



**Alabaré Christian Care Centres**  
**Trustees' Report and Financial Statements**  
**For the year ended 31 March 2011**

## Contents

	<b>Page</b>
Reference and Administrative Details	3
Trustees' Report	4
Independent Auditors' Report	14
Statement of Financial Activities	16
Balance Sheet	18
Cash Flow Statement	19
Notes to the Financial Statements	21

### Contact Details

Further copies of the Trustees' Report and Financial Statements for the year ended 31<sup>st</sup> March 2011 may be obtained from:

Address: 33, Brown Street, Salisbury, Wiltshire SP1 2AS  
Telephone: 01722 322882  
Fax: 01722 341657  
E-mail: [enquiries@alabare.co.uk](mailto:enquiries@alabare.co.uk)  
Website: [www.alabare.co.uk](http://www.alabare.co.uk)

### Reference and Administrative details

The name of the Charity:	Alabaré Christian Care Centres trading as Alabaré Christian Care and Support
Registration numbers:	Charity registration number: 1006504 Company registration number: 2604011
Registered and principal office:	33, Brown Street, Salisbury, Wiltshire SP1 2AS Telephone: 01722 322882 Website: <a href="http://www.alabare.co.uk">www.alabare.co.uk</a>
Trustees/Directors:	John Proctor (Chairman) David Durston (Vice Chairman) Jeffrey Peacock Timothy Robertson David Lawes Dawn Wood Andrew Bailey Malcolm Cassells Susan Pendrey Caroline Probert Mark Proctor (Appointed – April 2010)
Patrons:	The Right Reverend Declan Lang, Bishop of Clifton Miranda, Countess of Pembroke The Right Reverend Stephen Conway, Bishop of Ely (Appointed – January 2011) The Right Reverend David Stancliffe, Bishop of Salisbury (Retired – July 2010)
Chief Executive Officer:	Andrew Lord
Company Secretary:	Elizabeth Webbe
Bankers:	The Royal Bank of Scotland plc 14 Minster Street, Salisbury, Wiltshire SP1 1TP
Solicitors:	Wilson's Steynings House, Fisherton Street, Salisbury SP2 7RJ
Auditors:	Nexia Smith and Williamson Imperial House, 18 - 21 Kings Park Road, Southampton SO15 2AT

## **Trustees' report for year ended 31 March 2011**

The Trustees present their report together with the financial statements of the Charity for the year ended 31 March 2011, which should be read in conjunction with the reference and administrative details on page 3. The financial statements have been prepared based on the accounting policies set out in note 1 to the financial statements. This report has been prepared with consideration of the public benefit of Alabaré's aims and activities.

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

### **Structure, Governance and Management**

Alabaré Christian Care Centres is a charitable company limited by guarantee and was set up on 11th March 1991. It is governed by a Memorandum and Articles of Association, which were last amended in 2004.

All trustee appointments are approved by the full Board of Trustees. The Board of Trustees undertook a full skills audit in 2009 to identify missing skills within the trustees, this is maintained on an ongoing basis. The results of this audit will inform the process of recruiting trustees. Applications for trusteeship are encouraged from all sections for 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 in lots.

The Charity has a policy for the recruitment of trustees. On appointment, new trustees are offered training. In addition, each year there are two half day training sessions for all trustees.

The Board of Trustees meets four times a year. The Board of Trustees delegates certain functions to these committees. These functions are set out in each committee's Terms of Reference. A review of the Terms of Reference for trustees and committees was undertaken in early 2010 and a new committee structure was put in place. Each committee is chaired by a trustee and its decisions are approved by the Board of Trustees. The committees are a Resources Committee (that covers Human Resources, IT and Health and Safety), Finance, Development and Fundraising and four Area Care and Support Committees.

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

The employees of the Charity are led by the Chief Executive Officer, with the support of five senior managers. Together these six form the Senior Management Team. During 2010/11 the Charity recruited a Campaign Director to lead on the Major Gift Campaign. By June 2011 the Charity will have completed the recruitment of a Finance Director.

The Charity is very active in forming partnerships. In 2006 the Charity formed a consortium with three other organisations (Splitz, Drugs and Homeless Initiative and Westlea Housing Association) called Community 4 (C4). This consortium currently provides the Floating Support Service for Wiltshire. In 2010, with Drugs and Homeless Initiative, we successfully tendered for the Somerset Floating Support Service. Many of our property developments, including Alabaré Place, are in conjunction with Westlea Housing Association.

