



Alabaré Christian Care Centres
(A Company Limited by Guarantee)

REPORT OF THE TRUSTEES AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019

Company number: 2604011

Charity number: 1006504

Alabaré Christian Care Centres
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For the year ended 31 March 2019

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

For the year ended 31 March 2019

Reference and Administrative details

Company Number: 2604011

Charity Number: 1006504

Registered Office

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

Governing document

Memorandum and Articles of Association dated 22 April 2004.

Honorary President

John Proctor from April 2019

Board of Trustees

John Proctor Chairman (resigned April 2019)	Phil Davis
David Durston	Martin Clark
David Lawes	Alicia Proctor
Malcolm Cassells	John Hunter
Christine Robinson	Richard Holman (Interim Chairman from April 2019)
Don Alexander	David McCauley (appointed Nov 2018, resigned March 2019)
Mark Proctor (appointed July 2018)	

Two Committees

Finance and Resources Committee
Governance and Quality Committee

Key Management

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

Bankers

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

Solicitors

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

Auditors

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

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

For the year ended 31 March 2019

The Trustees present their report together with the financial statements of the Charity for the year ended 31 March 2019 which should be read in conjunction with the reference and administrative details set out below. The financial statements have been prepared based on the accounting policies set out in note 1 to the financial statements.

Alabaré Christian Care Centres is a charity registered with the Charity Commission and a company limited by guarantee. Since 1 January 2010 the Charity has been trading under the name Alabaré Christian Care and Support as agreed by the Board of Trustees; however, it continues to exist under the registered name of Alabaré Christian Care Centres.

Objectives and Activities

Objects

The objects of Alabaré Christian Care Centres, as set out in its governing document are:

- The relief of poverty by the provision of special accommodation and ancillary services, such as day centres and counselling, for those who by reason of social, emotional and/or physical disadvantage (impairment) are in need of sustained support to enable them to lead lives which permit choice and development of their potential and an assured place in society.
- The relief and prevention of sickness, disease and physical and mental disability.
- The advancement of religion

Objects and Public Benefit

The Charity's objects are set to reflect its community aims. The Trustees review its objects and activities from time to time to ensure that they continue to reflect its aims. They have been engaged in the creation of a Five Year Plan for the organisation which was agreed at the Board of Trustees meeting in April 2018. The Trustees have considered the Charity Commission's General Guidance on public benefit and, in particular, its supplementary public guidance on "the prevention or relief of poverty for the public benefit" and "the advancement of religion for the public benefit". The Trustees are satisfied that the public benefit requirement is being met.

Our vision in Alabaré is a society where everyone has the opportunity to live a fulfilling life.

Our Mission is to support people to find purpose, hope and meaning in their lives by providing

- Good quality accommodation – a safe home until they can find a permanent home
- Professional support and advice – offering choice and explaining consequences
- Training in life skills
- Care, compassion and respect – listening to their needs and aspirations
- Support in overcoming the barriers they face in transforming their lives

Our Values

The values that lie at the heart of our work are

- Care for service users, who are often vulnerable and marginalised
- Compassion for those in difficulty or in distress
- Generosity in allowing people another chance
- Respect for all: valuing each person, their experience, opinions and choices

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

For the year ended 31 March 2019

Our principles

The principles embodied in the professional nature of our work

- Integrity – expressed in honesty and reliability, transparency, accountability and trustworthiness
- Inclusiveness – welcoming people from all backgrounds, treating them fairly, recognising and valuing their distinctiveness as individuals
- Empowerment – creating an environment which enables people to take control of their own lives, by listening to them and offering choice wherever possible
- Equality in the delivery of services to our service users and employment of staff, and recognising and valuing the diversity of the communities we serve
- Collaboration in our enthusiasm for working in partnership with others

Charity's strategies for achieving its aims and objectives

Towards the end of 2017 and into 2018, work was done on putting together a Five Year Plan. This Plan was agreed by the Board of Trustees on 19 April 2018. The Plan has the following strategic themes:

- **To Value our People** – by recruiting, retaining, developing and rewarding the best people for full-time, part-time and volunteer roles to take Alabaré forward, living our Values and practising our Principles
- **To Deliver Excellent Services** – by focussing on our service users' needs to build and sustain the provision of services that are a beacon for the sector, delivering outcomes consistent with our Mission and meeting the challenges of our users' support journey
- **To Live our Values** – by reflecting and celebrating our ethos and values and our Christian mission and identity, embracing all those who need our support with open arms to meet our aspiration that no-one should be turned away
- **To Focus on our Finances** – by building a resilient, viable organisation that makes financially sound decisions and is business-minded in its decision-making about investing for growth and sustainability and is alive to commercial realities
- **To Influence our World** – by leading the sector in thinking and research on our operating environment and the needs of the communities we support, building partnerships, encouraging collaboration and campaigning to achieve our Vision

