3.0) update with listening exercises and interviews with key hub churches, youth leaders and strategic partners. The purpose of the exercises was to gain feedback on the current Alpha Youth Series, particularly insights into the needs of young people across their contexts.

Trustees' report for the year ended 31 December 2021

We focused on updating the AYS youth-facing webpage to provide a landing page for young people engaged via our global social media presence and our global content such as 'Got Questions?' with Trinity Broadcasting Network (TBN). The page will host the 'find-a-course' feature and testimonies from young people, as well as feature some of the outstanding work being created by our regional teams.

In addition, we updated key aspects of the existing AYS with a fresh and bold style that updates the references and reflects inclusivity through diverse character designs.

Alpha Film Series 1.75 & 2.0

A review of the Alpha Film Series in 2019 identified some editorial content that required updating to improve delivery, thereby extending its lifecycle. While the COVID-19 pandemic prevented filming new content, archive footage allowed implementation of these changes. Changes made to the series include: 14 editorial changes, 11 on-screen questions rephrased and four stock footage clips replaced. The updated version of the film series (known internally as AFS 1.75) has been released to all National Alpha Offices. The newly appointed AFS Product Manager is working with local teams to ensure that they have updated their versions of AFS and are distributing the most up-to-date product. Regions are progressing this with their priority NAOs and languages.

The relaxation of lockdown restrictions in the summer of 2020 allowed for completion of the filming of new vox pop (street interview) sequences for the English version. These sequences were trialled at HTB during the autumn term and are now being used in the UK version of AFS. Regions have the option to either film their own Vox Pops; take the newly filmed sequences; or a hybrid. Alpha USA and Alpha Kenya (in Swahili) have filmed local vox pops and released their modified versions of AFS, while Sub-Saharan Africa (in English) and Latin America (in Spanish) have also filmed local vox pops and are currently working on their modified versions of AFS.

We have also identified this as a way of providing ongoing refreshes to the series and look forward to filming more vox pop sequences when restrictions allow. Combined, the editorial changes and vox pop refresh form Alpha Film Series 1.75. We feel these changes will elongate the lifetime of the product until AFS 2.0 has been produced.

Running concurrently to the series refresh, was a project to insert discussion breaks into the film series in the same way as the Alpha Youth Series. This new version of the series, internally known as Alpha Film Series 1.75D, also features the updated content from AFS 1.75. Evidence suggests that in some regions churches and groups are choosing to use the Alpha Youth Series when running their adult courses as they prefer to have the discussion questions incorporated within the series. With this version, our hope is to redirect churches back to a product which is targeted at their demographic. Alpha Film Series with Discussion Breaks is now complete and has been rolled out to English speaking territories over the course of 2021. A focus for 2022 is translation of this series into the high-priority languages.

As churches continue to choose which product works better in their context, we will track these numbers quarterly and as well as conduct a deeper dive bi-annually to understand why they may have shifted in order to test our original hypothesis. This feedback will be used when making future products (eg AFS 2.0).

Work started on AFS 2.0 in January 2020, but the arrival of COVID-19 meant that development was put on pause in March of that year and it was decided that the project would be restarted mid-2021. The consequences of the pandemic could impact the narrative and creative presentation of a new film series; therefore, we decided to reengage in a post COVID-19 world. Pre-development has been completed and the 2019 plan is still in place. This includes:

- Establishing a cycle of iterative development of the core AFS product that sets out a plan which will assume updates every 5 years.
- Building an internal department structure (within Product) that becomes expert at batch translation and rapid contextualisation in order to deliver 20 x AFS 2.0 versions that have swapped out Vox Pops for local Vox Pops of which 5 of these will have Stories and other content localised as well. We also aim to scale our translation capabilities and capacity. In 2021 we developed a deep understanding of the technical processes used at present – including their strengths and limitations. In 2022 we will develop the overall strategy (people, processes, technology) and plan for execution. In 2023 we will begin to hire and build so that we are able to practice with existing product. By 2024, when AFS 2.0 is complete, we will be ready to translate and contextualise at pace.
- Documenting and codifying the DNA of the Alpha talks. For example, every element of the script serves a purpose in building the theological points within the script will be documented explaining why and what each is meant to achieve. It is anticipated that this will set Alpha up well for the future as contextualisation rolls out and DNA is preserved as much as possible.

Alpha International (A charitable company limited by guarantee)

Trustees' report for the year ended 31 December 2021

Future Plans

In 2022, Alpha will focus on:

- Casting vision and strategy for this next season at Alpha
- Launching a multi-year global fundraising campaign
- Refining our Digital strategy
- Expanding the reach of AlphaNow
- Strengthening the development and management of Alpha's content products (e.g., AFS, AYS, TMC, BiOY)
- Investment in Leadership Development and Capacity Building
- Strengthening Global Risk Management and Governance practices
- Strengthening the Church Engagement Framework strategy across Alpha globally

Financial Review

Results for the year

The SoFA for the year shows an operating surplus of £0.9m (2020: £0.64m) but during the year, the charity incurred significant capital expenditure, including £0.58m developing the Alpha online platform. These costs will be amortised in future years, as explained further in note 9. Cash in hand at the end of the year amounted to £3.41m, a decrease of £0.32m over 2020, which was chiefly due to a large portion of donations for 2021 received in early 2022.

Income derived from voluntary donations for the year was £12.71m compared to £11.08m in 2020. Income from other sources (sales, conferences, royalties, and interest receivable) was £0.35m compared to £0.63m in 2020. This decrease in income from other sources is due to minimal furlough income being received in 2021 compared to 2020 as well as less resource sales in 2021. Expenditure increased by 10%, totalling £12.16m in 2021 compared to £11.07m in 2020. The increase in total expenditure was driven by new projects done in 2021 (large grants to Asian Alpha Film Series production and the Leadership Development programme).

General Funds & Reserves Policy

The Trustees believe that Alpha International is reliant on God's provision for the financial resources that it needs to fund its work. Consequently, the policy of the charity is not to build up significant reserves; and wherever possible to expend income received during the course of each financial year on its purposes. However, in order to ensure that the charity is able to manage its operational cashflow needs, the Trustees aim to hold working capital sufficient to cover a minimum of two-months' expenditure. Free reserves at 31 Dec 2021 were £1.33m (2020, £1.18m) which represents roughly one months' working capital requirement based on the 2022 budget. The Trustees agreed to build a free reserve in 2022 that sufficient to cover between two to three months' expenditure.

Specified Funds

Specified funds (restricted funds) comprise donations given for the use of Alpha in a particular geographical area or for a particular ministry purpose. At 31 December 2021, the balance on restricted funds amounted to £1.62m (2020, £1.63m).

Policy on grants

The board's policy is to pursue its charitable objects by making supportive grants to charities with similar objectives where that is the most effective approach. Most of these grants are sent to other National Alpha Offices around the world, who are ideally equipped to support and grow Alpha and the related ministries in their local contexts. Grants totalling £4.62m were made during the year (2020; £3.39m).

Trustees' responsibilities

Company law requires the directors to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity as at the end of the financial year and of the surplus or deficit of the charity for that year. In preparing these accounts, the Trustees (who are also directors of the charity) are required to:

- select suitable accounting policies and then apply them consistently;

Trustees' report for the year ended 31 December 2021

- comply with applicable accounting standards, including FRS 102, subject to any material departures disclosed and explained in the financial statements;
- state whether a Statement of Recommended Practice (SORP) applies and has been followed, subject to any material departures which are explained in the financial statements
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 as amended by The Charities Accounts (Scotland) Amendment (No. 2) Regulations 2014. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities

Risk Management

The trustees have conducted a review of the major risks to which the charity is exposed. A risk register has been established and is reviewed by our senior leadership and is updated at least annually. Where appropriate, systems and procedures have been established to mitigate the risks that the charity faces. Procedures are in place to ensure compliance with health and safety of staff, volunteers and visitors. Our governance team oversees a comprehensive risk management system which is reviewed quarterly and managed at a global, regional and national level to help us ensure we are aware of risks and able to take effective action in a timely manner.

The trustees have considered the ongoing impact of the global pandemic. Clearly, significant restrictions on public gatherings in 2021 still in many countries globally has had a dramatic effect on the ability of churches to run in-person Alpha courses. Alpha's response has been to adapt quickly by facilitating and promoting Alpha Online, which will continue to be a core part of our strategy in a post-pandemic world. The trustees will keep the potential financial effect under constant review and steps have already been taken to reduce costs in order to mitigate against any drop in income.

The schedule of major risks and mitigations identified by the board is set out below.

Risks	Mitigations
1. Alpha International fails to act with integrity or in the best interests of those whom it serves.	• Vision and values are clearly defined and integrated into the running of the organisation • Oversight structures are in place for senior leaders and staff. • Nicky Gumbel is subject to oversight by both the Bishop of Kensington (currently Bishop Graham Tomlin) and the Churchwardens, with whom he meets regularly • Strong risk management framework to mitigate against reputational risks that pose threats to the organisation.
2. Inadequate plans for succession in relation to key roles jeopardise the future of the organisation and of Alpha.	• The creation of three new management committees to help us identify clear lines of authority and spread responsibility across a wider group within the organisation. These groups include an executive level group (ExCo) which meets fortnightly and two operational management groups (Global Central Functions and Regional Operational Leads) which meet monthly.
3. Network around the world based heavily on relationships rather than legal frameworks with potential for poor brand and product control and risk of reputational damage.	• In 2021 we continued to support our colleagues in the National Offices to align our work around our Church Engagement Framework strategy and ensure we are working towards a global goal which is measured and analysed through our Impact measurement work.
4. AI Board governance is not properly managed resulting in poor decision-making, lack of compliance with regulatory	• A board governance subcommittee oversees AI's board governance. In addition, the governance team is active in helping to put in place additional support for our board to become more rigorous in self-monitoring.

Trustees' report for the year ended 31 December 2021

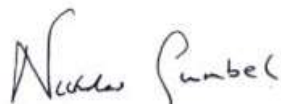
requirements and reputational damage.	We report on our risk through a global dashboard which we use to record risk and mitigating actions and work closely with the board subcommittee on these issues.
5. Lack of adequate disaster recover planning exposes the organisation to risks from which it is unable to recover in the event of a disaster.	- Key IT systems are set to failover between head office and backup site in the event of disaster, with extra cold site available outside of London. Cloud-based systems will remain available as servers dispersed across the UK and Europe and reliant only on an internet connection. - Critical data and key systems subject to robust backup process and internal/external monitoring. Security in place to detect, report on, and eliminate threats.
6. Information or communications technology compromised, or critical data lost through cyber attack	Significant investment continues to be made in digital architecture and IT security to provide a robust and resilient platform. Cyber insurance is in place to cover us in the event of cyber-attack, cybercrime, data breach or loss of business income.
7. Exposure to large fines and reputational damage due to data protection breaches	- In addition to an organisation wide GDPR group, Alpha International has formed its own GDPR group to help manage global relationships and ensure compliance. - On-going training and upskilling of staff. - Solicitation of outside advice when necessary to ensure full understanding of the need for compliance as a global organisation. - Increased our indemnity and liability insurance coverage.
8. Lack of sufficient income and/or inadequate cashflow results in an inability to meet salary and creditor payments.	- Alpha holds 1-2 months' reserves to cover cashflow fluctuation; we are looking to extend this in 2022 to 2-3 months' cash reserves. - The funding pipeline is closely monitored, and action taken where there are concerns that funding will not match expenditure during the year and we are seeking to diversify our funding sources.
9. A church running the Alpha course or using any of Alpha 'products' or content in a way that could be manipulated for the purpose of harm and abuse.	- Clear published global policy/procedure - Work with NAO's to highlight the importance of safeguarding - Alpha has a Safeguarding sub-committee, which meets quarterly to review policies and procedures, consider current or possible safeguarding matters, discuss training, etc.

Auditors

Moore Kingston Smith LLP were appointed to carry out our audit for 2021.

The Trustees' Annual Report is approved by the trustees of the Charity. The Strategic Report, which forms part of the Annual Report, is approved by the trustees in their capacity as directors in company law of the Charity

By order of the Board



Revd. Nicky Gumbel (Chairman)

29/04/2022

Date

Opinion

We have audited the financial statements of Alpha International ('the company') for the year ended 31 December 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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 FRS 102 'The Financial Reporting Standard Applicable in the UK and 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 December 2021 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 Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended) and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

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 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 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.

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 strategic report and the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the strategic report and the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 or the Charities Accounts (Scotland) Regulations 2006 (as amended) require 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 trustees' responsibilities statement set out on page 8 and 9, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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

We have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report to you in accordance with regulations made under those Acts.

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a

material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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 objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

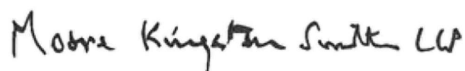
- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended), the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ALPHA INTERNATIONAL

Use of this 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 and to the charitable company's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in black ink that reads "Moore Kingston Smith LLP".

James Cross (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road
London
EC1M 7AD

Date: 16 May 2022

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

Alpha International

Statement of Financial Activities for the year ended 31 December 2021

	Note	Unrestricted funds	Restricted funds	Total	Total
		2021 £	2021 £	2021 £	2020 £
INCOME					
Donations and legacies					
Donations under gift aid	2a)	169,453	107,003	276,456	407,060
Other donations and similar income	2b)	4,460,709	7,971,872	12,432,581	10,673,717
		4,630,162	8,078,875	12,709,037	11,080,777
Charitable activities					
	2c), 6	334,015	-	334,015	485,671
Other income					
	2d)	20,610	-	20,610	143,958
Total income		4,984,787	8,078,875	13,063,662	11,710,406
EXPENDITURE					
Cost of Raising funds					
	3a)	514,905	439,988	954,893	1,018,147
Expenditure on charitable activities					
Strategic Leadership and Enablement	3b), 18	1,298,595	821,286	2,119,881	1,812,108
UK Development	3c), 18	880,168	385,737	1,265,905	974,619
Digital, Media, Product and Publications	3d), 18	68,985	3,484,430	3,553,415	2,616,868
International Development	3e), 18	1,098,417	2,561,588	3,660,005	3,840,289
Alpha Context Development	3f), 18	79,451	130,729	210,180	285,340
Other Ministries	3g), 18	112,193	100,044	212,237	185,088
Conferences	3h), 18	13,394	168,892	182,286	335,823
Total charitable expenditure		3,551,203	7,652,706	11,203,909	10,050,135
Total expenditure		4,066,108	8,092,694	12,158,802	11,068,282
Net income/(expenditure) before gains/(losses)		918,679	(13,819)	904,860	642,124
Other gains	2e)	57,212	-	57,212	54,671
Net income/(expenditure)		975,891	(13,819)	962,072	696,795
Funds brought forward at 1 January		8,611,763	1,629,671	10,241,434	9,544,639
Funds carried forward at 31 December		9,587,654	1,615,852	11,203,506	10,241,434

All amounts are derived from continuing operations. All recognised gains and losses are included in the Statement of Financial Activities.

The Statement of Financial Activities also complies with the requirements for an Income and Expenditure Account under the Companies Act 2006.

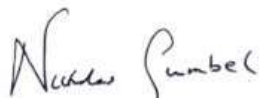
The notes on pages 18 to 31 form part of these financial statements.