### ***Risk Management***

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

- The Charity is operating efficiently and effectively;
- Its assets are safeguarded against unauthorised use or disposition;
- Proper records are maintained and that 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 material misstatement or loss. They include:

- A business 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 associated with its Supporting People contracts and fundraising performance. These are reviewed regularly by the Finance Committee. Following a process of negotiation in during November to February 2011 the contracts have been extended to a minimum of March 2012 but many to March 2013.

### ***Objectives***

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 are 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.

The Charity's objectives are set to reflect its community aims. Each year the Trustees review its objectives and activities to ensure that they continue to reflect its aims. In carrying out this review 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 Charity's vision, mission and values are as follows:

*Our vision*

A society where everyone has the opportunity to enjoy a fulfilling life.

*Our mission*

To enable people to enjoy a fulfilling life by working with individuals, communities and other organisations to:

- Generate sustainable solutions within our communities
- Provide high quality accommodation and support services
- Equip people with skills for living and working
- Overcome the barriers people face

*Our values*

Demonstrate **Integrity** expressed in personal and organisational transparency, honesty, reliability, accountability and confidentiality

Achieve **Inclusiveness** by showing respect, compassion, recognising and valuing others' differences, treating everyone with dignity

Encourage **Empowerment** by creating an environment where people can take control of their own lives by listening to them and offering choice wherever possible

Demonstrate **Equality** in the delivery of services to our service users and employment of staff, and recognising and valuing the diversity the communities we serve.

Encourage **Generosity** by demonstrating that all involved in Alabaré provide a high level of service and are generous with time and resources.

The Trustees are conducting a review of vision, mission and values which should be completed by July 2011.

In April 2010 The Board of Trustees approved the 2010-2015 Business Plan. Underpinning the strategic direction of the Charity were the following statements:

*What we do* is provide a platform for vulnerable individuals to spring back into the community

*How we do it* is focusing on the needs of specific groups in specific places, embracing the passion of local people and having the flexibility to respond to individual needs

*Where we work* is in local places "hubs" rather than counties or regions

*How to grow in the future* is about developing in existing hubs, using our expertise to meet a local need.

We remain committed to the four long term goals of:

- Ensure an end to homelessness for our service users
- Provide the right support
- Provide the right care
- Provide the right training, recreation, education and employment

But our aims are focused on the needs of the hubs we work in. In addition to developing new services are retaining and improving existing services, targets have been set for each hub to grow the supporter base – the Alabaré Network. Our success in the past was through embracing the passion of local people and hence it is a key commitment to get more people involved within the charity.

All the Charity's activities have been translated into specific statements concerning purpose, outcomes and outputs. These, in turn, have been linked to Government objectives and a variety of local, regional and national strategies. From these statements a set of targets and measurements have been developed that enable trustees and operational managers to monitor and manage performance and to keep the organisation on track.

The priorities within the plan were to:

- Develop our work in the hubs we currently operate in. Specific targets for service development and growth in supporter base were created. The hubs were Salisbury, Calne, Tidworth, Trowbridge, Andover, Romsey, Bristol, Clevedon, Weston Super Mare, Plymouth, Bideford, Weymouth and Bournemouth.
- Grow our supporter base in 25 other hubs where we do not currently deliver services.
- Develop our work in five key programmes of activity – Learning Disabilities Supported Living, services for Homeless people, services for young people, services for veterans and bespoke services under the personalisation agenda.
- Working to overcome barriers people face through the positive promotion of the gifts and talents our clients have.
- Investors in People through the development of our staff and volunteers and the provision of a pastoral Chaplaincy service
- Building successful partnerships with likeminded organisations at both strategic and operational level.
- Managing our finances by increasing unrestricted reserves to at least £750,000 and the diversification of income sources.
- Improved Governance and Leadership through regular review against the Charity Act 2006 and the Charity Commission standard Hallmarks of a well run charity).
- Launching of a Major Gift Campaign to raise £6m.