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

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

For the year ended 31 March 2019

Achievements and Performance

During 2018/19 the Charity achieved:

- John Proctor, founder, was appointed as Honorary President in April 2019, having stepped down as Chairman and trustee.
- Supported 1950 service users in the four operational divisions of services for the homeless, vulnerable young people, people with learning disabilities and veterans.
- At 31st March 2019 Alabaré provided 358 bedspaces of accommodation, of which 128 bedspaces for the homeless, 78 bedspaces for vulnerable young people, 37 bedspaces for people with learning disabilities and 115 bedspaces for veterans.
- Alabaré, through the Home and Community domiciliary care service, supported 45 adults with learning disabilities in their own homes.
- In the two Development Centres at Barford St Martin and Old Sarum, 82 people attended.
- Implemented the new services, and remodelled services, as a result of successfully tendering for residential services for the homeless and young people in Wiltshire from April 2018.
- Purchased 4 properties in Wiltshire to provide supported accommodation for young people and single homeless, funded with a Lloyds Bank loan.
- Delivery of emergency winter provision to 110 rough sleepers in Trowbridge, Chippenham and Salisbury.
- Operational management of Unity House, a large homeless hostel in Chippenham, from April 2018.
- Successful applications to join local authority framework agreements for services for young people and people with learning disabilities.
- Continued working with Our Enterprise on the Wilton Veterans Campus, which opens in summer 2019. Alabaré will be managing the 44 units of accommodation for veterans.
- Community based fundraising events including Longleat Glow Run, Skydive and sleep outs.
- During 2018/19 Alabaré has secured grants from a number of Trusts and Foundations, all are recognised in the Annual Impact Report, however special mention is given to those who have been significant and long-term supporters. ABF Soldiers' Charity, The Royal British Legion and Royal Navy Royal Marines Charity have continued to invest in the work of Alabaré throughout the year as have Community of St Denys and a number of Community Foundations. A particular mention also goes to the start of a long-term partnership with The Big Lottery People and Places in supporting our work in Wales.

Reserves

In accordance with the approved 5 year plan 2018 – 2023, the Charity plans to build and maintain the level of free reserves to be at least 3 months turnover. Over the last two financial years the amount of free reserves has improved to £493k at 31st March 2019 by increasing income and cost control. During 2018/19 the Charity applied the restricted reserve of £750k it was holding for the Wilton Veterans Campus fully towards the development of that project, the impact of that was to reduce restricted reserves from £1m to £142k at 31st March 2019.

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

For the year ended 31 March 2019

Structure, Governance and Management

Governing Documents

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

Trustee Board

All trustee appointments are approved formally by the Board of Trustees. Applications for trusteeship are encouraged from all sections of the community. In addition, the Trustees are keen that their membership reflects the geographical area that the Charity serves.

The Memorandum and Articles require that two thirds of the Trustees shall be active members of a church belonging to Churches Together in England and Wales. One third of the Trustees must retire at each Annual General Meeting, those longest in office retiring first and the choice between any of equal service being made by lots. The Board reserves four of its places to be filled by nominated members of the Alabaré Christian Community in accordance with its governing documents.

The Board of Trustees met 5 times during the year 2018/19. During 2018/19 John Proctor was Chairman but stepped down in April 2019. Richard Holman was appointed interim Chairman. The Board of Trustees delegates certain functions to committees. The Board last undertook an extensive review of the committee structure in 2017. There are two committees – Governance and Quality Committee chaired by John Hunter who is a Trustee, and Finance and Resources Committee which is chaired by Malcolm Cassells who is a Trustee. The membership of the committees is Trustees and volunteers with appropriate experience.

Although the Board is the key decision-making body, many of its day to day decisions are made by appropriate executive staff within the framework of policies and procedures approved by the Board.