Alpha International

Balance Sheet As at 31 December 2021

	Note	2021 £	2020 £
FIXED ASSETS			
Tangible assets	9	8,737,711	8,877,657
Intangible assets	10	575,823	-
Total fixed assets		<u>9,313,534</u>	<u>8,877,657</u>
CURRENT ASSETS			
Stock	11	26,271	43,224
Debtors	12	1,457,055	1,068,452
Cash at bank and in hand	13	3,405,812	3,728,755
Total current assets		<u>4,889,138</u>	<u>4,840,431</u>
LIABILITIES: AMOUNTS FALLING DUE WITHIN ONE YEAR	14	<u>(1,273,517)</u>	<u>(1,339,793)</u>
NET CURRENT ASSETS		<u>3,615,621</u>	<u>3,500,638</u>
LIABILITIES: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR	15	(1,725,649)	(2,136,861)
NET ASSETS		<u>11,203,506</u>	<u>10,241,434</u>
<u>FUNDS</u>			
Unrestricted:			
General	16	1,918,365	1,188,994
Designated	17	7,669,289	7,422,769
Restricted	18	1,615,852	1,629,671
		<u>11,203,506</u>	<u>10,241,434</u>

Approved by the Board on 29/04/2022 and signed on its behalf by:



Revd. Nicky Gumbel
Chairman

The notes on pages 18 to 31 form part of these accounts.

Alpha International

Statement of cashflows For the year ended 31 December 2021

	2021 £	2020 £
Net Cash inflow from Operations (see note below)	238,255	1,573,311
Cash flows from Investing Activities		
Purchase of tangible fixed assets	(11,577)	(13,916)
Proceeds from sale of fixed assets	26,202	3,633
Purchase of intangible fixed assets	(575,823)	-
Net (decrease)/increase in cash & cash equivalents	(322,943)	1,563,028
(Decrease)/increase in cash and cash equivalents	(322,943)	1,563,028
Cash balance brought forward	3,728,755	2,165,727
Cash balance carried forward	3,405,812	3,728,755

Note to cash flow statement

	2021 £	2020 £
Cash flow from Operating activities		
Net operating surplus (per Statement of Financial Activities)	904,860	642,124
Other gains	57,212	54,671
Depreciation and amortisation charges	144,198	149,059
(Gain)/Loss on disposal of assets	(18,877)	11,963
Decrease in stock	16,953	5,180
(Increase)/Decrease in debtors	(388,603)	1,267,185
(Decrease) in creditors due within one year	(66,276)	(148,199)
(Decrease) in creditors due after more than one year	(411,212)	(408,672)
Net Cash inflow/(outflow) from Operations	238,255	1,573,311

NET DEBT RECONCILIATION

	Notes	1 January 2021	Cash flows	Other movements	31 December 2021 ₪
Cash at bank and in hand	13	3,728,755	(322,943)	-	3,405,812
Loans	14 & 15	(2,419,866)	354,000	-	(2,065,866)
Net debt		1,308,889	31,057	-	1,339,946

Alpha International

Notes to the financial statements
For the year ended 31 December 2021

1. ACCOUNTING POLICIES

Basis of preparation

These financial statements are prepared on a going concern basis, under the historical cost convention.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charitable Company is a public benefit entity for the purposes of FRS 102 and therefore the Charity also prepared its financial statements in accordance with the 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 (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The financial statements are prepared in Sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest pound.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

Going concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements.

While the coronavirus pandemic has caused operating challenges and uncertainties, the impact on AI income was not significant. The global pandemic also creates opportunities towards our Digital, Alpha Online & Training activities and we continue to enjoy increasing levels of committed multi-year gifts. After consideration, the trustees have decided upon an initial 2022 budget (£18.12m). This will be regularly reviewed and could be adjusted if necessary.

The trustees remain confident that the targets set out in the detailed forecast are achievable and have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing its financial statements.

Funds

General funds represent the funds of the Charity that are not subject to any restrictions regarding their use and are available for application on the general purposes of the Charity. Funds designated for a particular purpose by the Charity are also unrestricted. The accounts include all transactions, assets and liabilities for which the Charity is responsible in law.

Restricted funds arise where the donor has specified which area of activity they wish to be supported by their gift. The Charity is not at liberty to utilise these funds to support other activity without the express permission of the donor.

The accounts include all transactions, assets and liabilities for which the Charity is responsible in law.

Income

Donations and Legacies

Donations, grants and legacies receivable are recognised only when the Charity is notified of its legal entitlement, the amount due is quantifiable and its ultimate receipt by the Charity is probable. Income tax recoverable on Gift Aid donations is recognised when the income is probable.

Income from investments

Interest entitlements on bank accounts are accounted for as they accrue.

Government Grants

Grants relating to revenue are recognised in income on a systematic basis over the periods in which the entity recognises the associated costs for which the grant is intended to compensate. This includes £1,302 (2020: £135,603) of Government assistance under the Coronavirus Job Retention Scheme (CJRS) relating to staff who were furloughed due to Covid-19.

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2021

Expenditure

Expenditure is charged to the statement of financial activities as it falls due, and is analysed according to its nature between the following categories:

- Costs of raising funds
- Expenditure on charitable activities

As reflected in note 19 (Related Parties), a strong partnership and working relationship exists between Holy Trinity Brompton, Alpha International, St Pauls' Theological Centre, and the Church Revitalisation Trust. Shared service costs (known as Central Services) are incurred by HTB and allocated to the other charities, using the most appropriate driver.

Grants

Grants are made to charitable organisations continuing activities which accord with the objects of Alpha International, and are accounted for when due. All grants are made at the discretion of the board.

Tangible Fixed assets

These assets are depreciated on a straight line basis over their estimated useful lives. The periods used are as follows:

Computer equipment	2 Years
Other equipment	3 Years
Furniture & fittings	3 Years
Fixtures	3 Years
Buildings	50 Years

Individual items with a purchase price of £1,000 or less are written off in the year of acquisition. Land is not depreciated.

The carrying values of tangible fixed assets are reviewed for impairment in periods when events or changes in circumstances indicate that the carrying value may not be recoverable.

Intangible fixed assets

Software costs have been capitalised at historic cost and amortised on a straight line basis over 3 years.

Software assets under development have been capitalised at cost. Amortisation has not been charged in 2021 as the asset is not yet ready for use. Once completed, amortisation will be charged on a straight line basis over three years.

Current Assets

Amounts owing to the Charity at 31 December are shown as debtors after providing for amounts that it is thought may prove uncollectable.

Stock

Stock is valued at the lower of cost and net realisable value, after making provision against obsolescence for slow moving stock items.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

Employee Benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

Pension scheme arrangements

The Charity operates a defined contribution pension scheme and contributions payable are charged to the Statement of Financial Activities.

Operating lease

Rentals paid under operating leases are charged to the statement of Financial Activities on a straight line basis over the lease term.

Foreign Currencies

Monetary assets and liabilities denominated in foreign currencies are translated into Sterling at rates of exchange ruling at the balance sheet date.

Transactions in foreign currencies are translated into Sterling at the rate ruling on the date of the transaction. Exchange gains and losses are recognised in the Statement of Financial Activities.

Financial Instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

With the exceptions of prepayments and deferred income, all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 12, 14 and 15 for the debtor and creditor notes.

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2021

Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the trustees to have most significant effect on amounts recognised in the financial statements.

(i) Useful Economic Lives

The annual depreciation charge for property, plant and equipment is sensitive to change in the estimated useful economic lives and residual value of assets. These are reassessed periodically and amended where necessary to reflect current circumstances.

(ii) Derivatives

As per FRS102 and the FRS102 Charities SORP, Alpha International is required to reflect the current fair value of its derivative contract as a liability. We have received a valuation report from our bank NatWest for the year ended 2021 and the valuation was also assessed by a third party (see note 15 for details).

(iii) Support cost allocations

A strong partnership and working relationship is enjoyed between Holy Trinity Brompton, Alpha International, St Paul's Theological Centre, and the Church Revitalisation Trust. Shared service costs (known as Central Services) are borne by HTB and then recharged to the other charities using the most appropriate driver for each service cost type. These support costs are then allocated across charitable activities based on estimates of the resources employed by Central Services towards each of these activities.

2. INCOME

	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
a) Gift Aid Donations				
Donations	68,199	78,468	146,667	280,416
Standing Orders	57,555	5,490	63,045	45,232
Income tax recovered	43,699	23,045	66,744	81,412
	<u>169,453</u>	<u>107,003</u>	<u>276,456</u>	<u>407,060</u>
b) Non Gift Aid Donations and similar income				
Donations	4,373,221	7,901,660	12,274,881	10,534,646
Standing orders and payroll giving	87,488	70,212	157,700	139,071
	<u>4,460,709</u>	<u>7,971,872</u>	<u>12,432,581</u>	<u>10,673,717</u>
c) Income from operating activities:				
Conference income	585	-	585	370
Resource sales	275,406	-	275,406	403,688
Royalties Income current year	58,024	-	58,024	81,613
	<u>334,015</u>	<u>-</u>	<u>334,015</u>	<u>485,671</u>
d) Other Income				
Bank interest and Other income	430	-	430	19,293
Gain/(Loss) on disposals of assets	18,878	-	18,878	(10,938)
Coronavirus Job Retention Scheme	1,302	-	1,302	135,603
	<u>20,610</u>	<u>-</u>	<u>20,610</u>	<u>143,958</u>
e) Other gains/ (losses)				
Adjustment for fair value of derivative contract (refer to note 15)	57,212	-	57,212	54,671

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2021

3. EXPENDITURE

	Direct Costs	Grants to & Partner Organisations *	Allocated Support Costs	Total 2021	Total 2020
	£	£	£	£	£
a) Cost of raising funds	804,546	-	150,347	954,893	1,018,147
b) Strategic Leadership and Enablement					
Global strategy	707,324	52,141	144,084	903,549	1,389,873
Partnerships & Governance	253,864	-	57,742	311,606	350,971
The Alpha Office	69,633	-	9,261	78,894	71,264
Church Engagement Framework (CEF)	123,350	963	37,723	162,036	-
Leadership Development	156,842	488,297	18,657	663,796	-
	1,311,013	541,401	267,467	2,119,881	1,812,108
c) UK Development					
UK Development and advisers	466,792	49,642	195,969	712,403	553,774
Alpha Invitation	179,808	103,689	-	283,497	154,335
Alpha Scotland	138,649	-	33,910	172,559	182,903
Alpha Northern Ireland	81,104	-	16,342	97,446	83,607
	866,353	153,331	246,221	1,265,905	974,619
d) Digital, Media, Product and Publications					
Media and publications	297,404	9,124	11,303	317,831	371,781
Global Marketing and Communications	223,423	-	47,120	270,543	280,682
Digital	262,175	727	32,957	295,859	213,953
Alpha Film Series	222,169	1,715,522	58,151	1,995,842	1,083,586
Marriage Courses Remake	-	-	-	-	120,451
Alpha Online	270,324	145	38,813	309,282	546,082
CEF Training	-	-	-	-	333
Product Development Management	298,365	13,943	51,750	364,058	-
	1,573,860	1,739,461	240,094	3,553,415	2,616,868
e) International Development					
EME development	715,817	209,753	156,067	1,081,637	1,188,486
Africa development	125,271	402,611	60,058	587,940	459,711
Latin America development	139,534	278,429	8,171	426,134	479,690
Asia Pacific development	155,780	1,294,664	113,850	1,564,294	1,712,402
	1,136,402	2,185,457	338,146	3,660,005	3,840,289
f) Alpha Context Development					
Alpha - Prisons	86,311	-	18,657	104,968	183,994
Alpha - Catholic Context	78,846	219	26,147	105,212	101,346
	165,157	219	44,804	210,180	285,340
g) Other Ministries					
Marriage Courses	144,009	-	68,228	212,237	165,088
Mission Giving	-	-	-	-	20,000
	144,009	-	68,228	212,237	185,088
h) Conferences					
Conference direct costs & Logistics	175,749	-	6,537	182,286	335,823
	175,749	-	6,537	182,286	335,823
Total expenditure	6,177,089	4,619,869	1,361,844	12,158,802	11,068,282

* The activities noted above reflect certain grants that have been awarded to National Alpha Offices (NAO's) and other carefully selected third party entities in pursuit of the aims and objectives of Alpha International.

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2021

4. SUPPORT COSTS

The support costs associated with facilitating the work of the Charity have been allocated across the categories of generating funds and charitable activities on the basis of staff numbers responsible for each of the relevant departments, projects and activities. The analysis of support costs is shown below.

ANALYSIS OF SUPPORT COSTS	Depreciation of		2021	2020
	fixed assets	Support costs		
	£	£	£	£
Facilities & Desk Charge	-	169,925	169,925	188,079
IT	8,378	245,876	254,254	279,291
Digital Estate	-	11,769	11,769	10,060
Finance	-	336,850	336,850	312,404
HR	-	193,364	193,364	178,975
Operations	5,814	122,184	127,998	161,203
Legal	-	98,949	98,949	110,607
HQ Buildings Depreciation	130,006	-	130,006	130,005
(Gains)/losses on foreign exchange	-	38,729	38,729	168,375
	144,198	1,217,646	1,361,844	1,538,999

5. ANALYSIS OF EXPENDITURE		Staff costs	Other costs **	Total 2021	Total 2020
		£	£	£	£
Cost of Raising funds		365,603	438,943	804,546	801,606
Charitable activities	Strategic Leadership	913,907	938,507	1,852,414	1,517,237
	UK Development	537,301	482,383	1,019,684	771,010
	Media and Publications	686,849	2,626,472	3,313,321	2,434,344
	International Development	408,118	2,913,742	3,321,860	3,388,594
	Alpha Context Development	116,316	49,060	165,376	204,235
	Other Ministries	106,360	37,649	144,009	144,458
	Conferences	108,920	66,828	175,748	267,799
Allocated Support Costs (see note 4)	Support Costs	798,533	563,311	1,361,844	1,538,999
		4,041,907	8,116,895	12,158,802	11,068,282

** Includes the cost of some staff employed by other organisations outside the UK but which have been recharged to Alpha International.

6. REGIONAL ANALYSIS OF SALES

	2021	2020
	£	£
Income from Media resources and Conferences can be analysed as follows:		
United Kingdom	295,449	380,881
North America and Canada	12,977	25,283
Asia Pacific	11,201	30,929
Europe, Africa, Middle East	14,388	48,578
	334,015	485,671

7. AUDIT COSTS AND DEPRECIATION

	2021	2020
	£	£
Net incoming/(outgoing) resources are stated after charging		
Auditor's remuneration: current year	12,426	11,775
Auditor's remuneration - other services	651	4,500
Depreciation (see note 9)	144,198	149,059
	157,275	165,334

8. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	3,478,741	3,293,077
Social security costs	375,026	356,684
Pension costs	188,140	198,649
	4,041,907	3,848,410

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2021

8. STAFF COSTS continued

Analysis of Staff Costs and the Costs of Key Management Personnel

As disclosed in note 19 (Related Parties), there is a close working relationship between HTB, AI, SPTC, and CRT. The Central Service staff who support all of the charities with operational functions are employed by HTB, and their costs (together with the costs of their departments) are allocated across the entities using the most appropriate basis for each support service. The staff costs and information in this note includes the proportionate share of these Central Service staff, as well as the relevant share of ministry staff who split their time across the charities due to the nature of their roles.