### **Activities**

During the year to 31<sup>st</sup> March 2011 progress was made towards meeting both the long term goals and aims. Highlights include:

- The redevelopment of our largest hostel, Alabaré Place, into a Place of Change Hostel. This has been undertaken in partnership with Westlea Housing Association. Demolition of the old hostel was completed in May 2010 and the construction of the new building will be complete by September 2011.
- The award of the Wiltshire Mental Health community service to deliver community support to clients with an enduring mental illness throughout the whole of Wiltshire, building on the success of our 1-2-1 Salisbury mental health service.
- Funding secured from the Sarsen Trust for the refurbishment of Barnabas House, Salisbury
- The delivery of the Alabaré Home and Money – Take Control to vulnerable service leavers from the Army in Tidworth.
- Development of homes for veterans in Bristol, the first home opened in November and the second home in January 2011. Generous financial support was provided by The Army Benevolent Fund, Merchant Venturers, RAFA and the John James Foundation
- A development of a move on home in Plymouth for veterans.

- Refurbishment of our first veterans home, in Plymouth.
- Development of homes for veterans in Weymouth, the first home opened in December and the second home in January 2011. Generous financial support was provided by The Royal British Legion.
- The development of a charity shop in Clevedon in conjunction with Crisis Centre Ministries.
- Successfully tendering to deliver a support housing project for young people leaving care in Trowbridge. The service started in December 2010.
- Development of a Cooperation agreement with the social enterprise organisation SCA
- The launch of the Major Gift Campaign with early success from a grant received from the Sarsen Trust, Royal British Legion, Merchant Venturers and others.

The Charity provided accommodation and support to over 2,600 people. 91.84% of people moving out from Alabaré's projects did so in a planned way. Further successes have been seen across the Charity's project as highlighted above. The direct beneficiaries of Alabaré's services are all vulnerable members of the community, dealing with issues such as homelessness, learning disabilities, substance addiction and mental health conditions. Further benefit is gained by the wider community through the reduction in homelessness, better trained/educated workforce, reduction in repeat offending, café facilities, etc.

**If one case study could illustrate our work last year it would be Steve's story (shared by Steve at our 2010 AGM)**

Steve had spent 37 years taking drugs and alcohol and had tried for the last nine years to combat these addictions. Six months ago, he lost his home and his identity information and was steered to Ruth House for help. He said he was welcomed and taken in when he was in a traumatised place. The staff at Ruth House had supported him, and he had received training on running a home of his own. He now had a flat of his own. He was grateful to Alabaré for their unconditional acceptance and felt that the charity was about God's business.

Volunteers provide a very valuable service to the Charity. The Trustees have renewed the commitment that volunteers are an integral part of the charity and key to the development of new and improved services. Currently the Charity benefits from having approximately 90 volunteers who work in most of the 40+ projects. Roles include: sleepover, Drop In Centre worker, Trustee, committee member, cleaner and accounts assistant. Around 50 other volunteers are currently undergoing training and verification to join Alabaré's current volunteer base.

The value of volunteers to the Charity is significant. Although no formal record is kept of the hours served, their contribution is both appreciated and essential as, without them, some services could not be provided. They also provide a valuable link with local communities in which the various projects are located. The Charity has processes in place to ensure that volunteers have the appropriate skills and that they are supported and recognised for the contribution that they make.

## Financial Review

During the year 2010/11 the total income raised was £6.0m and total costs £5.9m resulting in a small surplus of £142,890.

The principal funding sources are set out in the table below:

Income Source	2010/11 £	2010/11 %
Supporting People Contracts	2,509,739	41.8
Accommodation Charges	1,822,495	30.3
Other Contracts	957,244	15.9
Voluntary Donations	107,794	1.8
Other Activity Related	100,697	1.7
General Grants	465,432	7.8
Fundraising Events	37,982	0.6
Bank Interest	5,099	0.1
	6,006,482	100.0

By March 2011 the continuation of all the Supporting People contracts had been secured until at least 2012. In 2010 the future of the Mental Health one2one service was secured through a new contract with Wiltshire Council. The service is now known as Alabare Include.

Being part of the service sector means that employees are the Charity's most valuable asset and consequently the biggest cost, amounting to £3.6m in the year to 31<sup>st</sup> March 2011, representing an average of 140 full-time equivalents. The Charity continues to have a strong commitment to the training and development of its staff, as evidenced by the re-accreditation by Investors in People in March 2010. The Charity has maintained its IIP status since 2001.