The Charity's Chief Executive is Andrew Lord and he is supported by a Leadership Team consisting of: Jo King (Executive and Volunteer Manager), Keith Thomasson (Senior Chaplain) Nick Dalton (Financial Controller), Karen Bell (HR Manager), Claire Sime (Marketing Manager), Rebecca Mullen (Events Fundraiser), Kirsty Scullion (Major Trust Fundraiser), Georgina Vickers (Operational Manager Learning Disabilities and Mental Health), Sue Gumbleton (Operational Manager Homelessness), Anne Williams (Operational Manager Veterans) and Vanessa Bedford (Operational Manager Young People and Development Centres).

Process for induction and training of Trustees

A process is in place for the induction of Trustees which has been agreed by the Governance and Quality Committee. Training for Trustees is an initial PowerPoint giving the history of the organisation, safeguarding, health and safety, boundaries and key policies which must be read. Further training is online training and two training afternoons each year.

Risk Management

The Trustees have overall responsibility for ensuring that the Charity has appropriate systems of control organisationally. They are responsible for ensuring that:

- The Charity is operating efficiently and effectively
- Its assets are safeguarded against unauthorised use or disposition

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

For the year ended 31 March 2019

- Proper records are maintained and the financial information used within the Charity or for publication is reliable
- The Charity complies with relevant laws and regulations

The systems of internal control are designed to provide reasonable but not absolute assurance against misstatement or loss. They include:

- A strategic plan and annual budget approved by Trustees
- Regular consideration by the Trustees of financial results, variance from budgets, non-financial performance indicators and benchmarking reviews
- Delegation of authority and segregation of duties
- Identification and management of risks

The major risks to which the Charity is exposed are set out in the following table. They are reviewed by the Board of Trustees regularly.

OBJECTIVE	RISK	HOW WE MANAGE THE RISK
Provide homes and services to vulnerable people.	Poor quality care	Sufficient and appropriately trained paid and volunteer staff. Internal audit programme monitored by the Governance and Quality Committee Christine Robinson (Trustee) responsible for safeguarding
	Breaches of Health and Safety legislation	Regular health and safety audits
Financially sustainable charity	Poor occupancy	Regular review of occupancy, demand, suitability of service.
	Poor fundraising returns	Fundraising plan which sets out a diverse range of opportunities and initiatives, benchmarking and regular review of progress.
	Not retaining public sector funding contracts	Delivery of an excellent service. Identification and securing new opportunities.
	Control of expenditure	Setting of annual budgets, regular review. Retendering of suppliers.
Motivated staff team	Dissatisfied staff	Annual staff survey Support via Chaplaincy service Review of pay and rewards in Jan 2019 Sufficient and appropriately trained paid and volunteer staff.

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

For the year ended 31 March 2019

Financial Risk Management

Price Risk

The Charity is exposed to price risk due to normal inflationary increases in the purchase price of the goods and services purchased in the UK.

Credit Risk

The amount of exposure to any individual counterparty is not currently subject to a limit that is re-assessed annually. This is due to the type of customers and also that most contracts are with public bodies.

Liquidity Risk

The Charity actively maintains a mixture of cash and long-term debt finance that is designed to ensure that the Charity has sufficient available funds for operations and planned expansions.

Interest Rate Risk

The Charity has both interest-bearing assets and interest-bearing liabilities which earn interest at both fixed and variable rates: these are monitored closely to ensure that any risk is mitigated. In March 2019 £900k of a Lloyds Bank variable loan was transferred to a fixed interest rate loan.

Statutory Funding Risk

Some £6.3m of the Charity's income is from direct or indirect statutory sources. During 2017/18 contracts held with Wiltshire Council for supported housing for single homeless and vulnerable young people were put out to tender. Alabaré won the tenders and was awarded new contracts from April 2018. These contracts last a minimum of three years.

We confirm that the major risks to which the Charity is exposed, as identified by the Trustees, have been reviewed and systems or procedures are established to manage those risks.

Complaints

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

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

For the year ended 31 March 2019

Trustees' Responsibilities

Company law requires the Trustees (who are also the Directors of Alabaré Christian Care Centres Ltd for the purpose of company law) to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the Charity at the end of the year and of the incoming and outgoing resources for the year then ended.

In preparing those financial statements, the Trustees are required to select suitable accounting policies and then apply them consistently, making judgments and estimates that are reasonable and prudent. The Trustees also must prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue its activities.