The average monthly number of full time equivalent employees was 89 (2020: 86)

The number of employees whose total benefits (excluding pension and NI) were greater than £60K was 13 (2020: 8), as follows:

£60K-£70K bracket - 7
£70K-£80K bracket - 2
£80K-£90K bracket - 2
£100K-£110k bracket - 1
£150K-£160K bracket - 1

Central Services staff are on the HTB payroll but serve HTB, AI, SPTC, and CRT- each of which bear a portion of their costs. Relevant details of their remuneration can be found in the 'Staff costs' note in the HTB financial statements.

Key Management Personnel

The key management personnel of Alpha International comprise the President of Alpha International and the Global Chief Executive Officer. The total employee benefits (including pension and Employer NIC) of the key management personnel of the Charity were £315,701 (2020: £485,576 which included CEO, COO and President).

The key management personnel of the Central Services functions which serve HTB, AI, SPTC, and CRT comprise the Group Director of People and the HTB Group Chief Operating Officer. The total employee benefits (including pension and Employer NIC) of these key management personnel were £206,700 (2020: £191,078); but Alpha only bore a portion of these costs, £68,795 (2020: £67,259).

Redundancy/termination payments

These totalled £23,579 for the year (2020: £5,877), and include statutory payments as well as ex-gratia amounts where these were considered appropriate.

9. TANGIBLE FIXED ASSETS	Land and Buildings	Computer Equipment	Other Equipment	Furniture and fittings	Total
	£	£	£	£	£
Cost					
Opening balance 1st January 2021	10,500,285	93,363	92,609	6,914	10,693,171
Additions	-	11,577	-	-	11,577
Disposals	-	(14,259)	(35,427)	-	(49,686)
Closing balance 31st December 2021	10,500,285	90,681	57,182	6,914	10,655,062
Depreciation					
Opening balance 1st January 2021	1,646,638	85,457	76,505	6,914	1,815,514
Charge for 2021	130,006	8,378	5,814	-	144,198
Disposals	-	(14,258)	(28,103)	-	(42,361)
Closing balance 31st December 2021	1,776,644	79,577	54,216	6,914	1,917,351
Net Book Value					
At 31st December 2020	8,853,647	7,906	16,104	-	8,877,657
At 31st December 2021	8,723,641	11,104	2,966	-	8,737,711

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2021

10. INTANGIBLE FIXED ASSETS

Cost	Intellectual Property	Assets Under Development	Total
Opening balance 1st January 2021	200,000	-	200,000
Additions		575,823	575,823
Closing balance 31st December 2021	200,000	575,823	775,823
Amortisation			
Opening balance 1st January 2021	200,000	-	200,000
Charge for 2021	-	-	-
Closing balance 31st December 2021	200,000	-	200,000
Net Book Value			
At 31st December 2020	-	-	-
At 31st December 2021	-	575,823	575,823

Intellectual Property: On 31 December 2009 Alpha International contracted to buy the rights to a number of key Alpha publications. The cost of this has been amortised over a three year period with effect from 2010.

Assets Under Development: With Alpha courses around the world forced to move online due to the Covid-19 pandemic, Alpha decided to create a bespoke online experience for Alpha guests. A rapid prototype online platform was developed in the last quarter of 2020 and throughout 2021 the platform was further developed and enhanced, to include three core products: a web app, a native Android mobile app, and a native iOS app. AI launched these products globally in January 2022. On 31 December 2021 this platform was still under development and so has not been amortised.

11. STOCK

	2021 £	2020 £
Stocks of books, DVD's and other resources for resale	26,271	43,224

12. DEBTORS

	2021 £	2020 £
Trade Debtors	74,892	104,208
Prepayments	101,039	59,465
Sundry Debtors **	28,202	1,611
Deferred Expenditure	-	7,824
Amount due from HTB (see note 19)	-	15,849
Other Debtors	9,684	8,012
Accrued Income	1,243,238	871,483
	1,457,055	1,068,452

** Sundry debtors includes a balance of £25,000 (2020: Nil) due in more than one year.

13. CASH AT BANK AND IN HAND

	2021 £	2020 £
Balance attributable to restricted fund	1,615,852	1,629,671
Balance at bank and in hand	1,789,960	2,099,084
	3,405,812	3,728,755

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2021

14. LIABILITIES: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Creditors for goods and services	213,492	177,802
Amount due to HTB (see note 19)	44,483	-
Amount due to CRT2 (see note 19)	81,789	-
Deferred income*	265,810	346,591
Accruals	152,014	303,552
Taxation and Social Security	85,898	73,839
Other creditors	19,271	27,249
Mortgage finance	354,000	354,000
Financial derivative liability	56,760	56,760
	<u>1,273,517</u>	<u>1,339,793</u>

*Deferred Income

Deferred income comprises donations, grants & earned income received for future financial periods.

	2021 £	2020 £
Balance at 1 January	346,589	391,959
Amount released to income	(80,779)	(237,953)
Amount deferred in year	-	192,583
Balance at 31 December	<u>265,810</u>	<u>346,589</u>

15. LIABILITIES: AMOUNTS FALLING DUE IN MORE THAN ONE YEAR

	2021 £	2020 £
Mortgage finance	711,866	1,065,866
Financial derivative liability	13,783	70,995
Loan	1,000,000	1,000,000
	<u>1,725,649</u>	<u>2,136,861</u>

In September 2011 the mortgage with National Westminster Bank plc was paid off, and a new loan of £4,605,866 was received from Trinidad Limited. This mortgage is secured on the property 5-7 Cromwell Road, and has a thirteen year term from January 2012, with the final payment due in January 2025. The amount due to be repaid in 2022, £354,000, is disclosed in note 14. The remaining balance, due to be repaid after the end of 2022, is disclosed above. No interest was payable on this mortgage for the first five years, and thereafter the lender has the option to charge interest at a rate equivalent to 1% above the base rate of National Westminster Bank plc but has opted not to do so. Further details about Trinidad Limited can be found in note 19.

In August 2019, a second £1m loan was received from Trinidad Limited to support the working capital requirements of Alpha International and has a seven-year term from August 2019, with a repayment of £250,000 plus accrued interest (if any) at the fourth, fifth, sixth and seventh anniversaries of the date of the Agreement. The loan is fully outstanding at 31st December 2021 and disclosed above.

In November 2009 Alpha International entered into a derivative contract with Royal Bank of Scotland plc to cap the interest on a mortgage at 3% on the full outstanding balance to full term. Instalments of £14,190 are paid quarterly commencing 31 December 2009 and ending on 31 March 2023. The trustees took the view that this was a prudent commitment in the best interests of the Charity and that it provided a guaranteed low cost interest rate over the life of the loan. This mortgage has now been paid off and replaced with a different loan, but due to prevailing low interest rates in the UK market, it would not currently be beneficial to dispose of the derivative contract, and the intention is to retain it until conditions are more favourable. A total of £56,760 is due to be paid on this contract within one year. Arising from this contract, National Westminster Bank plc has a deed of priority for £600,000 secured on the property and associated assets. As per FRS102 and the FRS102 Charities SORP, Alpha International is required to reflect the current fair value of its derivative contract as a liability. As at 31 December 2021 the liability is valued at £70,543 (of which £56,760 is short term liability).

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2021

16. ANALYSIS OF NET ASSETS BY FUND

	General funds	Designated funds	Restricted funds	Total
	£	£	£	£
2021				
Fixed assets	589,893	8,723,641	-	9,313,534
Stock and debtors	1,483,326	-	-	1,483,326
Cash at bank and in hand	1,707,903	82,057	1,615,852	3,405,812
Current liabilities	(862,757)	(354,000)	-	(1,216,757)
Long term liabilities	(1,000,000)	(711,866)	-	(1,711,866)
Financial derivative liability	-	(70,543)	-	(70,543)
Fund balance	1,918,365	7,669,289	1,615,852	11,203,506
2020				
Fixed assets	12,047	8,865,610	-	8,877,657
Stock and debtors	1,111,676	-	-	1,111,676
Cash at bank and in hand	1,994,304	104,780	1,629,671	3,728,755
Current liabilities	(929,033)	(354,000)	-	(1,283,033)
Long term liabilities	(1,000,000)	(1,065,866)	-	(2,065,866)
Financial derivative liability	-	(127,755)	-	(127,755)
Fund balance	1,188,994	7,422,769	1,629,671	10,241,434

17. DESIGNATED FUNDS

	2021 Opening Balance	Mortgage Repayment	Property Depreciation	Transfer from General Reserve	2021 Closing Balance
	£	£	£	£	£
5-7 Cromwell Road Fund	7,317,989	354,000	(130,006)	45,249	7,587,232
Future Depreciation - Central Service Assets	104,780	-	(73,474)	50,751	82,057
	7,422,769	354,000	(203,480)	96,000	7,669,289
	2020 Opening Balance	Mortgage Repayment	Property Depreciation	Transfer from General Reserve	2020 Closing Balance
	£	£	£	£	£
5-7 Cromwell Road Fund	7,039,323	354,000	(130,005)	54,671	7,317,989
Future Depreciation - Central Service Assets	87,033	-	(61,443)	79,190	104,780
	7,126,356	354,000	(191,448)	133,861	7,422,769

5-7 Cromwell Road: The work on the HQ building at 5-7 Cromwell Road was completed in March 2009 and satisfied the specification of the donations given for the purchase of the property. A designated fund was established at the time in order to preserve a fund to offset the amortisation of the property and the repayment of the mortgage.

Future depreciation-Central Service Assets - as outlined in the accounting policies, HTB makes an annual charge to AI for shared staff and the use of shared facilities and service departments. Part of this charge is the depreciation on assets purchased by HTB but used across HTB, AI, SPTC and CRT as part of the Central Services support function. A designated fund was established to recognise the future value of depreciation on these assets which will be charged to AI in 2020 and beyond. This designated fund is adjusted annually to reflect the value of future years' depreciation calculated at the end of each financial year.

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2021

18. RESTRICTED FUNDS 2021

Strategic Leadership and Enablement

	Opening Balance 2021 £	Income 2021 £	Expenditure 2021 £	Closing Balance 2021 £
Alpha Global -Int Dev	-	36	(36)	-
Executive Office	-	10,313	(10,313)	-
Governance Office	-	77,561	(77,561)	-
Church Engagement Framework	-	42,859	(42,859)	-
Leadership Development	-	1,344,179	(645,140)	699,039
	-	1,474,948	(775,909)	699,039

UK Development

Alpha Scotland	19,337	67,147	(65,245)	21,239
Alpha Northern Ireland	20,000	44,259	(44,259)	20,000
UK Development Fund	-	253,545	(253,545)	-
	39,337	364,951	(363,049)	41,239

Digital, Media, Product and Publications

Publications	-	8,163	(8,163)	-
Digital & Training	-	279,597	(250,259)	29,338
Global Comms	-	67,198	(67,198)	-
Alpha Film Series	1,126,115	1,118,624	(1,937,690)	307,049
Alpha Online	-	1,114,203	(842,051)	272,152
Product Development	-	219,672	(183,947)	35,725
	1,126,115	2,807,457	(3,289,308)	644,264

International Development

Africa Development Fund	58,638	263,665	(282,665)	39,638
Asia Pacific Development Fund	221,961	1,329,775	(1,453,693)	98,043
EME Development Fund	176,120	415,484	(545,182)	46,422
Latin America Development Fund	-	134,841	(134,841)	-
	456,719	2,143,765	(2,416,381)	184,103

Alpha Context Development

Alpha - Prisons	7,500	35,087	(42,587)	-
Alpha in a Catholic Context	-	79,067	(79,067)	-
	7,500	114,154	(121,654)	-

Other Ministries

Marriage Courses	-	72,253	(72,253)	-
The Parenting Course	-	70,460	(23,253)	47,207
	-	142,713.00	(95,506)	47,207

Conferences

Leadership Conference	-	159,817	(159,817)	-
	-	159,817	(159,817)	-

Fundraising & Support Cost

Cost of Raising funds	-	417,299	(417,299)	-
Support Cost	-	453,771	(453,771)	-
	-	871,070	(871,070)	-
	1,629,671	8,078,875	(8,092,694)	1,615,852

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2021

18. RESTRICTED FUNDS 2020 continued

	Opening Balance	Income	Expenditure	Closing Balance
RESTRICTED FUNDS 2020	2020	2020	2020	2020
	£	£	£	£
<u>Strategic Leadership and Enablement</u>				
Alpha Global -Int Dev	-	143,967	(143,967)	-
Executive Office	-	53,784	(53,784)	-
Governance Office	-	120,369	(120,369)	-
	-	318,120.00	(318,120)	-
<u>UK Development</u>				
Alpha Scotland	-	81,991	(62,654)	19,337
Alpha Northern Ireland	-	54,376	(34,376)	20,000
UK Development Fund	-	416,933	(416,933)	-
	-	553,300	(513,963)	39,337
<u>Media and Publications</u>				
Digital & Training	-	136,508	(136,508)	-
Alpha Innovation/Creative	-	-	-	-
Global Comms	-	141,568	(141,568)	-
Alpha Film Series	666,820	1,530,705	(1,071,410)	1,126,115
Alpha Online	-	526,763	(526,763)	-
Marriage Course Refilm	-	105,390	(105,390)	-
	666,820	2,440,934	(1,981,639)	1,126,115
<u>International Development</u>				
Africa Development Fund	4,550	334,537	(280,449)	58,638
Asia Pacific Development Fund	113,007	1,684,493	(1,575,539)	221,961
EME Development Fund	31,875	795,373	(651,128)	176,120
Latin America Development Fund	321	325,740	(326,061)	-
	149,753	3,140,143	(2,833,177)	456,719
<u>Alpha Context Development</u>				
Alpha - Prisons	-	39,805	(32,305)	7,500
Alpha - Youth	-	-	-	-
Alpha Forces	-	-	-	-
Alpha in a Catholic Context	-	78,467	(78,467)	-
	-	118,272	(110,772)	7,500
<u>Other Ministries</u>				
Marriage Courses	-	133,747	(133,747)	-
	-	133,747	(133,747)	-
<u>Conferences</u>				
Leadership Conference	-	40,937	(40,937)	-
	-	40,937	(40,937)	-
<u>Fundraising & Support Cost</u>				
Cost of Raising funds	-	60,059	(60,059)	-
Support Cost	-	119,147	(119,147)	-
	-	179,206	(179,206)	-
	816,573	6,924,659	(6,111,561)	1,629,671

The funds relate to donations which have been given specifically for the work of Alpha in a particular country or region, or for a specific ministry or project being undertaken by Alpha International.

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2021

19. RELATED PARTIES

Trustee remuneration:

Under the terms of the Memorandum and Articles of Association of Alpha International, three of the trustees received remuneration for services as employees or consultants during the year. None of the trustees received remuneration for services provided to the Charity as trustees.

The following trustees or key management personnel were directors or members of related entities or were connected to people or organisations in receipt of payments from Alpha International.