The non staff costs relate to the day to day running, upkeep and support of the 48 properties used to deliver supported housing, the Drop In Centres, Café Alabaré, Barford Countryside Unit, where a variety of day time training activities take place, The Junction, which is a young people's internet café and safe place for support, training and other activities and our regional offices.

The main components of expenditure were:

Expenditure Item	2010/11 £	2010/11 %
Rent of properties & rooms	582,187	27.2
Repairs & maintenance	245,778	11.5
Heat & light	145,711	6.8
Water rates & council tax	105,149	4.9
Staff travel	135,142	6.3
Depreciation & loss on disposal	84,509	4.0
Telephone & IT	125,353	5.9
Equipment, furniture, etc	99,296	4.7
Stationery, printing, etc	76,385	3.6
Insurance	48,217	2.3
Other	489,624	22.9
	2,137,351	100.0

The Charity has a Reserves Policy, which was reviewed in April 2010. The Trustees decided to increase the prudent level of free reserves to £0.75m from April 2010. In keeping with the Charity Commission's definition of free reserves, this sum excludes designated free reserves and reserves held in the form of fixed assets held for charity use (e.g. accommodation) and performance related investments (of which Alabare has none). As at 31<sup>st</sup> March 2011, the Charity had unrestricted free reserves of £619,936 and is working towards the target £0.75m.

### ***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 the fact 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, and are therefore monitored closely to ensure that any risk is mitigated.

## ***Plans for Future Periods***

The Business Plan for 2010-2015, which was approved by the Board of Trustees in April 2010, sets out the aims for the Charity over the next few years. These aims are directly linked to the long-term goals of the Charity and are as follows:

### **Aim 1:**

Working in existing hubs – Providing additional accommodation, support and training facilities according to need in identified locations across Wiltshire, Hampshire, North Somerset, Devon and Dorset, where Alabaré has projects currently, thereby maximising the effectiveness of the Charity's internal support structure and the geographical spread of its supporter base. In particular a charity shop is to be piloted during 2010 and 2011 in Clevedon focussing primarily on recycling furniture.

### **Aim 2:**

In addition to growth in existing areas of operation, Alabaré plans to develop new hubs in a wider geographical area where there is demonstrable support; such services would be in 5 key programmes of activity:

- Learning Disabilities Supported Living
- Services for Homeless People
- Services for Young People
- Services for Veterans
- Bespoke services under the Personalisation agenda

### **Aim 3:**

Working to overcome the barriers people face – Ensuring that services are well publicised and accessible through leaflets, website and newsletters. Also challenging people's perceptions of service users through positive promotion of their talents.

### **Aim 4:**

Investors in People –Developing our staff and volunteer support by:

- Providing a pastoral service to support staff and service users in issues relating to work and personal life
- Providing training and employment to enhance staff knowledge and skills
- Developing further internal training capacity
- Improving the management of volunteers

### **Aim 5:**

Building successful partnerships – working with other organisations to ensure that the needs of Alabaré's service users are met and by developing strategic partnerships.

### **Aim 6:**

Managing the Charity's finances to provide increased flexibility and sustainability – maintaining the financial wellbeing of the Charity and managing risk through diversifying income sources.

### **Aim 7:**

Governance and Leadership – ensuring the Charity has in place appropriate governance arrangements.

**Aim 8:**

Fundraising and Marketing – Raising sufficient funds to enable the operation of non-statutory funded projects and activities and raising and maintaining the profile of the Charity with supporters, funders, service users and other stakeholders. The aim is to raise the Charity's support base to 15,000 over the next 5 years, of which 5,000 will become Friends of Alabaré, supporting the Charity both financially and as advocates.

The Business Plan sets out a capital investment programme and a revenue budget, which reflect the above objectives. An investment programme of £3.86m over the period of the Plan is envisaged, funded by a mix of grants, fundraising and borrowing. The revenue budget anticipates small surpluses over the five years of around 0.6% of turnover.