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

Statement of Disclosures to Auditor

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

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

Auditors

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

The financial statements were approved and authorised for issue by the Board of Trustees on 20-06-2019 and were signed on its behalf by:



Chair of Trustees/Directors

**Report of the Independent Auditors
To the Members of
Alabaré Christian Care Centres**

Opinion

We have audited the financial statements of Alabaré Christian Care Centres (the 'charitable company') for the year ended 31 March 2019 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2019 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Other information

The other information comprises the information included in the Report of the Trustees (including Strategic Report), other than the financial statements and our Report of the Auditors thereon. The Trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees, which includes the Report of the Directors and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Report of the Directors included within the Report of the Trustees have been prepared in accordance with applicable legal requirements.

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

Alabaré Christian Care Centres

Matters on which we are required to report by exception

In light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Report of the Directors included within the Report of the Trustees.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities, the Trustees (who are also directors of the charitable company for the purposes of company law and trustees of the charity for the purposes of charity law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Auditors.

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Simon Ellingham BA FCA DChA (Senior Statutory Auditor)
for and on behalf of Fawcetts LLP, Chartered Accountants & Statutory Auditors
Windover House, St Ann Street, Salisbury, SP1 2DR

Date: 10 July 2019

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

For the year ended 31 March 2019

Income and expenditure	Note	Unrestricted £	Restricted £	2019 Total £	2018 Total £
INCOME AND ENDOWMENTS FROM:					
Donations and legacies	3	1,058,116	354,213	1,412,329	838,915
Charitable activities	4	6,317,777	-	6,317,777	5,708,410
Other trading activities	5	608,851	-	608,851	689,816
Investment Income	6	2,281	-	2,281	1,600
Total income		7,987,025	354,213	8,341,238	7,238,741
EXPENDITURE ON:					
Raising funds	7	1,135,448	-	1,135,448	953,608
Charitable activities	7	6,422,044	1,228,709	7,650,753	6,059,188
Total expenditure		7,557,492	1,228,709	8,786,201	7,012,796
NET INCOME/(EXPENDITURE)		429,533	(874,496)	(444,963)	225,945
Transfers between funds	20	-	-	-	-
NET MOVEMENT IN FUNDS		429,533	(874,496)	(444,963)	225,945
RECONCILIATION OF FUNDS:					
Total funds brought forward		2,497,625	1,016,329	3,513,954	3,288,009
TOTAL FUNDS CARRIED FORWARD		2,927,158	141,833	3,068,991	3,513,954

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

The notes form part of these financial statements

**Alabaré Christian Care Centres
Balance Sheet**

As at 31 March 2019

	Note	2019 £	2018 £
Fixed assets			
Tangible fixed assets	14	5,523,875	4,421,986
Investments	15	9,000	9,000
		<u>5,532,875</u>	<u>4,430,986</u>
Current assets			
Debtors	16	358,307	423,230
Cash at bank and in hand		<u>1,233,554</u>	<u>1,085,648</u>
Total current assets		1,591,861	1,508,878
Liabilities			
Creditors: Amounts due within one year	17	<u>(1,115,017)</u>	<u>(513,937)</u>
Net current assets		<u>476,844</u>	<u>994,941</u>
Total assets less current liabilities		6,009,719	5,425,927
Creditors: Amounts due after more than one year	18	<u>(2,940,728)</u>	<u>(1,911,973)</u>
NET ASSETS		<u><u>3,068,991</u></u>	<u><u>3,513,954</u></u>
Funds			
Unrestricted funds:	20	2,927,158	2,497,625
Restricted income funds	20	<u>141,833</u>	<u>1,016,329</u>
TOTAL CHARITY FUNDS		<u><u>3,068,991</u></u>	<u><u>3,513,954</u></u>

The financial statements were approved and authorised for issue by the Board of Trustees on 20-06-2019 and were signed on its behalf by:


.....
Richard Holman (Chairman)