Trustee & Members	Related Trusteeship	Remuneration for non-trustee services
Miss Tricia Neill	Church Revitalisation Trust (Trustee), The Church Renewal Trust (Trustee and Member) and St Pauls' Theological Centre (Member)	£125,871 (2020:£146,800)
Right Revd Sandy Millar	None	£19,266 (2020:£19,277) paid via a retainer by Holy Trinity Brompton and Alpha International
Mr Chris Sadler	Beijing Family Life Consulting Company Limited	NIL (2020: £28,500)
Dato Hong Yeoh	Trinidad Limited	NIL (2020-NIL)
Datuk Kathleen Chew	Mad Squared Sdn Bhd	NIL (2020-NIL)
	AlphaMy Berhad (Alpha Malaysia)	NIL (2020-NIL)
	St Pauls' Theological Centre	NIL (2020-NIL)
Revd. Nicky Gumbel	Holy Trinity Brompton*, St Pauls' Theological Centre, Church Revitalisation Trust, Church Renewal Trust and St Mellitus College Trust	NIL (2020-NIL)
Mr John D. L. Mackay	Alpha USA & Alpha Ministries Canada	NIL (2020-NIL)
Mr Bernard Mensah	Wife is a PCC** member, Standing Committee member and Church Warden of Holy Trinity Brompton	NIL (2020-NIL)
	Wife is member of Church Revitalisation Trust	NIL (2020-NIL)
	Wife is a Trustee of St Pauls' Theological Centre	NIL (2020-NIL)
Mr David Gardner	Wife is a PCC member of Holy Trinity Brompton	NIL (2020-NIL)
Mr Al Gordon	PCC of Ecclesiastical Parish of Hackney	NIL (2020-NIL)
Mr Andre Eze	Holy Trinity Brompton	NIL (2020-NIL)
Mrs Rebecca Stewart	St Mellitus College Trust	NIL (2020-NIL)

* Holy Trinity Brompton's full legal name is The Parochial Church Council of the Ecclesiastical Parish of Holy Trinity with Saint Paul Onslow Square and Saint Augustine South Kensington

** PCC stands for Parochial Church Council

Trustee Donations: Alpha International has received a total of £2,181,982 (2020: £2,282,971) in donations from Trustees and their related parties in the year. The donors did not attach any conditions to their gifts which require the charity significantly to alter the nature of its existing activities.

Royalties. Royalties accrued to trustees of Alpha International from worldwide sales in the previous year of resources written by them.

These royalties were waived by the trustees and the funds retained in the Charity.

Revd. Nicky Gumbel - £9,427.45

Miss Tricia Neill - £13.32

Right Revd John (Sandy) Millar - £5.27

Alpha International enjoys a shared vision and close working relationship with National Alpha Offices (NAOs). Over 45 countries have these locally staffed NAOs who work closely with the global team to grow Alpha in their context, train leaders and translate resources. The Alpha Offices are independently constituted and are not directed or controlled by Alpha International. Where one or more directors of Alpha International are minority members of a National Alpha Office board, and where Alpha International has had transactions with that office during the year, details are provided in the table below.

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2021

19. RELATED PARTIES continued

National Alpha Office & Related companies	Income	Expenditure	Balance owing at year end	Notes
Beijing Family Life Consulting Company Limited	NIL (2020- NIL)	Grant- £231,536 (2020: £190,656)	NIL (2020- NIL)	
AlphaMy Berhad (Alpha Malaysia)	NIL (2020- NIL)	Grant - £1,990,050 (2020: £620,245)	NIL (2020: £70,000 owed by AI to AlphaMy Berhad)	
Alpha USA	Royalties received of £11,800 (2020: £13,516).	Sundry expenses including staff costs £640,087 (2020: £785,470)	£12,750 due to Alpha USA (2020: £20,804 due from Alpha USA)	
Alpha Australia National Office	Royalties received of £7,038 (2020: £6,840). No donations received (2020: £9,340)	NIL (2020- NIL)	NIL (2020: £6,840 due from Alpha Australia National Office)	
ST Mellitus College Trust	£747 donations received (2020- NIL)	NIL (2020- NIL)	NIL (2020- NIL)	Nicky Gumbel and Rebecca Stewart (Trustees of Alpha International) are Trustees of St Mellitus College Trust.
Trinidad Limited	NIL (2020- NIL)	Loan repayment £354,000 (2020: £354,000)	Loan outstanding £2,065,866 including the a second £1m loan received in August 2019 (2020: £2,419,866) see note 15 for details.	Dato' S H Yeoh and Datuk K Chew (Trustees of Alpha International) are directors and majority shareholders in Trinidad Limited.
Holy Trinity Brompton	Donations totalling £277,000 (2020: £250,000)	N/A	£44,484 due to Holy Trinity Brompton (2020: £15,849 due from Holy Trinity Brompton)	
Mad Squared Sdn Bhd	NIL (2020- NIL)	Charges to Alpha International for media services £7,996 (2020: £26,806)	NIL (2020- NIL)	Datuk Kathleen Chew (Trustee of Alpha International), is a director of Mad Squared Sdn Bhd.
Level Creative Media Ltd	NIL (2020- NIL)	NIL (2020: £18,678)	NIL (2020- NIL)	The son of Revd. Nicky Lee (member of Alpha International) is a Partner of Level Creative Media Ltd.
Alpha Ministries Canada	Joint venture income £567,281 (2020: £408,740)	Joint venture expenditure £550,881 (2020: £413,906).	NIL (2020- NIL)	Alpha International is party to a joint arrangement with Alpha Ministries Canada, which commenced in 2003, and which enables both parties to carry out their objects more effectively by pooling resources. The joint committee (comprising the Trustees of Alpha International) supervises, directs and manages the joint arrangement. The incoming resources provided by Alpha Ministries Canada to the joint arrangement and the related expenditure, is not reflected in these financial statements, but in the financial statements of the joint arrangement.
The Church Revitalisation Trust	NIL (2020- NIL)	NIL (2020- NIL)	£81,789 due to The Church Revitalisation Trust (2020: £Nil)	Year end balance consists of the Fundraising License expense and donations received by Alpha, to be passed on to CRT.
The PCC of the Ecclesiastical Parish of Brighton, St Peter (St Peter's Brighton)	£10,000 donations received (2020: £10,000)	Grant - £10,000 (2020- NIL)	NIL (2020- NIL)	The son of Revd. Nicky Gumbel is a PCC member of St Peter's Brighton.
The PCC of the Ecclesiastical Parish of Hackney (St John's Hackney)	NIL (2020- NIL)	Grant - £5,000 (2020- NIL)	NIL (2020- NIL)	AI Gordon is a PCC member (and is also the Chairman) of the PCC of the Ecclesiastical Parish of Hackney.

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2021

20. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
INCOME				
Donations and legacies				
Donations under gift aid	2a)	229,410	177,650	407,060
Other donations and similar income	2b)	3,926,708	6,747,009	10,673,717
		4,156,118	6,924,659	11,080,777
Charitable activities				
	2c), 6	485,671	-	485,671
Other income				
	2d)	143,958	-	143,958
Total income		4,785,747	6,924,659	11,710,406
EXPENDITURE				
Cost of Raising funds	3a)	956,896	61,251	1,018,147
Expenditure on charitable activities				
Strategic Leadership and Enablement	3b), 18	1,488,031	324,077	1,812,108
UK Development	3c), 18	449,933	524,686	974,619
Digital, Media and Publications	3d), 18	595,910	2,020,958	2,616,868
International Development	3e), 18	951,113	2,889,176	3,840,289
Alpha Context Development	3f), 18	172,185	113,155	285,340
Other Ministries	3g), 18	48,958	136,130.00	185,088
Conferences	3h), 18	293,695	42,128	335,823
Total charitable expenditure		3,999,825	6,050,310	10,050,135
Total expenditure		4,956,721	6,111,561	11,068,282
Net income/(expenditure) before gains/(losses)		(170,974)	813,098	642,124
Other gains	2e)	54,671	-	54,671
Net income/(expenditure)		(116,303)	813,098	696,795
Funds brought forward at 1 January		8,728,066	816,573	9,544,639
Funds carried forward at 31 December		8,611,763	1,629,671	10,241,434

ALPHA INTERNATIONAL

England & Wales - Charity number 1086179

Accounts

Company Number: 4157379
Charity number: 1086179 (England)
SC042906 (Scotland)

Alpha International

(A charitable company limited by guarantee)

Trustees' report and Financial statements

For the year ended 31 December 2020

Alpha International

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LETTER FROM THE CHAIR

We have been amazed at how God has used Alpha in unexpected ways over the past year. Despite the many obstacles that COVID-19 presented, we saw significant growth in Alpha courses and participants around the world. Through Alpha, hundreds of thousands of people were given an opportunity to experience the love of Jesus and to find hope and meaning in their lives during a hugely challenging time.

Alpha Online has opened the way for guests to explore the big questions of life from their own home, and we remain committed to providing the best possible resources – new content, training and support – to help churches run courses online and in person. We also began the development of, and have piloted, a new Alpha Online platform developed specifically to facilitate a great online Alpha experience. We anticipate the global launch of the new Alpha Online platform later this year and we are already working on the next version of the Alpha Film Series.

The launch of the new Marriage Course film series at the start of the year was timely and instrumental in reaching thousands of couples, primarily online.

Furthermore, we rolled out the new Bible in One Year app and launched the Leadership Conversations podcast.

This review highlights some of Alpha's global impact over the past year.

Our passion for unity continues to underpin all that we do. It is wonderful to see people encountering Jesus through so many different denominations and church networks.

We are hugely grateful and really excited to see what God will do in the year ahead. We cannot thank you enough for your prayers and support which make all this possible.

With very best wishes,

Nicky Gumbel
Chairman of Alpha International

Alpha International (A charitable company limited by guarantee)

Trustees' report for the year ended 31 December 2020

The Trustees, who are also directors of Alpha International, are pleased to submit their annual report and audited financial statements for the year ended 31 December 2020. The Trustees have adopted the provisions of the Statement of Recommended Practice "Accounting and Reporting by Charities" Charities SORP (FRS 102), the Companies Act 2006 and applicable UK accounting standards in preparing the annual report and financial statements of the charity.

Reference and administrative information

Full name of charity	Alpha International
Directors/Trustees	The Revd Nicky Gumbel Miss Tricia Neill Mr Bernard Mensah The Right Revd Sandy Millar Mr John Mackay Mr Chris Sadler Dato Hong Yeoh Mrs Rebecca Stewart The Revd Al Gordon Mr Michael Timmis Datuk Kathleen Chew (joined 29 April 2020) Mr David Gardner Mr Bobby Gruenewald
Secretary	Mr Jon Shippen
Company number	4157379
Charity number	1086179 (England) SC042906 (Scotland)
Registered office and address	Holy Trinity Brompton, Brompton Road, London, SW7 1JA
Bankers	National Westminster Bank, 186 Brompton Road, Knightsbridge, SW3 1HL
Auditors	Moore Kingston Smith LLP, Devonshire House 60 Goswell Road London, EC1M 7AD

STRUCTURE, GOVERNANCE AND MANAGEMENT

Alpha International is governed by its Memorandum and Articles of Association and is constituted as a company limited by guarantee (number 4157379) and a registered charity (number 1086179 (England); SC042906 (Scotland).)

There are six members of Alpha International who appoint new trustees on the recommendation of the existing trustees. New trustees are provided with guidance explaining their role and responsibilities as Trustees of the charity. All new trustees are fully briefed on the worldwide activities and vision of Alpha International and they pursue the independent interests of the charity notwithstanding their separate responsibilities in other organisations.

Alpha's vision is the re-evangelisation of the nations, the revitalisation of the church and the transformation of society. The mission is to equip and serve the church in its mission to help people discover and develop a relationship with Jesus. Alpha's 5-year goal, outlined in 2018, is to double the number of actively engaged churches running Alpha by 2022. Alpha International operates within a Federated Partnership. Over 45 countries have locally staffed offices called National Alpha Offices (NAOs). They work closely with their regional teams and the global team to grow Alpha in their context, train leaders, support hub churches and translate resources.

The Board meets formally four times per year to discuss and approve major strategic matters, including the annual budget. This year, the Board established a Finance and Risk sub-committee, which will meet four times per year in advance of each Board meeting. There is regular contact and consultation with trustees outside of board meetings on matters arising.

Alpha International (A charitable company limited by guarantee)

Trustees' report for the year ended 31 December 2020

The joint arrangement with Alpha Canada, which commenced in 2003, continues to enable the parties to conduct activities effectively by pooling resources. The joint committee supervises, directs and manages this arrangement. The incoming resources provided by Alpha Canada for the year ended 31st December 2020 were £408,740 (2019, £345,676). Note 19 to the financial statements details this and other related party transactions.

Alpha International was created to carry on the charitable work that Holy Trinity Brompton (HTB), an Anglican Church in London, had commenced beyond its own parish boundaries. The rooting of Alpha within a church community is integral to the values of Alpha, which is always intended to be 'by the church, for the church and through the church'. HTB and Alpha International operate a shared services model for some of the support and back office functions, which is fully detailed in the accounting policies (Note 1). Further details relating to transactions with HTB and other related parties are shown in Note 19 to the financial statements.

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

The trustees believe that Alpha provides a benefit to the public by:

- Providing an opportunity for every member of society to explore the big questions of life free of charge in a wide variety of geographic locations in the UK and overseas in churches, prisons, workplaces, universities, homes and other local venues.
- Building a better society by providing training tools to strengthen marriages.
- Offering the Bible in One Year (BIOY) app as a key resource specifically for Alpha guests to deepen their Christian faith, and for every user of the app to grow in their knowledge of the scriptures.

The trustees are committed to maintaining the highest legal and ethical standards in the way the charity undertakes its fundraising activities. All fundraising takes place in-house and the charity does not use any external fundraisers or commercial participators. AI is registered with the UK Fundraising Regulator and committed to abide by the Code of Fundraising Practice and to the Fundraising Promise.

Alpha International takes precautions in our fundraising to ensure the protection of the public, including vulnerable persons from unreasonably intrusive or persistent fundraising approaches, and undue pressure to donate. Our fundraising team take seriously any expression of dissatisfaction we receive regarding our fundraising practice and aim to resolve any complaints as quickly as possible. Our policy is to escalate the issue internally to the Alpha International Chief Executive Officer. In the event that the complaint cannot be resolved, it will be further escalated to the Chair of the board of trustees, who will nominate an independent trustee to consider the merits of the complaint and any resulting actions. If necessary, we will contact the Charity Commission for advice and guidance. In addition, in the last year, Alpha International has completed a new Gift Acceptance Policy to protect the charity against bribery, money laundering and corruption, and association of the charity to unfavourable sources of funds. During the 2020 financial year, there were no fundraising complaints.

Alpha International is committed to ensuring the careful use of data in line with General Data Protection Regulations (GDPR) and monitors the use of data, particularly in regard to donor data for fundraising purposes. Our Privacy Policy covers how we use this data and gives donors the option to opt out of any contact or make a formal complaint. As a global organisation we monitor the relationships we have with donors across the world and seek to maintain a consistent standard of stewardship based on the guidance of the Code of Charity Commission and Fundraising Regulator Practice and the Fundraising Promise.