***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***

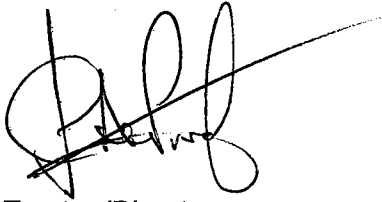
Each Trustee of the company has confirmed in fulfilling his/her duties as a Trustee:

- (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 appoint Nexia Smith and Williamson as auditors for the ensuing year will be proposed at the annual general meeting.

Signed by order of the Trustees

A handwritten signature in black ink, appearing to be 'D. J. Smith', written over a horizontal line.

Trustee/Director

Approved by order of the Trustees on 23rd June 2011

## **Nexia Smith and Williamson**

### **Independent auditors' report to the members of Alabaré Christian Care Centres (No 2604011)**

We have audited the financial statements of Alabaré Christian Care Centres for the year ended 31 March 2011 which comprises the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes 1 to 30. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

#### **Respective responsibilities of trustees and auditor**

As explained more fully in the Trustees' Responsibilities Statement, set out on page 12, 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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

#### **Scope of the audit of the financial statements**

A description of the scope of an audit of financial statements is provided on the APB's website at [www.frc.org.uk/apb/scope/private.cfm](http://www.frc.org.uk/apb/scope/private.cfm).

#### **Opinion on financial statements**

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 2011 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information provided in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

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

We have nothing to report in respect of the following matters where 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.

**Nexia Smith & Williamson**  
Statutory Auditor  
Chartered Accountants

23rd June 2011

18 – 21, Kings Park Road,  
Southampton  
SO15 2AT

**Alabaré Christian Care Centres**  
**Statement of Financial Activities and**  
**Income and Expenditure account year ended 31 March 2011**

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds £	31 <sup>st</sup> March 2010 £
<b>INCOMING RESOURCES</b>					
Incoming resources from generated funds					
Voluntary income	2	204,670	368,556	573,226	190,528
Activities for generating funds	3	37,982	0	37,982	41,454
Investment income	4	5,099	0	5,099	7,088
Incoming resources from charitable activities	5	5,390,175	0	5,390,175	4,972,342
<b>Total incoming resources</b>		<b>5,637,926</b>	<b>368,556</b>	<b>6,006,482</b>	<b>5,211,412</b>
<b>RESOURCES EXPENDED</b>					
Costs of generating funds	6	123,234	0	123,234	84,519
Cost of charitable activities	7	5,479,320	189,877	5,669,197	5,078,835
Governance costs	8	71,161	0	71,161	77,959
Other resources expended					
Damascus redevelopment	9	0	0	0	255,269
<b>Total resources expended</b>		<b>5,673,715</b>	<b>189,877</b>	<b>5,863,592</b>	<b>5,496,582</b>
<b>Net incoming resources/Net income for the year before transfers</b>		<b>(35,789)</b>	<b>178,679</b>	<b>142,890</b>	<b>(285,170)</b>
<b>TRANSFERS</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net movement in funds</b>		<b>(35,789)</b>	<b>178,679</b>	<b>142,890</b>	<b>(285,170)</b>
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		2,943,862	98,119	3,041,981	3,327,151
<b>Total funds carried forward</b>		<b>2,908,073</b>	<b>276,798</b>	<b>3,184,871</b>	<b>3,041,981</b>

The Charity has no recognised gains or losses other than the results for the year as set out above. All of the activities are classed as continuing.

**Statement of changes in resources applied to fixed assets for charity use in the year ended 31<sup>st</sup> March 2011**

	Unrestricted Funds £	Restricted Funds £	31 <sup>st</sup> March 2011 £	31st March 2010 £
Net movement in funds	(35,789)	178,679	142,890	(285,170)
Resources used for the acquisition of tangible fixed assets	(20,260)	0	(20,260)	(588,258)
Loan for fixed asset purchase	0	0	0	501,420
Net movement in funds available for future activities	<u>(56,049)</u>	<u>178,679</u>	<u>122,630</u>	<u>(372,008)</u>

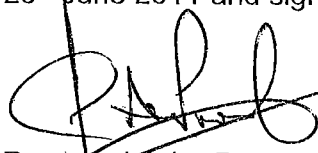
The notes on pages 21 to 32 form part of these financial statements.