Company registration number: 02604011

The notes form part of these financial statements

Alabaré Christian Care Centres

**Statement of Cash Flow
For the year ended 31 March 2019**

	Notes	2019 £	2018 £
CASH FLOWS FROM OPERATING ACTIVITIES:			
Net cash provided by/(used in) operating activities	a	363,017	402,248
Cash flows from investing activities:			
Purchase of property and other fixed assets		(1,303,359)	(932,115)
Net cash provided by/(used in) investing activities		<u>(1,303,359)</u>	<u>(932,115)</u>
Cash flows from financing activities:			
Repayments of borrowing		(111,752)	(195,281)
Cash inflows from new borrowing		1,200,000	654,602
Net cash provided by/(used in) financing activities		<u>1,088,248</u>	<u>459,321</u>
CHANGE IN CASH AND CASH EQUIVALENTS FOR THE YEAR		147,906	(70,546)
Cash and cash equivalents brought forward	b	1,085,648	1,156,194
CASH AND CASH EQUIVALENTS CARRIED FORWARD AT 31 MARCH	b	<u><u>1,233,554</u></u>	<u><u>1,085,648</u></u>
a) Reconciliation of net income/(expenditure) to net cash flow from operating activities			
		2019 £	2018 £
Net income/(expenditure) for the year as per the Statement of Financial Activities		(444,963)	225,945
Adjusted for:			
Depreciation		201,470	195,889
Loss on disposal of fixed assets		-	650
(Increase)/decrease in stock		-	3,944
(Increase)/decrease in debtors		64,923	5,588
Increase/(decrease) in creditors		541,587	(29,768)
Net cash (used in)/provided by operating activities		<u><u>363,017</u></u>	<u><u>402,248</u></u>
b) Analysis of cash and cash equivalents			
		2019 £	2018 £
Cash at bank and in hand		<u><u>1,233,554</u></u>	<u><u>1,085,648</u></u>

Alabaré Christian Care Centres
Notes to the Financial Statements
For the year ended 31 March 2019

1. Accounting policies

a) Basis of preparation of the accounts

The financial statements have been prepared under the historical cost convention and in accordance with applicable Accounting Standards in the United Kingdom, the accounting regulations issued under the Companies Act 2006 and the Statement of Recommended Practice (SORP) FRS102 "Accounting and Reporting by Charities".

Alabaré Christian Care Centres meets the definition of a public benefit entity under FRS 102. There are no material uncertainties about the charity's ability to continue as a going concern.

b) Fund accounting

Unrestricted funds are general funds that are available for use at the Trustees' discretion in the furtherance of the objectives of the charity.

Restricted funds are those donated, or raised, for use in a particular area or for a specific purpose. Purchases of fixed assets with restricted funds are deemed to be satisfied once the purchase has taken place and therefore these restricted fund balances are released to unrestricted general funds unless the restriction is deemed to be on a permanent basis.

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

c) Income

Income is recognised in the Statement of Financial Activities when the charity is legally entitled to it, there is certainty of receipt and the amount can be quantified with reasonable accuracy.

Income from charitable activities includes income as earned (i.e. as the related goods or services are provided) under contract or where entitlement to grant funding is subject to specific performance conditions. Where contractual income is received in advance it is deferred and included in deferred income within creditors.

Investment income is recognised on a receivable basis. On-line shop income and income derived from events is recognised as earned.

d) Expenditure

Expenditure is recognised when a liability is incurred. This means that expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of VAT where applicable.

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

Expenditure directly attributable to a specific activity category (e.g. raising funds and charitable activities) has been included in the relevant category. Where costs are attributable to more than one activity, they are apportioned across activities based on the time spent by staff on those activities and their use of shared resources.

The costs of central support services have been allocated to activity cost categories on a basis consistent with use of the resources pro rata to the direct costs of the various operations.

Alabaré Christian Care Centres
Notes to the Financial Statements
For the year ended 31 March 2019

1. Accounting policies (continued)

e) Donated goods and volunteer and other donated services

Donated goods are recognised in different ways dependent on how they are used by the charity:

- (i) those donated for direct transmission to beneficiaries (chiefly clothing and food) are not included in the statement of financial activities on the basis that, if they had not been donated, the charity would not have purchased them;
- (ii) those donated to be used in service provision (eg food for use in providing meals at the drop-in centre) are also not included in the statement of financial activities on the same basis as above;
- (iii) the value of services provided by volunteers is not incorporated into these financial statements;
- (iv) other goods which are donated for sale through the retail operation are not included in the accounts until they are sold as they have no cost attached;
- (v) where services are provided to the charity as a donation that would normally be purchased from our suppliers, this contribution is included in the financial statements at an estimate based on the value of the contribution to the charity.

f) Pension costs

The charitable company operates a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of the charity. The annual contributions payable are charged to the Statement of Financial Activities.

g) Leasing and hire purchase commitments

Rental payments under operating leases are charged as expenditure as incurred over the term of the lease.

h) Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost and depreciated over their useful economic lives, less any estimated residual value, at the following rates:

Land	Not depreciated
Freehold buildings	50 years
Short leasehold buildings	Period of lease
Furniture and equipment	4 years
Computer equipment	4 years
Motor vehicles	4 years
Short life assets	1 year

i) Investments

Investments are included in the financial statements at market value. All gains and losses are taken to the Statement of Financial Activities in line with the Charity SORP.

j) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Alabaré Christian Care Centres
Notes to the Financial Statements
For the year ended 31 March 2019

2. Statement of financial activities - comparative balances as at 31 March 2018
(for 31 March 2019 please see page 11)

	Unrestricted £	Restricted £	2018 Total £
INCOME AND ENDOWMENTS FROM:			
Donations and legacies	230,489	608,426	838,915
Charitable activities	5,708,410	-	5,708,410
Other trading activities	689,816	-	689,816
Investment Income	1,600	-	1,600
	<hr/>	<hr/>	<hr/>
Total income	6,630,315	608,426	7,238,741
EXPENDITURE ON:			
Raising funds	953,608	-	953,608
Charitable activities	5,554,487	504,701	6,059,188
	<hr/>	<hr/>	<hr/>
Total expenditure	6,508,095	504,701	7,012,796
NET INCOME/(EXPENDITURE)	122,220	103,725	225,945
Transfers between funds	847,686	(847,686)	-
	<hr/>	<hr/>	<hr/>
NET MOVEMENT IN FUNDS	969,906	(743,961)	225,945
RECONCILIATION OF FUNDS:			
Total funds brought forward	1,527,719	1,760,290	3,288,009
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS CARRIED FORWARD	2,497,625	1,016,329	3,513,954

Alabaré Christian Care Centres
Notes to the Financial Statements

For the year ended 31 March 2019

3. Donations and legacies	Unrestricted	Restricted	Total	Total
	£	£	2019	2018
			£	£
Charitable Trusts - general grants	353,237	320,952	674,189	757,985
Other general grants	7,686	225	7,911	745
Corporate donations	2,615	299	2,914	3,825
Individual donations	78,552	13,607	92,159	58,675
Church/community groups	153,444	19,130	172,574	14,992
Legacies	462,582	-	462,582	2,693
	<u>1,058,116</u>	<u>354,213</u>	<u>1,412,329</u>	<u>838,915</u>
<i>2018 total</i>	<i>230,489</i>	<i>608,426</i>	<i>838,915</i>	
4. Charitable activities	Unrestricted	Restricted	Total	Total
	£	£	2019	2018
			£	£
Supporting people	1,268,120	-	1,268,120	1,600,559
Other public sector contracts	401,786	-	401,786	422,047
Other contracts	1,581,502	-	1,581,502	1,548,246
Accommodation charges	3,049,094	-	3,049,094	2,106,660
Residential fees	-	-	-	2,156
Room hire	1,259	-	1,259	2,074
Other income	16,016	-	16,016	26,668
	<u>6,317,777</u>	<u>-</u>	<u>6,317,777</u>	<u>5,708,410</u>
<i>2018 total</i>	<i>5,708,410</i>	<i>-</i>	<i>5,708,410</i>	
5. Other trading activities	Unrestricted	Restricted	Total	Total
	£	£	2019	2018
			£	£
Sponsored events	189,223	-	189,223	203,734
Sales from retail activities	366,454	-	366,454	464,581
Other earned income	53,174	-	53,174	21,501
	<u>608,851</u>	<u>-</u>	<u>608,851</u>	<u>689,816</u>
<i>2018 total</i>	<i>689,816</i>	<i>-</i>	<i>689,816</i>	
6. Investment income	Unrestricted	Restricted	Total	Total
	£	£	2019	2018
			£	£
Bank interest	2,281	-	2,281	1,600
	<u>2,281</u>	<u>-</u>	<u>2,281</u>	<u>1,600</u>
<i>2018 total</i>	<i>1,600</i>	<i>-</i>	<i>1,600</i>	