Objectives and Activities

Alpha International's activities include the Alpha course, The Marriage Courses, Leadership Conference and Bible in One Year. Internationally, the approach of Alpha and other related ministries includes:

Trustees' report for the year ended 31 December 2020

- Serving and equipping seven regions and the NAOs they represent as they serve and equip churches to run Alpha.
- Training and equipping a network of thousands of volunteers worldwide who run Alpha in existing locations and help establish Alpha in new locations.
- Supporting our regions and the network of NAOs throughout the world, bringing the global teams together for the Alpha Global Gathering, Leadership Conference and similar key training events.
- Creating, distributing and translating core Alpha materials, which allows Alpha to be run to the highest standard with minimal effort. This releases local church leaders to focus on their guests.
- Offering churches promotional tools and resources to mobilise their congregation to invite guests to Alpha.
- Fostering expertise in ministry areas where Alpha is most effective when suitably tailored, creating resources and training practitioners. This includes Alpha for Youth and Alpha in the Catholic context.
- Supporting other ministries in pursuit of the vision and training leaders, promoting those courses, creating resources and supporting a network of experienced advisors for those ministries. Examples include, The Marriage Courses and the Bible in One Year.

Remuneration Policy

At Alpha International we place great value on our highly talented, dedicated and passionate staff team, without whom we could not deliver against our vision, mission and goals. Our remuneration policy is aimed at ensuring that pay is competitive within our sector, rewards staff fairly and enables the staff team to feel valued.

Our Principle is to reward staff, irrespective of seniority, informed by the following:

- Fairness; without discrimination and with an intention of cross-entity parity
- Differentiation; to reflect a combination of what is achieved and the way in which it is achieved
- Compliance; to all HMRC and Charity Commission requirements
- Affordability; with good stewardship
- In line with at least the London Living Wage for London-based staff and the Real Living Wage for UK regional-based staff

The HTB Group entities (HTB, Alpha International, the Church Revitalisation Trust and St Paul's Theological Centre) operate in close co-operation and within a shared operating model, including a harmonised pay and benefits structure for staff employed within the group entities. Whilst staff compensation is the responsibility of each entity board, authority is delegated to the Remuneration Committee (RemCo) to oversee group-wide remuneration. At least one representative of each entity sits on the RemCo. The purpose of the RemCo is to ensure that pay and benefits across the group are consistent, fair and aligned for equivalent roles.

In this coming year, Alpha International seeks to create a global AI Remuneration Committee (Global AI RemCo) responsible for the governance and risk management of all staff globally. This Global AI RemCo will be independent of the Group RemCo, and as such, AI pay and benefits will therefore now come under its authority and scrutiny rather than that of Group RemCo.

STRATEGIC REPORT

Achievements and Performance

Alpha's achievements in 2020 include:

- Pivoted swiftly to Alpha Online in response to the global pandemic
- Further developed and embedded the Church Engagement Framework strategy
- Strengthened global governance
- Delivered on Digital strategy, including the creation of a new Alpha Online Platform
- Supported Catholic context through challenges to adapt to Alpha online

Trustees' report for the year ended 31 December 2020

- Revised brand guidelines
- Launched the new Leadership Conversations with Nicky Gumbel Podcast
- Built new content to support churches running Alpha Online
- Rolled out the new Marriage Courses series globally
- Developed and launched a new Bible in One Year app
- Progressed activity and planning for the Alpha Film Series (AFS 1.75 & 2.0)

Underpinning all of our achievements this year is Alpha's swift response to the global pandemic in 2020. Across the organisation globally, fuelled by an entrepreneurial, innovative, and collaborative spirit amongst our global, regional, and national teams, the pivot to supporting churches running online Alpha courses has been remarkable.

Church Engagement Framework strategy

The Church Engagement Framework (CEF) Strategy provides the roadmap for how we work as an organisation and brings a necessary focus to achieving our ambitious goal of doubling the number of churches around the world running effective Alphas by 2022. The framework maps the journey of a church as they progress from Exploring to Experiencing and then Extending Alpha. Over 2020, the CEF Strategy has helped us to pivot and successfully adapt to the changing landscape caused by the COVID-19 pandemic, whilst maintaining our core value that Alpha is "by the church, for the church, through the church".

In 2020, this framework has helped Alpha to focus on developing strategies to practically engage with churches in a digital capacity. Each month the Global E Leads (Explore/Experience/Extend) hosted calls with the Regional E Leads to focus on sharing innovation, training, resources, ideas and learnings globally. In June, we hosted the CEF Forum online bringing together all our Regional Directors and E Leads, Executive Committee and Global E Leads, enabling those present to learn from one another, refine their strategies for the rest of 2020 and to ensure they were resourced to continue to develop and contextualise the CEF strategy within their regions.

During 2020, the Explore and Marketing teams worked closely to develop key assets that helped churches to engage with and run Alpha well online. In August and September assets were created for a global campaign to re-engage churches to run Alpha online, which regions could contextualise. A key focus of the Explore strategy has been to continue to grow Alpha as a leading voice on evangelisation, communicating Alpha as a culturally relevant resource for this generation. Through the pandemic there have been many opportunities for Alpha voices to speak at numerous online conferences and podcasts. Large Regional online conferences have been hosted by our teams in Africa, Latin America and Asia Pacific. In November, the Leadership Conversations with Nicky Gumbel podcast was launched to encourage, equip and inspire Christian leaders, bringing hope and vision during a time of global complexity.

As Alphas across the world moved online early in 2020, the Global, Regional and National Experience Leads worked to ensure that online training content was relevant and engaging for churches. Our aim is to ensure that our training is user friendly, geared to make the church's work easier, and to train churches to run high quality Alphas. The 7 Good Practice videos were produced to ensure that churches were fully equipped to run high quality Alphas online. New Alpha Team Training videos and scripts were developed for online and in person training, which were shared globally with content that could be contextualised by regions and offices. Our ability to offer excellent training and ongoing support to churches leads to a higher retention rate and positively impacts the culture of evangelism within the local church. In September, we rolled out the Post Alpha Survey to Regions and NAOs offering churches the opportunity to answer key questions about their Alphas and giving NAOs the opportunity to provide support in a more bespoke way to churches.

Each region and NAO has worked to identify and equip Hub churches that are uniquely positioned to influence other churches, are committed to running Best Practice Alphas and have the vision to help other churches to run Alpha. As part of the Extend work we hosted a 3-day Alpha Collective event at HTB in January with 103 Strategic Church leaders from around the world attending. This was followed by Asia Pacific hosting a Regional Alpha Collective in February which was attended by 39 pastors. We also hosted two online Alpha Collectives for Strategic Church leaders in October 2020 which was attended by over 260 guests from around the world; speakers included Nicky Gumbel from HTB, Miles

Trustees' report for the year ended 31 December 2020

Toulmin from HTBB, Kuala Lumpur and Ger Jones from Vintage Church, LA. It was a truly global event and is being run again in February 2021. GLeN, The Global Leaders Network, for emerging leaders from around the world was run virtually for the first time in June, with 281 guests attending, and then again in October, with 236 guests attending. It provided the opportunity for a series of curated conversations with the world's most influential thinkers and church leaders; speakers included Nicky Gumbel, Mark Sayers, Nona Jones, NT Wright and Glenn Packiam. Despite the challenges of 2020, the target for the number of Hub Churches was 264 and by the end of the year there were 253.

During 2020, the CEF Strategy has provided a clear framework and has fostered innovation, creativity and collaboration globally through the sharing of ideas and best practices, giving us the agility to pivot in challenging and uncertain times, as we seek to equip and serve the church in its mission to help people discover and develop a relationship with Jesus.

Global Governance

The Global Governance and Risk team have spent significant time in 2020 shoring up our internal systems for managing risk across the organisation. New committees have been formed to enable cross team collaboration around key areas including: safeguarding, data protection, information security, internal financial grant management systems and insurance and procurement. In addition, our Impact team spent time training and enabling our regional teams to ensure continuity across our metrics and designing surveys to assess our outcomes and measure against our goals – especially around year end 2020 data.

Digital

Alpha Online Platform

In response to the COVID-19 pandemic, churches running Alpha shifted to online methods using Zoom and other applications. In parallel to supporting churches running Alpha on any online platform, a team at Alpha began exploring more fit-for-purpose online platform solutions, ultimately deciding to begin development on our own bespoke platform, the Alpha Online platform. We piloted the platform with a small group of churches in late 2020, and we are planning to launch the Alpha Online platform to churches more broadly in September 2021. We are excited to see how this platform can serve churches to expand their reach in sharing the gospel through Alpha Online.

MyAlpha

Our digital registration platform was focused this year on supporting churches running Alpha online. We recognized an opportunity to build a more robust system as the number of courses and users interacting with our platforms scaled up, and we began research into a new Enterprise-level database and integration architecture that will serve all of our systems. Internally, this is called "Project Revelation" which will serve us well as we continue to grow.

Catholic Context

In 2020, the Catholic Context team continued to support and equip the Catholic coordinators within regional teams, to help them to respond to the COVID-19 pandemic and quickly adapt to running Alpha online. This was accomplished primarily through facilitating trainings, resources and strategic discussions on the Catholic narrative for running Alpha online. Whilst there have been many difficulties for Catholic churches to respond quickly, it has also been recognised that this is a significant moment for the church and a great opportunity to help parishes become more missionary focused.

In 2021, we will continue to focus on the Church Engagement Framework as a means to grow the number of Catholic churches running Alpha in person and online over the long term. We will continue to invest in Alpha's partnership with Divine Renovation Ministry, working collaboratively on global webinars and conferences. Alpha will also continue to work closely with Divine Renovation Network parishes to develop them as Hub churches.

Revised Brand Guidelines

Following feedback of the need to simplify and clarify the Alpha brand guidelines, Alpha set out to create revised guidelines for both local Alpha offices as well as churches. Three key components of these guidelines were 1. Reduce the design options to create a more holistic look globally, 2. Include guidance for photography and video to ensure the heart of Alpha is accurately depicted visually and 3. Include creative direction for Alpha events run by Alpha offices and churches. With events moving online and more accessible than ever for people to join from across the globe, we saw an increased importance in making sure naming and design elements were cohesive across countries. We pray these new guidelines will create a momentum behind Alpha that increasingly draws more and more people to come to know Christ.

Leadership Conversations with Nicky Gumbel Podcast

2020 was arguably one of the most challenging years for church leaders. As an organization we began to really think and pray about what we could provide to encourage and inspire leaders in their ministry. In October 2020 Alpha launched the Leadership Conversations with Nicky Gumbel podcast with the aim of providing leaders with practical, helpful, and inspiring content around the themes of evangelisation, cultural transformation, and the future of the global Church. We are honoured to have had guests such as Tim Keller, Michael Todd, Craig Groeschel, Jackie Pullinger, and more. As the listener base grows, the podcast serves as a great way to gain awareness of Alpha through mentions in the podcast. Alpha develops marketing assets for each episode which are then shared via Alpha social channels (organic and paid), email databases, and websites.

Alpha Online Content

As the world shut down and everything moved online, a large amount of marketing collateral was created to train churches on how to run Alpha online as well as assets for churches to use. The training material focused around what platforms to use, common questions, and common concerns church leaders have around running Alpha online. We then created assets to help churches invite guests through social, email, and text. We created them in a way that meant local offices, as well as churches, could swap in their own photography to bring as localized a feel as possible.

The Marriage Courses

The Marriage Courses remake was officially released in January 2020 with regional launches taking place over the course of 2020 and early 2021. The new series, consisting of 7 episodes of The Marriage Course, 5 episodes of The Pre-Marriage Course along with journals and Leaders' Guides for both courses, has been very well received. The COVID-19 pandemic has led to many churches shift to running courses online and the new content has made this not only possible but positive. Having received generous donations, the team have been focusing on translation to make the product more widely available.

The Bible in One Year

The Bible in One Year engages over 1 million readers across the Alpha and YouVersion apps. The original app, developed by Alpha, needed to be updated due to impending obsolescence and lack of data visibility. The team developed and launched a new app on 1 January 2021. Further development in 2021 is needed to ensure the app is robust and that Alpha can continue to provide engaging and relevant daily content to a new and existing user base.

Alpha Film Series 1.75 & 2.0

A review of the series in 2019 identified sequences that required urgent updating to either correct errors or improve delivery. While the COVID-19 pandemic prevented filming new content, archive footage allowed implementation of these changes. A total of 12 changes were made to the series and the new version of the film series (known internally as AFS

Trustees' report for the year ended 31 December 2020

1.75) will be available for release from March 2021. Initially this new version will only be available in English, but international masters will be available to regions who wish to translate - the cost for doing so will be lower as most of the content from the existing series is modular and therefore transferable.

The relaxation of lockdown restrictions in the summer of 2020 allowed completion of the filming of new vox pop sequences for the English version. These sequences were trialled at HTB during the autumn term and have now been approved for use globally. We have also identified this as a way of providing ongoing refreshes to the series and look forward to filming more vox pop sequences when restrictions allow.

Combined, the sequence swaps and vox pop refresh form Alpha Film Series 1.75. We feel these changes will elongate the lifetime of the product until AFS 2.0 has been produced.

Running concurrently to the series refresh, was a project to insert discussion breaks into the film series in the same way that has been done with the Alpha Youth Series. This new version of the series, Alpha Film Series 1.75D, also features the updated content from AFS 1.75. Evidence suggests that in some regions churches and groups are choosing to use the Alpha Youth Series when running their adult courses as they prefer to have the discussion questions presented in this way. By delivering this version of AFS, our hope is to redirect churches back to a product which is targeted at their demographic. Alpha Film Series D is now complete and will be rolled out from March 2021 to English speaking countries who request it. As part of the rollout, we will be looking to measure how successful the product is, to help with future product development.

Work started on AFS 2.0 in January 2020, but the arrival of COVID-19 meant that development was put on pause in March and it was decided that the project would be restarted early 2021. The consequences of the pandemic could impact the narrative and creative presentation of a new film series; therefore, we decided to reengage in a post COVID-19 world. Pre-development has been completed and the 2019 plan is still in place. This includes:

- Establishing a cycle of iterative development of the core AFS product that sets out a plan which will assume updates every 5 years.
- Building in a mechanism/process by which we analyse and invest in targeted contextualisation of the core product that demonstrably increases the number of churches running Alpha in a region. This will be done by an expanded ROI workstream.
- Documenting and codifying the DNA of the Alpha talks. For example, every element of the script serves a purpose in building the theological points within the script will be documented explaining why and what each is meant to achieve. It is anticipated that this will set Alpha up well for the future as contextualisation rolls out and DNA is preserved as much as possible.

Future Plans

In 2021, Alpha will focus on:

- Refining our Digital strategy
- Launching the new Alpha Online platform globally
- Strengthening the development and management of Alpha's content products (e.g., AFS, AYS, TMC, BiOY)
- Investment in Leadership Development and Capacity Building
- Strengthening Global Governance
- Continuing to further embed the Church Engagement Framework strategy across Alpha globally
- Kickstarting a global fundraising campaign
- Developing and promoting podcasts (e.g., Leadership Conversations with Nicky Gumbel Podcast, Alpha Stories)
- Casting vision and strategy for 2025 and beyond at Alpha

Alpha International (A charitable company limited by guarantee)

Trustees' report for the year ended 31 December 2020

Financial Review

Results for the year

Alpha International closed the year with an operating surplus of £642,124 (2019: deficit of £244,271). This surplus was chiefly due to restricted donations received towards the Asian Alpha Film Series project not spent in the year. £1,629,671 of these unspent restricted funds have been carried forward to be spent in 2021. Cash in hand at the end of the year amounted to £3,728,755, an increase of £1,563,028 over 2019, which was chiefly due to unspent restricted funds.