## Alabaré Christian Care Centres

### Balance Sheet at 31 March 2011

	Note	31 <sup>st</sup> March 2011 £	31 <sup>st</sup> March 2010 £
<b>Fixed Assets</b>			
Tangible Assets	18	2,444,561	2,519,169
<b>Current Assets</b>			
Debtors	19	486,524	530,525
Investments	20	16,500	0
Cash at bank and in hand	21	1,112,817	969,563
Total Current Assets		1,615,841	1,500,088
<b>Liabilities</b>			
Creditors: Amounts falling due within one year	22	(423,712)	(494,366)
Net Current Assets		1,192,129	1,005,722
<b>Total Assets less Current Liabilities</b>		3,636,690	3,524,891
Creditors: Amounts falling due after more than one year	23	(451,819)	(482,910)
<b>NET ASSETS</b>		<b>3,184,871</b>	<b>3,041,981</b>
<b><u>The Funds of the Charity</u></b>			
<b>Unrestricted Income Funds</b>			
General – Fixed Assets less associated funding	28	1,966,942	2,028,069
General – Other	28	618,936	575,117
Total General Funds	24	2,585,878	2,603,186
Designated Funds	24	322,195	340,676
Total Unrestricted		2,908,073	2,943,862
<b>Restricted Income Funds</b>	24	276,798	98,119
Total Charity Funds	28	<b>3,184,871</b>	<b>3,041,981</b>

These financial statements were approved by the members of the Board of Trustees on 23<sup>rd</sup> June 2011 and signed on their behalf by:



Reverend John Proctor  
Chairman

The notes on pages 21 to 32 form part of these financial statements.

## Alabaré Christian Care Centres

### Cash Flow Statement for the year ended 31 March 2011

	Notes	2010-11	2009-10
		£	£
Net cash inflow/(outflow) from operating activities	(a)	182,216	(148,099)
Returns on investments and servicing of finance			
Investment income		5,099	7,088
Capital expenditure and financial investment			
Payments to acquire tangible fixed assets		(20,260)	(577,682)
Cash inflow /(outflow) before change in financing		167,055	(718,693)
Financing			
Bank loan		13,481	491,100
Repayment of other loans		10,320	(5,321)
Net cash inflow/(outflow) before movement in liquid resources	(c)	190,856	(232,914)
Increase/(decrease) in cash in the year		190,856	(232,914)

### Notes to Cash Flow Statement for year ended 31 March 2011

Note	2010-11	2009-10
	£	£
(a) <u>Reconciliation of changes in resources to net cash inflow from operating activities:</u>		
Net movement in funds for the year	142,890	(285,170)
Investment income	(5,099)	(7,088)
Depreciation charges	84,509	107,624
Loss on disposal of fixed assets	10,359	256,411
Decrease/(Increase) in debtors	44,001	(191,510)
(Decrease) in creditors	(77,944)	(28,366)
Gifting of Investments	(16,500)	0
	182,216	(148,099)

(b) Analysis of net funds:

	1 April 2010	Cash Flow	Non Cash Movement	31 March 2011
Net Cash:				
Cash at bank and in hand	969,563	143,254	0	1,112,817
Debt:				
Loan finance	(491,100)	13,481	0	(477,619)
Other loans	(10,320)	10,320	0	0
	<u>468,143</u>	<u>167,055</u>	<u>0</u>	<u>635,198</u>

(c) Reconciliation of net cash flow to movement in  
net funds:

	2010-11 £	2009-10 £
(Decrease)/increase in cash in the year	190,856	(232,914)
Cash outflow from decrease in debt and other loans	(23,801)	(496,355)
Movement in net funds in the year	<u>167,055</u>	<u>(729,269)</u>
Opening net funds	468,143	1,197,412
Closing net funds	<u>635,198</u>	<u>468,143</u>

## Alabaré Christian Care Centres

### Notes to the Financial Statements for the year ended 31 March 2011

#### 1 Accounting Policies

The principal accounting policies, all of which have been applied consistently throughout the year, are set out below.

##### 1.1 Basis of preparation of the accounts

The financial statements have been prepared under the historical cost basis of accounting. They are in accordance with the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (Revised 2005), applicable accounting standards and The Companies Act. The results include those of the parent company only and not the subsidiary on the grounds of immateriality.

##### 1.2 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.

Designated funds are unrestricted funds set aside at the discretion of the Trustees for specific purposes. The designated fund for fixed assets is that part of unrestricted funds that represents fixed assets held for the Charity's activities. The designated fund for 'Sinking Fund' is earmarked by the Trustees for planned maintenance of properties owned or leased by the Charity.

