

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

Contents

	Page
Trustees' report	1-10
Independent Auditor's report	11-14
Statement of financial activities	15
Balance sheet	16
Cashflow statement	17
Notes to the financial statements	18-31

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.	<ul style="list-style-type: none">• 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.	<ul style="list-style-type: none">• 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.	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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

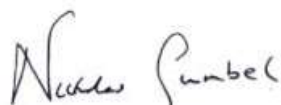
requirements and reputational damage.	<ul style="list-style-type: none"> We report on our risk through a global dashboard which we use to record risk and mitigating actions and work closely with the board subcommittee on these issues.
5. Lack of adequate disaster recover planning exposes the organisation to risks from which it is unable to recover in the event of a disaster.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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:

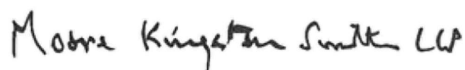
- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) 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.

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.

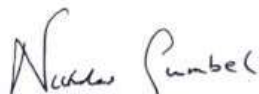
The notes on pages 18 to 31 form part of these financial statements.

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