Income derived from voluntary donations for the year was £11,080,777 compared to £11,238,178 in 2019. Income from other sources (sales, conferences, royalties, and interest receivable) was £629,629 compared to £1,297,330 in 2019. This decrease in income from other sources is due to Leadership Conference 2020 being cancelled. Expenditure decreased by 13%, totalling £11,068,626 in 2020 compared to £12,779,779 in 2019. The decrease in total expenditure was driven by decreased spend due to the pandemic as well as Leadership Conference being cancelled.

General Funds & Reserves Policy

The Trustees believe that Alpha International is reliant on God's provision for the financial resources that it needs to fund its work. Consequently, the policy of the charity is not to build up significant reserves; and wherever possible to expend income received during the course of each financial year on its purposes. However, in order to ensure that the charity is able to manage its operational cashflow needs, the Trustees aim to hold working capital sufficient to cover between one- and two-months' expenditure. Free reserves at 31 Dec 2020 were £1,176,947 (2019, £1,568,930) which represents roughly one months' working capital requirement based on the 2021 budget.

Specified Funds

Specified funds (restricted funds) comprise donations given for the use of Alpha in a particular geographical area or for a particular ministry purpose. At 31 December 2020 these amounted to £1,629,671 (2019, £816,573).

Policy on grants

The board's policy is to pursue its charitable objects by making supportive grants to charities with similar objectives where that is the most effective approach. Most of these grants are sent to other National Alpha Offices around the world, who are ideally equipped to support and grow Alpha and the related ministries in their local contexts. Grants totalling £3,392,933 were made during the year (2019; £2,491,485).

Trustees' responsibilities

Company law requires the directors to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity as at the end of the financial year and of the surplus or deficit of the charity for that year. In preparing these accounts, the Trustees (who are also directors of the charity) are required to:

- select suitable accounting policies and then apply them consistently;
- comply with applicable accounting standards, including FRS 102, subject to any material departures disclosed and explained in the financial statements;
- state whether a Statement of Recommended Practice (SORP) applies and has been followed, subject to any material departures which are explained in the financial statements
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

Alpha International (A charitable company limited by guarantee)

Trustees' report for the year ended 31 December 2020

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 as amended by The Charities Accounts (Scotland) Amendment (No. 2) Regulations 2014. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities

Risk Management

The trustees have conducted a review of the major risks to which the charity is exposed. A risk register has been established and is reviewed by our senior leadership and is updated at least annually. Where appropriate, systems and procedures have been established to mitigate the risks that the charity faces. Procedures are in place to ensure compliance with health and safety of staff, volunteers and visitors. In 2020, our governance team implemented a comprehensive risk management system which will be reviewed quarterly and will be managed at a global, regional and national level to help us ensure we are aware of risks and able to take effective action in a timely manner.

The trustees have considered the potential impact of COVID-19, and the various measures taken to contain it, on the operations of the organisation in the near future. Clearly, significant restrictions on public gatherings in many countries globally has had a dramatic effect on the ability of churches to run in-person Alpha courses. Alpha's response has been to adapt quickly by facilitating and promoting Alpha Online. Alongside this we have launched working groups to investigate a long-term platform solution for running Alpha Online. The trustees will keep the potential financial effect under constant review and steps have already been taken to reduce costs in order to mitigate against any drop in income.

The schedule of major risks and mitigations identified by the board is set out below.

Risks	Mitigations
1. Reputation of AI is damaged by actions of senior leadership or staff members.	- Organisational values are clearly defined and regularly communicated, and oversight structures are in place for senior leaders and staff. - Strong risk management framework to mitigate against reputational risks that pose threats to the organisation.
2. Inadequate plans for succession in relation to key roles jeopardise the future of the organisation and of Alpha.	The creation of three new management committees to help us identify clear lines of authority and spread responsibility across a wider group within the organisation. These groups include an executive level group (ExCo) which meets fortnightly and two operational management groups (Global Central Functions and Regional Operational Leads) which meet monthly.
3. Network around the world based heavily on relationships rather than legal frameworks with potential for poor brand and product control and risk of reputational damage.	In 2020 we worked to support our colleagues in the National Offices to align our work around our Church Engagement Framework strategy and ensure we are working towards a global goal which is measured and analysed through our Impact measurement work.
4. AI Board governance is not properly managed resulting in poor decision-making, lack of compliance with regulatory requirements and reputational damage.	- A board governance subcommittee oversees AI's board governance. In addition, the governance team is active in helping to put in place additional support for our board to become more rigorous in self-monitoring. - We report on our risk through a global dashboard which we use to record risk and mitigating actions and work closely with the board subcommittee on these issues.

Trustees' report for the year ended 31 December 2020

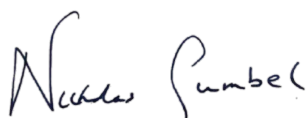
5. Lack of adequate disaster recover planning exposes the organisation to risks from which it is unable to recover in the event of a disaster.	• Key IT systems are set to failover between head office and backup site in the event of disaster, with extra cold site available outside of London. Cloud-based systems will remain available as servers dispersed across the UK and Europe and reliant only on an internet connection. • Critical data and key systems subject to robust backup process and internal/external monitoring. Security in place to detect, report on, and eliminate threats.
6. Information or communications technology compromised, or critical data lost through cyber attack	• Significant investment continues to be made in digital architecture and IT security to provide a robust and resilient platform. Cyber insurance is in place to cover us in the event of cyber-attack, cybercrime, data breach or loss of business income.
7. Exposure to large fines and reputational damage due to data protection breaches	• In addition to an organisation wide GDPR group, Alpha International has formed its own GDPR group to help manage global relationships and ensure compliance. • On-going training and upskilling of staff. • Solicitation of outside advice when necessary to ensure full understanding of the need for compliance as a global organisation. • Increased our indemnity and liability insurance coverage.
8. Lack of sufficient income and/or inadequate cashflow results in an inability to meet salary and creditor payments.	• Alpha holds 1-2 months' reserves to cover cashflow fluctuation. • The funding pipeline is closely monitored, and action taken where there are concerns that funding will not match expenditure during the year and we are seeking to diversify our funding sources.
9. The COVID-19 pandemic is causing significant operating challenges and could impact Alpha's income and/or cash flow and events.	• Alpha has adapted quickly with Alpha Online. • All staff are working remotely. • Expenditure is being carefully controlled and income closely monitored. • All Alpha related in-person events have been cancelled for the foreseeable future

Auditors

Moore Kingston Smith LLP were appointed to carry out our audit for 2020.

The Trustees' Annual Report is approved by the trustees of the Charity. The Strategic Report, which forms part of the Annual Report, is approved by the trustees in their capacity as directors in company law of the Charity

By order of the Board



Revd. Nicky Gumbel (Chairman)

Date 30/04/2021

Opinion

We have audited the financial statements of Alpha International ('the company') for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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 FRS 102 'The Financial Reporting Standard Applicable in the UK and 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 December 2020 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 and the Charities and Trustee Investment (Scotland) Act 2005 (as amended) and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

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 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 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.

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 strategic report and the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the strategic report and the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 or the Charities Accounts (Scotland) Regulations 2006 (as amended) require 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 trustees' responsibilities statement set out on page 8, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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

We have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report to you in accordance with regulations made under those Acts.

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ALPHA INTERNATIONAL

(as amended), the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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 this 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 and to the charitable company's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the 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 any party other than the charitable

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ALPHA INTERNATIONAL

company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP

James Cross (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road
London
EC1M 7AD

Date: 14 May 2021

Alpha International

Statement of Financial Activities for the year ended 31 December 2020

	Note	Unrestricted funds	Restricted funds	Total	Total
		2020 £	2020 £	2020 £	2019 £
INCOME					
Donations and legacies					
Donations under gift aid	2a)	229,410	177,650	407,060	354,580
Other donations and similar income	2b)	3,926,708	6,747,009	10,673,717	10,883,598
		4,156,118	6,924,659	11,080,777	11,238,178
Charitable activities					
	2c), 6	485,671	-	485,671	1,269,581
Other income					
	2d)	143,958	-	143,958	27,749
Total income		4,785,747	6,924,659	11,710,406	12,535,508
EXPENDITURE					
Cost of Raising funds					
	3a)	956,896	61,251	1,018,147	755,051
Expenditure on charitable activities					
Strategic Leadership and Enablement	3b), 18	1,488,031	324,077	1,812,108	1,927,790
UK Development	3c), 18	449,933	524,686	974,619	1,021,594
Digital, Media and Publications	3d), 18	595,910	2,020,958	2,616,868	3,454,025
International Development	3e), 18	951,113	2,889,176	3,840,289	3,956,152
Alpha Context Development	3f), 18	172,185	113,155	285,340	453,786
Other Ministries	3g), 18	48,958	136,130	185,088	80,810
Conferences	3h), 18	293,695	42,128	335,823	1,130,571
Total charitable expenditure		3,999,825	6,050,310	10,050,135	12,024,728
Total expenditure		4,956,721	6,111,561	11,068,282	12,779,779
Net income/(expenditure) before gains/(losses)		(170,974)	813,098	642,124	(244,271)
Other gains	2e)	54,671	-	54,671	52,642
Net income/(expenditure)		(116,303)	813,098	696,795	(191,629)
Funds brought forward at 1 January		8,728,066	816,573	9,544,639	9,736,268
Funds carried forward at 31 December		8,611,763	1,629,671	10,241,434	9,544,639

All amounts are derived from continuing operations. All recognised gains and losses are included in the Statement of Financial Activities.

The Statement of Financial Activities also complies with the requirements for an Income and Expenditure Account under the Companies Act 2006.

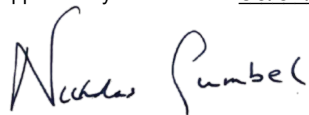
The notes on pages 18 to 31 form part of these financial statements.

Alpha International

Balance Sheet As at 31 December 2020

	Note	2020 £	2019 £
FIXED ASSETS			
Tangible assets	9	8,877,657	9,028,396
Intangible assets	10	-	-
Total fixed assets		<u>8,877,657</u>	<u>9,028,396</u>
CURRENT ASSETS			
Stock	11	43,224	48,404
Debtors	12	1,068,452	2,335,637
Cash at bank and in hand	13	3,728,755	2,165,727
Total current assets		<u>4,840,431</u>	<u>4,549,768</u>
LIABILITIES: AMOUNTS FALLING DUE WITHIN ONE YEAR	14	<u>(1,339,793)</u>	<u>(1,487,992)</u>
NET CURRENT ASSETS		<u>3,500,638</u>	<u>3,061,776</u>
LIABILITIES: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR	15	<u>(2,136,861)</u>	<u>(2,545,533)</u>
NET ASSETS		<u>10,241,434</u>	<u>9,544,639</u>
<u>FUNDS</u>			
Unrestricted:			
General	16	1,188,994	1,601,710
Designated	17	7,422,769	7,126,356
Restricted	18	1,629,671	816,573
		<u>10,241,434</u>	<u>9,544,639</u>

Approved by the Board on 30/04/2021 and signed on its behalf by:



Revd. Nicky Gumbel
Chairman

The notes on pages 18 to 31 form part of these accounts.

Alpha International

Statement of cashflows For the year ended 31 December 2020

	2020 £	2019 £
Net Cash inflow/(outflow) from Operations (see note below)	1,573,311	(623,260)
Cash flows from Investing Activities		
Purchase of tangible fixed assets	(13,916)	(19,662)
Proceeds from sale of fixed assets	3,633	-
Net increase/(decrease) in cash & cash equivalents	1,563,028	(642,922)
Increase/(decrease) in cash and cash equivalents	1,563,028	(642,922)
Cash balance brought forward	2,165,727	2,808,649
Cash balance carried forward	3,728,755	2,165,727

Note to cash flow statement

	2020 £	2019 £
Cash flow from Operating activities		
Net operating surplus/(deficit) (per Statement of Financial Activities)	642,124	(244,271)
Other gains	54,671	52,642
Depreciation and amortisation charges	149,059	174,068
Loss on disposal of assets	11,963	-
Decrease/(Increase) in stock	5,180	(16,492)
Decrease/(Increase) in debtors	1,267,185	(977,289)
(Decrease) in creditors due within one year	(148,199)	(205,277)
(Decrease)/Increase in creditors due after more than one year	(408,672)	593,359
Net Cash inflow/(outflow) from Operations	1,573,311	(623,260)

NET DEBT RECONCILIATION

	Notes	1 January 2020	Cash flows	Other movements	31 December 2020
Cash at bank and in hand	13	2,165,727	1,563,028	-	3,728,755
Loans	15	(2,773,866)	354,000	-	(2,419,866)
Net debt		(608,139)	1,917,028	-	1,308,889

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2020

1. ACCOUNTING POLICIES

Basis of preparation

These financial statements are prepared on a going concern basis, under the historical cost convention.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charitable Company is a public benefit entity for the purposes of FRS 102 and therefore the Charity also prepared its financial statements in accordance with the 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 (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The financial statements are prepared in Sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest pound.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

Going concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the potential impact of a reduction in voluntary giving, which makes up a large proportion of the charity's revenue, as a result of the coronavirus pandemic.

While the coronavirus pandemic is causing significant operating challenges and uncertainties, the impact on AI income was not significant. The global pandemic also creates opportunities towards our Digital, Alpha Online & Training activities and we continue to enjoy increasing levels of committed multi-year gifts. After consideration, the trustees have decided upon an initial modest 2021 budget (£13.57m). This will be regularly reviewed and could be adjusted if necessary.

The trustees remain confident that the targets set out in the detailed forecast are achievable and have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing its financial statements.

Funds

General funds represent the funds of the Charity that are not subject to any restrictions regarding their use and are available for application on the general purposes of the Charity. Funds designated for a particular purpose by the Charity are also unrestricted. The accounts include all transactions, assets and liabilities for which the Charity is responsible in law.

Restricted funds arise where the donor has specified which area of activity they wish to be supported by their gift. The Charity is not at liberty to utilise these funds to support other activity without the express permission of the donor.

The accounts include all transactions, assets and liabilities for which the Charity is responsible in law.

Income

Donations and Legacies

Donations, grants and legacies receivable are recognised only when the Charity is notified of its legal entitlement, the amount due is quantifiable and its ultimate receipt by the Charity is probable. Income tax recoverable on Gift Aid donations is recognised when the income is probable.

Income from investments

Interest entitlements on bank accounts are accounted for as they accrue.

Government Grants

Grants relating to revenue are recognised in income on a systematic basis over the periods in which the entity recognises the associated costs for which the grant is intended to compensate. This includes £135,603 of Government assistance under the Coronavirus Job Retention Scheme (CJRS) relating to staff who were furloughed due to Covid-19.