Alabaré Christian Care Centres
Notes to the Financial Statements

For the year ended 31 March 2019

7. Expenditure	Staff costs £	Other direct costs £	Support costs £	Total 2019 £	Total 2018 £
<i>Raising funds</i>					
Fund raising and marketing team	332,158	155,944	59,513	547,615	405,627
Charity shops	260,133	226,797	59,370	546,300	547,981
Social business	23,825	13,194	4,514	41,533	
	<u>616,116</u>	<u>395,935</u>	<u>123,397</u>	<u>1,135,448</u>	<u>953,608</u>
<i>Charitable activities</i>					
Veterans	577,777	700,592	155,869	1,434,238	1,375,289
Supported housing and drop ins	859,319	788,684	200,938	1,848,941	1,561,528
Young people	874,872	646,631	185,514	1,707,017	1,399,920
Learning difficulties & mental health	1,135,265	239,692	167,646	1,542,603	1,402,009
Training and development	246,095	81,871	39,988	367,954	320,442
Exceptional item: Our Wilton (note 21)	-	750,000	-	750,000	-
	<u>3,693,328</u>	<u>3,207,470</u>	<u>749,955</u>	<u>7,650,753</u>	<u>6,059,188</u>
	<u>4,309,444</u>	<u>3,603,405</u>	<u>873,352</u>	<u>8,786,201</u>	<u>7,012,796</u>
TOTAL 2018	3,565,903	2,618,600	828,293	7,012,796	
8. Support costs				Total 2019 £	Total 2018 £
Staff costs				417,422	413,910
Property costs				40,095	120,784
IT costs				145,936	101,532
HR and administration costs				177,995	140,716
Finance charges				91,904	51,351
				<u>873,352</u>	<u>828,293</u>
9. Net income/(expenditure)				Total 2019 £	Total 2018 £
This is stated after charging:					
Depreciation				201,470	192,759
Auditors' remuneration:					
- audit				8,400	8,160
- non-audit				2,400	2,400
Operating lease rentals:					
- property rental				<u>1,085,572</u>	<u>1,037,907</u>

Alabaré Christian Care Centres
Notes to the Financial Statements

For the year ended 31 March 2019

10. Staff costs and numbers	2019	2018
	£	£
Salaries and wages	4,068,903	3,435,773
Sessional staff (including agency)	221,339	179,642
Employer's national insurance and contributions	304,479	249,929
Employer's pension contributions	132,145	114,469
	<u>4,726,866</u>	<u>3,979,813</u>
 The average number of people employed, including part-time staff:	 2019	 2018
	No.	No.
	<u>255</u>	<u>238</u>

One employee earned between £60,000 and £70,000 per annum during the current and previous year, and employer pension contributions of £1,611 were made in respect of the above individual's employment.

The value of services provided by volunteers is not incorporated into these financial statements but makes a significant impact on the work the charity is able to deliver. In the year to 31st March 2019 a total of 25,279 hours was volunteered in this way (2018: 25,944 hours).

The key management personnel of the charity are listed on page 1. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services was £509,737 (2018: £193,493).

11. Trustees expenses and remuneration

Trustees are not remunerated. Travel expenses totalling £405 were paid to 2 Trustee in the year and were incurred in the course of their duties as Trustee (2018: £138 to 1 Trustee).

12. Pension

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. Contributions payable by the company amounted to £132,145 (2018: £114,469). Included within the pension contributions are amounts paid after the year end of £17,459 (2018: £13,147).

13. Taxation

No taxation is payable by the company because it is a registered charity and its activities are classified as exempt.

Alabaré Christian Care Centres
Notes to the Financial Statements

For the year ended 31 March 2019

14. Tangible fixed assets

	Freehold property £	Short leasehold property £	Equipment £	Motor vehicles £	Total £
Cost					
At 1 April 2018	4,625,182	200,671	1,139,676	48,187	6,013,716
Additions	1,175,781	-	127,578	-	1,303,359
Disposals	-	-	(2,285)	-	(2,285)
At 31 March 2019	<u>5,800,963</u>	<u>200,671</u>	<u>1,264,969</u>	<u>48,187</u>	<u>7,314,790</u>
Depreciation					
At 1 April 2018	391,312	109,350	1,056,703	34,365	1,591,730
Charge for the year	106,273	9,756	80,622	4,819	201,470
Eliminated on disposals	-	-	(2,285)	-	(2,285)
At 31 March 2019	<u>497,585</u>	<u>119,106</u>	<u>1,135,040</u>	<u>39,184</u>	<u>1,790,915</u>
Net book value					
At 31 March 2019	<u>5,303,378</u>	<u>81,565</u>	<u>129,929</u>	<u>9,003</u>	<u>5,523,875</u>
At 31 March 2018	<u>4,233,870</u>	<u>91,321</u>	<u>82,973</u>	<u>13,822</u>	<u>4,421,986</u>

15. Investments

	2019 £	2018 £
Unlisted UK equity investments	<u>9,000</u>	<u>9,000</u>

16. Debtors

	2019 £	2018 £
Trade debtors	192,681	296,574
Deposits	19,094	17,226
Sundry debtors	101,630	80,248
Prepayments	44,902	29,182
	<u>358,307</u>	<u>423,230</u>