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2020

Expenditure

Expenditure is charged to the statement of financial activities as it fall due, and is analysed according to its nature between the following categories:

- Costs of raising funds
- Expenditure on charitable activities

As reflected in note 19 (Related Parties), a strong partnership and working relationship exists between Holy Trinity Brompton, Alpha International, St Pauls' Theological Centre, and the Church Revitalisation Trust. Shared service costs (known as Central Services) are incurred by HTB and allocated to the other charities, using the most appropriate driver.

Grants

Grants are made to charitable organisations continuing activities which accord with the objects of Alpha International, and are accounted for when due. All grants are made at the discretion of the board.

Tangible Fixed assets

These assets are depreciated on a straight line basis over their estimated useful lives. The periods used are as follows:

Computer equipment	2 Years
Other equipment	3 Years
Furniture & fittings	3 Years
Fixtures	3 Years
Buildings	50 Years

Individual items with a purchase price of £1,000 or less are written off in the year of acquisition. Land is not depreciated.

The carrying values of tangible fixed assets are reviewed for impairment in periods when events or changes in circumstances indicate that the carrying value may not be recoverable.

Intangible fixed assets

Software costs have been capitalised at historic cost and amortised on a straight line basis over 3 years.

Current Assets

Amounts owing to the Charity at 31 December are shown as debtors after providing for amounts that it is thought may prove uncollectable.

Stock

Stock is valued at the lower of cost and net realisable value, after making provision against obsolescence for slow moving stock items.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

Employee Benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

Pension scheme arrangements

The Charity operates a defined contribution pension scheme and contributions payable are charged to the Statement of Financial Activities.

Operating lease

Rentals paid under operating leases are charged to the statement of Financial Activities on a straight line basis over the lease term.

Foreign Currencies

Monetary assets and liabilities denominated in foreign currencies are translated into Sterling at rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into Sterling at the rate ruling on the date of the transaction. Exchange gains and losses are recognised in the Statement of Financial Activities.

Financial Instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2020

With the exceptions of prepayments and deferred income, all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 12,14 and 15 for the debtor and creditor notes.

Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the trustees to have most significant effect on amounts recognised in the financial statements.

(i) Useful Economic Lives

The annual depreciation charge for property, plant and equipment is sensitive to change in the estimated useful economic lives and residual value of assets. These are reassessed periodically and amended where necessary to reflect current circumstances.

(ii) Derivatives

As per FRS102 and the FRS102 Charities SORP, Alpha International is required to reflect the current fair value of its derivative contract as a liability. We have received a valuation report from our bank NatWest for the year ended 2020 and the valuation was also assessed by a third party (see note 15 for details).

(iii) Support cost allocations

A strong partnership and working relationship is enjoyed between Holy Trinity Brompton, Alpha International, St Paul's Theological Centre, and the Church Revitalisation Trust. Shared service costs (known as Central Services) are borne by HTB and then recharged to the other charities using the most appropriate driver for each service cost type. These support costs are then allocated across charitable activities based on estimates of the resources employed by Central Services towards each of these activities.

2. INCOME	Unrestricted funds £	Restricted funds £	Total 2020 £	Total 2019 £
a) Gift Aid Donations				
Donations	146,756	133,660	280,416	201,264
Standing Orders	36,772	8,460	45,232	82,400
Income tax recovered	45,882	35,530	81,412	70,916
	<u>229,410</u>	<u>177,650</u>	<u>407,060</u>	<u>354,580</u>
b) Non Gift Aid Donations and similar income				
Donations	3,845,642	6,689,004	10,534,646	10,771,592
Standing orders and payroll giving	81,066	58,005	139,071	112,006
	<u>3,926,708</u>	<u>6,747,009</u>	<u>10,673,717</u>	<u>10,883,598</u>
c) Income from operating activities:				
Conference income	370	-	370	867,671
Resource sales	403,688	-	403,688	311,227
Royalties Income current year	81,613	-	81,613	90,683
	<u>485,671</u>	<u>-</u>	<u>485,671</u>	<u>1,269,581</u>
d) Other Income				
Bank interest and Other income	19,293	-	19,293	27,749
(Loss)/Gain on disposals of assets	(10,938)	-	(10,938)	-
Coronavirus Job Retention Scheme	135,603	-	135,603	-
	<u>143,958</u>	<u>-</u>	<u>143,958</u>	<u>27,749</u>
e) Other gains/ (losses)				
Adjustment for fair value of derivative contract (refer to note 15)	54,671	-	54,671	52,642

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2020

3. EXPENDITURE

	Direct	Grants to	Allocated	Total	Total
	Costs	& Partner	Support	2020	2019
	£	£	£	£	£
a) Cost of raising funds	801,606	-	216,541	1,018,147	755,051
b) Strategic Leadership and Enablement					
Global strategy	1,112,569	81,236	196,068	1,389,873	1,358,723
Partnerships & Governance	260,327	2,460	88,184	350,971	482,124
The Alpha Office	60,645	-	10,619	71,264	86,943
	1,433,541	83,696	294,871	1,812,108	1,927,790
c) UK Development					
UK Development and advisers	401,568	2,000	150,206	553,774	704,746
Alpha Invitation	153,750	585	-	154,335	32,472
Alpha Scotland	147,660	-	35,243	182,903	200,592
Alpha Northern Ireland	65,447	-	18,160	83,607	83,784
	768,425	2,585	203,609	974,619	1,021,594
d) Digital, Media and Publications					
Cost of sales, marketing and logistics	364,702	-	7,079	371,781	382,621
Resource development, web and communications	165,565	-	115,117	280,682	575,958
Digital	190,868	-	23,085	213,953	267,307
Chief Marketing Officer Office	-	-	-	-	130,827
Alpha Film Series	263,788	819,798	-	1,083,586	132,833
Marriage Courses Remake	107,216	-	13,235	120,451	1,700,976
The Innovation of Alpha	-	-	-	-	196,793
Alpha Online	522,074	-	24,008	546,082	-
CEF Training	333	-	-	333	66,710
	1,614,546	819,798	182,524	2,616,868	3,454,025
e) International Development					
EMEA development	663,943	740,477	243,777	1,648,197	1,271,882
Latin America development	148,576	304,489	26,625	479,690	446,867
Asia Pacific development	118,986	1,412,122	181,294	1,712,402	2,237,403
	931,505	2,457,088	451,696	3,840,289	3,956,152
f) Alpha Context Development					
Alpha - Prisons	130,591	-	53,403	183,994	279,768
Alpha - Catholic Context	73,644	-	27,702	101,346	100,310
Alpha - Forces	-	-	-	-	70,349
Alpha - Youth	-	-	-	-	3,359
	204,235	-	81,105	285,340	453,786

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2020

3. EXPENDITURE continued

	Direct Costs £	NAO's & Partner Organisations * £	Allocated Support Costs £	Total 2020 £	Total 2019 £
g) Other Ministries					
Marriage Courses	114,692	9,766	40,630	165,088	15,810
Mission Giving	-	20,000	-	20,000	65,000
	114,692	29,766	40,630	185,088	80,810
h) Conferences					
Conference direct costs & Logistics	267,800	-	68,023	335,823	1,130,571
	267,800	-	68,023	335,823	1,130,571
Total expenditure	6,136,350	3,392,933	1,538,999	11,068,282	12,779,779

* The activities noted above reflect certain grants that have been awarded to National Alpha Offices (NAO's) and other carefully selected third party entities in pursuit of the aims and objectives of Alpha International.

4. SUPPORT COSTS

The support costs associated with facilitating the work of the Charity have been allocated across the categories of generating funds and charitable activities on the basis of staff numbers responsible for each of the relevant departments, projects and activities. The analysis of support costs is shown below.

ANALYSIS OF SUPPORT COSTS		Depreciation of fixed assets £	Support costs £	2020 £	2019 £
Facilities & Desk Charge		-	188,079	188,079	176,414
IT		11,420	267,871	279,291	299,646
Digital Estate		-	10,060	10,060	21,307
Finance		-	312,404	312,404	269,050
HR		-	178,975	178,975	171,054
Operations		7,634	153,569	161,203	272,464
Legal		-	110,607	110,607	117,135
HQ Buildings Depreciation		130,005	-	130,005	130,349
(Gains)/losses on foreign exchange		-	168,375	168,375	64,781
		149,059	1,389,940	1,538,999	1,522,200
5. ANALYSIS OF EXPENDITURE		Staff costs £	Other costs £	Total 2020 £	Total 2019 £
Cost of Raising funds		424,474	377,132	801,606	590,045
Charitable activities	Strategic Leadership	996,588	520,649	1,517,237	1,651,814
	UK Development	447,037	323,973	771,010	848,824
	Media and Publications	368,855	2,065,489	2,434,344	3,117,315
	International Development	411,852	2,976,742	3,388,594	3,625,683
	Alpha Context Development	149,555	54,680	204,235	338,555
	Other Ministries	92,911	51,547	144,458	75,939
	Conferences	156,883	110,916	267,799	1,009,404
Allocated Support Costs Support Costs		800,255	738,744	1,538,999	1,522,200
		3,848,410	7,219,872	11,068,282	12,779,779

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2020

6. REGIONAL ANALYSIS OF SALES

	2020	2019
	£	£
Income from Media resources and Conferences can be analysed as follows:		
United Kingdom	380,881	1,150,072
North America and Canada	25,283	47,097
Asia Pacific	30,929	26,226
Europe, Africa, Middle East	48,578	46,186
	<u>485,671</u>	<u>1,269,581</u>

7. AUDIT COSTS AND DEPRECIATION

	2020	2019
	£	£
Net incoming/(outgoing) resources are stated after charging		
Auditor's remuneration: current year	11,775	10,125
Audit remuneration under accrual for prior year	-	4
Auditor's remuneration - other services	4,500	2,792
Depreciation (see note 9)	149,059	174,068
	<u>165,334</u>	<u>186,989</u>

8. STAFF COSTS

	2020	2019
	£	£
Wages and salaries	3,293,077	3,809,182
Social security costs	356,684	386,038
Pension costs	198,649	193,253
	<u>3,848,410</u>	<u>4,388,473</u>

Analysis of Staff Costs and the Costs of Key Management Personnel

As disclosed in note 19 (Related Parties), there is a close working relationship between HTB, AI, SPTC, and CRT. The Central Service staff who support all of the charities with operational functions are employed by HTB, and their costs (together with the costs of their departments) are allocated across the entities using the most appropriate basis for each support service. The staff costs and information in this note includes the proportionate share of these Central Service staff, as well as the relevant share of ministry staff who split their time across the charities due to the nature of their roles.

The average monthly number of full time equivalent employees was 86 (2019: 103)

The number of employees whose total benefits (excluding pension and NI) were greater than £60K was 8 (2019:6), as follows:

- £60K-£70K bracket - 4
- £70K-£80K bracket - 1
- £80K-£90K bracket - 1
- £110K-£120k bracket - 1
- £150K-£160K bracket - 1

Central Services staff are on the HTB payroll but serve HTB, AI, SPTC, and CRT- each of which bear a portion of their costs. Relevant details of their remuneration can be found in the 'Staff costs' note in the HTB financial statements.

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2020

8. STAFF COSTS continued

Key Management Personnel

The key management personnel of Alpha International comprise the President of Alpha International, the Global Chief Executive Officer, and the Chief Operating Officer. The total employee benefits (including pension and Employer NIC) of the key management personnel of the Charity were £485,576 (2019: £450,438).

The key management personnel of the Central Services functions which serve HTB, AI, SPTC, and CRT comprise the Group Director of People and the HTB Group Chief Operating Officer. The total employee benefits (including pension and Employer NIC) of these key management personnel were £191,078 (2019: £174,821); but Alpha only bore a portion of these costs, £67,259 (2019: £74,797).

Redundancy/termination payments

These totalled £5,877 for the year (2019: £18,709), and include statutory payments as well as ex-gratia amounts where these were considered appropriate.

9. TANGIBLE FIXED ASSETS	Land and Buildings £	Computer Equipment £	Other Equipment £	Furniture and fittings £	Total £
Cost					
Opening balance 1st January 2020	10,517,457	97,126	135,181	10,209	10,759,973
Additions	-	10,389	3,527	-	13,916
Disposals	(17,172)	(14,152)	(46,099)	(3,295)	(80,718)
Closing balance 31st December 2020	10,500,285	93,363	92,609	6,914	10,693,171
Depreciation					
Opening balance 1st January 2020	1,521,842	87,784	113,940	8,011	1,731,577
Charge for 2020	130,005	11,420	7,634	-	149,059
Disposals	(5,209)	(13,747)	(45,069)	(1,097)	(65,122)
Closing balance 31st December 2020	1,646,638	85,457	76,505	6,914	1,815,514
Net Book Value					
At 31st December 2019	8,995,615	9,342	21,241	2,198	9,028,396
At 31st December 2020	8,853,647	7,906	16,104	-	8,877,657

10. INTANGIBLE FIXED ASSETS

	Intellectual Property	Total
Cost		
Opening balance 1st January 2020	200,000	200,000
Closing balance 31st December 2020	200,000	200,000
Amortisation		
Opening balance 1st January 2020	200,000	200,000
Charge for 2020	-	-
Closing balance 31st December 2020	200,000	200,000
Net Book Value		
At 31st December 2019	-	-
At 31st December 2020	-	-

On 31 December 2009 Alpha International contracted to buy the rights to a number of key Alpha publications. The cost of this has been amortised over a five year period with effect from 2010.

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2020

11. STOCK

	2020 £	2019 £
Stocks of books, DVD's and other resources for resale	43,224	48,404

12. DEBTORS

	2020 £	2019 £
Trade Debtors	104,208	88,201
Prepayments	59,465	214,196
Sundry Debtors	1,611	23,434
Deferred Expenditure	7,824	80,460
Amount due to HTB (see note 19)	15,849	243,712
Other Debtors	8,012	4,814
Accrued Income	871,483	1,680,820
	1,068,452	2,335,637

13. CASH AT BANK AND IN HAND

	2020 £	2019 £
Balance attributable to restricted fund	1,629,671	149,753
Balance at bank and in hand	2,099,084	2,015,974
	3,728,755	2,165,727

14. LIABILITIES: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020 £	2019 £
Creditors for goods and services	177,802	250,728
Deferred income*	346,591	391,959
Accruals	303,552	329,209
Taxation and Social Security	73,839	68,755
Other creditors	27,249	36,581
Mortgage finance	354,000	354,000
Financial derivative liability	56,760	56,760
	1,339,793	1,487,992

*Deferred Income

Deferred income comprises donations, grants & earned income received for future financial periods.

	2020 £	2019 £
Balance at 1 January	391,959	386,670
Amount released to income	(237,953)	(386,670)
Amount deferred in year	192,583	391,959
Balance at 31 December	346,589	391,959

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2020

15. LIABILITIES: AMOUNTS FALLING DUE IN MORE THAN ONE YEAR	2020 £	2019 £
Mortgage finance	1,065,866	1,419,866
Financial derivative liability	70,995	125,667
Loan	1,000,000	1,000,000
	<u>2,136,861</u>	<u>2,545,533</u>

In September 2011 the mortgage with National Westminster Bank plc was paid off, and a new loan of £4,605,866 was received from Trinidad Limited. This mortgage is secured on the property 5-7 Cromwell Road, and has a thirteen year term from January 2012, with the final payment due in January 2025. The amount due to be repaid in 2021, £354,000, is disclosed in note 14. The remaining balance, due to be repaid after the end of 2021, is disclosed above. No interest was payable on this mortgage for the first five years, and thereafter the lender has the option to charge interest at a rate equivalent to 1% above the base rate of National Westminster Bank plc but has opted not to do so. Further details about Trinidad Limited can be found in note 19.

In August 2019, a second £1m loan was received from Trinidad Limited to support the working capital requirements of Alpha International and has a seven-year term from August 2019, with a repayment of £250,000 plus accrued interest (if any) at the fourth, fifth and sixth anniversaries of the date of the Agreement. The loan is fully outstanding at 31st December 2020 and disclosed above.

In November 2009 Alpha International entered into a derivative contract with Royal Bank of Scotland plc to cap the interest on a mortgage at 3% on the full outstanding balance to full term. Instalments of £14,190 are paid quarterly commencing 31 December 2009 and ending on 31 March 2023. The trustees took the view that this was a prudent commitment in the best interests of the Charity and that it provided a guaranteed low cost interest rate over the life of the loan. This mortgage has now been paid off and replaced with a different loan, but due to prevailing low interest rates in the UK market, it would not currently be beneficial to dispose of the derivative contract, and the intention is to retain it until conditions are more favourable. A total of £56,760 is due to be paid on this contract within one year. Arising from this contract, National Westminster Bank plc has a deed of priority for £600,000 secured on the property and associated assets. As per FRS102 and the FRS102 Charities SORP, Alpha International is required to reflect the current fair value of its derivative contract as a liability. As at 31 December 2020 the liability is valued at £127,755 (of which £56,760 is short term liability).

16. ANALYSIS OF NET ASSETS BY FUND	General funds £	Designated funds £	Restricted funds £	Total 2020 £	Total 2019 £
Fixed assets	12,047	8,865,610	-	8,877,657	9,028,396
Stock and debtors	1,111,676	-	-	1,111,676	2,384,041
Cash at bank and in hand	1,994,304	104,780	1,629,671	3,728,755	2,165,727
Current liabilities	(929,033)	(354,000)	-	(1,283,033)	(1,431,232)
Long term liabilities	(1,000,000)	(1,065,866)	-	(2,065,866)	(2,419,866)
Financial derivative liability	-	(127,755)	-	(127,755)	(182,427)
Fund balance	<u>1,188,994</u>	<u>7,422,769</u>	<u>1,629,671</u>	<u>10,241,434</u>	<u>9,544,639</u>

17. DESIGNATED FUNDS

	2020 Opening Balance £	Mortgage Repayment £	Property Depreciation £	Transfer from General Reserve £	2020 Closing Balance £
5-7 Cromwell Road Fund	7,039,323	354,000	(130,005)	54,671	7,317,989
Future Depreciation - Central Service Assets	87,033	-	(61,443)	79,190	104,780
	<u>7,126,356</u>	<u>354,000</u>	<u>(191,448)</u>	<u>133,861</u>	<u>7,422,769</u>

5-7 Cromwell Road: The work on the HQ building at 5-7 Cromwell Road was completed in March 2009 and satisfied the specification of the donations given for the purchase of the property. A designated fund was established at the time in order to preserve a fund to offset the amortisation of the property and the repayment of the mortgage.

Future depreciation-Central Service Assets - as outlined in the accounting policies, HTB makes an annual charge to AI for shared staff and the use of shared facilities and service departments. Part of this charge is the depreciation on assets purchased by HTB but used across HTB, AI, SPTC and CRT as part of the Central Services support function. A designated fund was established to recognise the future value of depreciation on these assets which will be charged to AI in 2020 and beyond. This designated fund is adjusted annually to reflect the value of future years' depreciation calculated at the end of each financial year.

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2020

	Opening Balance	Income	Expenditure	Closing Balance
	2020	2020	2020	2020
	£	£	£	£
18. RESTRICTED FUNDS 2020				
<u>Strategic Leadership and Enablement</u>				
Alpha Global -Int Dev	-	143,967	(143,967)	-
Executive Office	-	53,784	(53,784)	-
Governance Office	-	120,369	(120,369)	-
		318,120	(318,120)	
<u>UK Development</u>				
Alpha Scotland	-	81,991	(62,654)	19,337
Alpha Northern Ireland	-	54,376	(34,376)	20,000
UK Development Fund	-	416,933	(416,933)	-
		553,300	(513,963)	39,337
<u>Media and Publications</u>				
Digital & Training	-	136,508	(136,508)	-
Global Comms	-	141,568	(141,568)	-
Alpha Film Series	666,820	1,530,705	(1,071,410)	1,126,115
Alpha Online	-	526,763	(526,763)	-
Marriage Course Refilm	-	105,390	(105,390)	-
	666,820	2,440,934	(1,981,639)	1,126,115
<u>International Development</u>				
Africa Development Fund	4,550	334,537	(280,449)	58,638
Asia Pacific Development Fund	113,007	1,684,493	(1,575,539)	221,961
EME Development Fund	31,875	795,373	(651,128)	176,120
Latin America Development Fund	321	325,740	(326,061)	-
	149,753	3,140,143	(2,833,177)	456,719
<u>Alpha Context Development</u>				
Alpha - Prisons	-	39,805	(32,305)	7,500
Alpha in a Catholic Context	-	78,467	(78,467)	-
	-	118,272	(110,772)	7,500
<u>Other Ministries</u>				
Marriage Courses	-	133,747	(133,747)	-
	-	133,747.00	(133,747)	-
<u>Conferences</u>				
Leadership Conference	-	40,937	(40,937)	-
	-	40,937	(40,937)	-
<u>Fundraising & Support Cost</u>				
Cost of Raising funds	-	60,059	(60,059)	-
Support Cost	-	119,147	(119,147)	-
	-	179,206	(179,206)	-
	816,573	6,924,659	(6,111,561)	1,629,671

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2020

18. RESTRICTED FUNDS 2020 continued

	Opening Balance	Income	Expenditure	Closing Balance
RESTRICTED FUNDS 2019	2019	2019	2019	2019
	£	£	£	£
<u>Strategic Leadership</u>				
Alpha Global -Int Dev	-	69,696	(69,696)	-
President Office	-	191,054	(191,054)	-
Executive Office	-	203,277	(203,277)	-
Governance Office	-	233,575	(233,575)	-
	-	697,602	(697,602)	-
<u>UK Development</u>				
Alpha Scotland	11,000	23,318	(34,318)	-
Alpha Northern Ireland	-	46,841	(46,841)	-
UK Development Fund	-	83,329	(83,329)	-
	11,000	153,488	(164,488)	
<u>Media and Publications</u>				
Digital & Training	-	290,415	(290,415)	-
Alpha Innovation/Creative	-	159,000	(159,000)	-
Global Comms	-	203,503	(203,503)	-
Alpha Film Series	-	799,652	(132,832)	666,820
Marriage Course Refilm	997,669	628,720	(1,626,389)	-
	997,669	2,081,290	(2,412,139)	666,820
<u>International Development</u>				
Africa Development Fund	4,224	271,268	(270,942)	4,550
Asia Pacific Development Fund	116,927	1,751,907	(1,755,827)	113,007
EME Development Fund	3,010	284,219	(255,354)	31,875
Latin America Development Fund	321	128,213	(128,213)	321
	124,482	2,435,607	(2,410,336)	149,753
<u>Alpha Context Development</u>				
Alpha - Prisons	-	1,285	(1,285)	-
Alpha - Youth	-	5,000	(5,000)	-
Alpha Forces	-	120	(120)	-
Alpha in a Catholic Context	-	75,497	(75,497)	-
	-	81,902	(81,902)	-
<u>Conferences</u>				
Leadership Conference	-	255,081	(255,081)	-
	-	255,081	(255,081)	-
<u>Fundraising & Support Cost</u>				
Cost of Raising funds	-	417,737	(417,737)	-
	1,133,151	6,122,707	(6,439,285)	816,573

The funds relate to donations which have been given specifically for the work of Alpha in a particular country or region, or for a specific ministry or project being undertaken by Alpha International.

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2020

19. RELATED PARTIES

Trustee remuneration:

Under the terms of the Memorandum and Articles of Association of Alpha International, three of the trustees received remuneration for services as employees or consultants during the year. None of the trustees received remuneration for services provided to the Charity as trustees.

The following trustees or key management personnel were directors or members of related entities or were connected to people or organisations in receipt of payments from Alpha International.

Trustee & Members	Related Trusteeship	Remuneration for non-trustee services
Miss Tricia Neill	Church Revitalisation Trust (CRT) and Church Renewal Trust	£146,800 (2019:£128,392)
Right Revd Sandy Millar	None	£19,277 (2019:£17,964),
Mr Chris Sadler	Beijing Family Life	£28,500 (2019: £30,000)
Dato Hong Yeoh	Trinidad Limited	NIL (2019-NIL)
Kathleen Chew	MAD SQUARED	NIL (2019-NIL)
	Alpha Malaysia	NIL (2019-NIL)
Revd. Nicky Gumbel	Holy Trinity Brompton, St Pauls' Theological Centre, Church Revitalisation Trust (CRT) and Church Renewal Trust	NIL (2019-NIL)
John D. L. Mackay	Alpha USA & Alpha Canada	NIL (2019-NIL)
Mr Bernard Mensah	Wife is on PCC and standing Committee of HTB and is Church Warden	NIL (2019-NIL)
	Wife is member of Church Revitalisation Trust (CRT)	NIL (2019-NIL)
	Wife is a trustee of St Pauls' Theological Centre	NIL (2019-NIL)
Mr David Gardner	Wife is on PCC of HTB	NIL (2019-NIL)

Trustee Donations: Alpha International has received a total of £2,282,971 (2019: £4,179,484) in donations from Trustees and their related parties in the year. The donors did not attach any conditions to their gifts which require the Charity significantly to alter the nature of its existing activities.

Royalties. Royalties accrued to trustees of Alpha International from worldwide sales in the previous year of resources written by them. These royalties were waived by the trustees and the funds retained in the Charity.

Revd. Nicky Gumbel - £11,153.98

Right Revd John (Sandy) Millar - £11.83

Alpha International enjoys a shared vision and close working relationship with National Alpha Offices (NAOs). Over 45 countries have these locally staffed NAOs who work closely with the global team to grow Alpha in their context, train leaders and translate resources. The Alpha Offices are independently constituted and are not directed or controlled by Alpha International. Where one or more directors of Alpha International are minority members of a National Alpha Office board, and where Alpha International has had transactions with that office during the year, details are provided in the table below.

Alpha International

Notes to the financial statements, continued
For the year ended 31 December 2020

19. RELATED PARTIES continued

National Alpha Office & Related companies	Income	Expenditure	Balance owing at year end	Notes
Beijing Family Life	NIL (2019- NIL)	Grant- £190,656 (2019- £201,276)	NIL (2019- NIL)	
Alpha Malaysia	NIL (2019- £20,667)	Grant - £620,245 (2019- £406,487)	£70,000 owed by AI to Alpha Malaysia (2019- NIL)	
Alpha USA	Royalties received of £25,283 (2019- £16,265).	Sundry expenses including staff costs £785,470 (2019- £204,814)	£20,804 due from Alpha USA (2019- £29,443)	
Alpha Australia	Royalties received of £18,273 (2019- £12,803). Donations received of £9,340 (2019: £311,634)	NIL (2019- NIL)	£6,840 due from Alpha Australia (2019- NIL)	
ST Mellitus College Trust (SMC)	NIL (2019- NIL)	NIL (2019-£15k Financial Support for SMC Students to attend Leadership Conference 2019)	NIL (2019- NIL)	Nicky Gumbel (a trustee of Alpha International) is a trustee of SMC
Trinidad Limited	NIL (2019- NIL)	Loan repayment £354,000 (2019: £354,000)	Loan outstanding £2,419,866 including the a second £1m loan received in August 2019 (2019: £2,773,866) see note 15 for details.	Dato' S H Yeoh and his wife Kathleen (both trustees of Alpha International) are directors and majority shareholders in Trinidad Limited
HTB	Donations totalling £250,000 (2019, £417,837) and members of the HTB congregation gave £646,660 (2019, £658,926)	N/A	£15,849 due from HTB (2019: £243,712 due from HTB)	One of the HTB clergy occupies a property owned by Tricia Neil, in respect of which HTB pays rent at a market tested rate
MAD SQUARED	NIL (2019- NIL)	Charges to Alpha International for media services £26,806 (2019:£88,304)	NIL (2019- NIL)	Kathleen Chew (a trustee of AI), is a director of Mad Squared
Level Creative	NIL (2019- NIL)	£18,678 (2019-£64,324)	NIL (2019- NIL)	The son of Revd. Nicky Lee and Mrs Sila Lee (both members of Alpha International) is a Partner of Level Creative.
Alpha Canada	Joint venture income £408,740 (2019-£345,676) Grants for other projects totalling NIL (2019-NIL)	Joint venture expenditure £413,906 (2019: £405,019), Grants for other projects including staff costs totalling NIL (2019-£1,672)	NIL (2019- NIL)	Alpha International is party to a joint arrangement with Alpha Canada, which commenced in 2003, and which enables both parties to carry out their objects more effectively by pooling resources. The joint committee (comprising the trustees of Alpha International) supervises, directs and manages the joint arrangement. The incoming resources provided by Alpha Canada to the joint arrangement and the related expenditure, is not reflected in these financial statements, but in the financial statements of the joint arrangement.

Alpha International

Statement of Financial Activities for the year ended 31 December 2019

	Note	Unrestricted funds 2019 £	Restricted funds 2019 £	Total 2019 £
INCOME				
Donations and legacies				
Donations under gift aid	2a)	133,085	221,495	354,580
Other donations and similar income	2b)	4,982,386	5,901,212	10,883,598
		5,115,471	6,122,707	11,238,178
Charitable activities	2c), 6	1,269,581	-	1,269,581
Other income	2d)	27,749	-	27,749
Total income		6,412,801	6,122,707	12,535,508
EXPENDITURE				
Cost of Raising funds	3a)	337,314	417,737	755,051
Expenditure on charitable activities				
Strategic Leadership	3b), 18	1,230,188	697,602	1,927,790
UK Development	3c), 18	857,106	164,488	1,021,594
Digital, Media and Publications	3d), 18	1,041,886	2,412,139	3,454,025
International Development	3e), 18	1,545,816	2,410,336	3,956,152
Alpha Context Development	3f), 18	371,884	81,902	453,786
Other Ministries	3g), 18	80,810	-	80,810
Conferences	3h), 18	875,490	255,081	1,130,571
Total charitable expenditure		6,003,180	6,021,548	12,024,728
Total expenditure		6,340,494	6,439,285	12,779,779
Net income/(expenditure) before gains/(losses)		72,307	(316,578)	(244,271)
Other gains	2e)	52,642	-	52,642
Net income/(expenditure)		124,949	(316,578)	(191,629)
Funds brought forward at 1 January		8,603,117	1,133,151	9,736,268
Funds carried forward at 31 December		8,728,066	816,573	9,544,639