Alabaré Christian Care Centres
Notes to the Financial Statements

For the year ended 31 March 2019

17. Creditors: amounts due within one year	2019	2018
	£	£
Trade creditors	132,583	71,827
Tax and National Insurance	78,427	62,845
Deferred income	56,479	9,792
Other creditors (note 21)	537,065	61,016
Bank loan	149,056	89,562
Accruals	161,407	218,895
	<u>1,115,017</u>	<u>513,937</u>

18. Creditors: amounts due after more than one year	2019	2018
	£	£
Bank loans	<u>2,940,728</u>	<u>1,911,973</u>

Repayable by instalments:	2019	2018
	£	£
Less than 1 year	149,056	89,562
Between 2 and 5 years	720,513	418,006
In 5 years or more	2,220,215	1,493,967
	<u>3,089,784</u>	<u>2,001,535</u>

Loan terms and security:

All the loans are based on variable rate terms and are secured against the properties of the charity.

Triodos Bank: 25 year term at 2.5% above base, maturing in March 2043.

RBS: 15 year term and 25 year term at 2.5% above base, maturing in September 2028 and December 2039/July 2040.

Lloyds: 15 year term at 2.4% above base, maturing in January 2030 and 12 year term at 3.89% fixed/2.15% above base, maturing in June 2033.

19. Operating lease commitments

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

	2019	2018
	£	£
Less than 1 year	626,428	690,196
Between 2 and 5 years	441,200	355,985
In 5 years or more	-	-
	<u>1,067,628</u>	<u>1,046,181</u>

Alabaré Christian Care Centres
Notes to the Financial Statements

For the year ended 31 March 2019

20. Statement of funds

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

Restricted funds: these represent grants and donations received for specific purposes within each charitable activity. The purpose of the larger grants/donations are detailed below.

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

Other Veterans Services: various grants received specifically for defined purposes within veterans services.

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

Alabaré Christian Care Centres
Notes to the Financial Statements

For the year ended 31 March 2019

20. Statement of funds (continued)

Comparative statement of funds for the year ended 31 March 2018:

	Balance at 1.04.17 £	Incoming resources £	Outgoing resources £	Transfers to/(from) £	Balance at 31.03.18 £
Restricted funds:					
Income Generation	-	400	(400)	-	-
Retail	-	-	-	-	-
Veterans:					
Wilton Development	750,000	-	-	-	750,000
Other Veterans Services	979,666	532,834	(447,078)	(847,686)	217,736
Homelessness	5,339	1,370	(5,709)	-	1,000
Young People:					
Salisbury Mother & Baby	10,000	28,000	(10,000)	-	28,000
Other Young People	13,954	35,517	(29,878)	-	19,593
Learning difficulties	1,331	-	(1,331)	-	-
Training and development	-	7,568	(7,568)	-	-
Central services	-	2,737	(2,737)	-	-
	<u>1,760,290</u>	<u>608,426</u>	<u>(504,701)</u>	<u>(847,686)</u>	<u>1,016,329</u>
Unrestricted funds:					
General - fixed assets	2,144,196	-	(197,203)	473,458	2,420,451
General - other funds	(616,477)	6,630,315	(6,310,892)	374,228	77,174
	<u>1,527,719</u>	<u>6,630,315</u>	<u>(6,508,095)</u>	<u>847,686</u>	<u>2,497,625</u>
	<u>3,288,009</u>	<u>7,238,741</u>	<u>(7,012,796)</u>	<u>-</u>	<u>3,513,954</u>

Alabaré Christian Care Centres
Notes to the Financial Statements

For the year ended 31 March 2019

21. Analysis of net assets between funds

	Fixed assets £	Net current assets £	Creditors > 1 year £	Total £
Restricted funds	-	141,833	-	141,833
Unrestricted funds:				
General - fixed assets	5,523,875	(149,056)	(2,940,728)	2,434,091
General - other funds	9,000	484,067	-	493,067
Net assets at the end of the year	5,532,875	476,844	(2,940,728)	3,068,991

Comparative analysis of net assets between funds for the year ended 31 March 2018:

	Fixed assets £	Net current assets £	Creditors > £	Total £
Restricted funds	-	1,016,329	-	1,016,329
Unrestricted funds:				
General - fixed assets	4,421,986	(89,562)	(1,911,973)	2,420,451
General - other funds	9,000	68,174	-	77,174
Net assets as at 31 March 2018	4,430,986	994,941	(1,911,973)	3,513,954

22. Related party transactions

There are no related party transactions (2018: none).

23. Status

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