Restricted funds are those donated, or raised, for use in a particular area or for a specific purpose.

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

##### 1.3 Incoming resources

Incoming resources are recognised in the Statement of Financial Activities when the charity is legally entitled to the income, 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.

##### 1.4 Resources expended

- (i) Resources expended are 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.
- (ii) Costs of generating funds are those costs incurred in attracting voluntary income, and those incurred in fundraising activities/events.

- (iii) Governance costs are those costs associated with the governance arrangements, which relate to the general running of the charity as opposed to the direct management functions inherent in generating funds, service delivery and programme or project work. They are primarily associated with constitutional and statutory requirements and include the strategic planning processes that contribute to the future development of the charity.
- (iv) Expenditure directly attributable to a specific activity category (e.g. costs of generating funds, charitable activities and governance costs) 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.
- (v) The costs of central support services have been allocated to activity cost categories on a basis consistent with use of resources as follows:

<u>Support Service</u>	<u>Basis of cost allocation</u>
Financial Services	Combined income and expenditure
Human Resources	Per full-time equivalent
Information Technology	Per personal computer (PC)
Marketing	Pro rata to income
Corporate Management	Pro rata to income

#### 1.5 Donated goods and volunteer and other donated services

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

- (i) those donated for direct transmission to beneficiaries (chiefly clothing and food) are not included in the statement of financial activities on the basis that, if they had not been donated, the charity would not have purchased them;
- (ii) those donated to be used in service provision (e.g. food for use in providing meals at drop-in centres, furniture for houses) are included in the statement of financial activities as incoming resources and resources expended when they are used, if material. They are valued at the amount the charity would have had to pay to acquire them. In the case of donated white goods, the market value is deemed to be £nil.

The value of services provided by volunteers is not incorporated into these financial statements.

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.

#### 1.6 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:

<u>Asset</u>	<u>Depreciation</u>
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

## 1.7 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.

## 1.8 Leasing and Hire Purchase Commitments

Rental payments under operating leases are charged as expenditure as incurred over the term of the lease. Assets obtained under hire purchase contracts and finance leases are capitalised as tangible assets and depreciated over their useful lives. Obligations under such agreements are included in creditors net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the profit and loss account so as to produce a consistent periodic rate of charge on the net obligation outstanding in each period.

## 1.9 Reserves Policy

The Charity has a Reserves Policy. Based on an assessment of the various risks faced by the organisation, not least of which are the number of employees for which the Charity is responsible and the fact that many contracts are due to end in March 2011, the Trustees decided to increase the prudent level of free reserves to £0.75m from April 2010. In keeping with the Charity Commission's definition of free reserves, this sum excludes designated reserves and reserves held in the form of fixed assets held for charity use (e.g. accommodation) and performance related investments (of which Alabaré has none).

## 1.10 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.

## 2 Voluntary Income

Voluntary income falls into the following categories:

	Unrestricted Funds £	Restricted Funds £	2010-11 Total £	2009-10 Total £
<u>Donations &amp; Legacies</u>				
Individual donations	31,538	5,298	36,836	33,759
Church/community groups	41,333	3,313	44,646	40,488
Legacies	26,312	0	26,312	27,276
Bristol Ambassadors	0	0	0	10,760
<u>General Grants</u>				
Statutory Bodies	59,396	0	59,396	39,769
Charitable Trusts	27,326	359,645	386,971	34,336
Other Grants	1,666	300	1,966	0
Corporate Donations	17,099	0	17,099	4,140
<b>Total</b>	<b>204,670</b>	<b>368,556</b>	<b>573,226</b>	<b>190,528</b>

### 3 Activities for Generating Funds

Activities for generating funds relate to fundraising events carried out by the Charity primarily to generate incoming resources, which will be used to undertake its charitable activities.

	Unrestricted Funds £	Restricted Funds £	2010-11 Total £	2009-10 Total £
<u>Events</u>				
Sponsored Sleep Outs	18,574	0	18,574	26,669
General Fundraising	19,408	0	19,408	14,785
Total	37,982	0	37,982	41,454

### 4 Investment Income

	Unrestricted Funds £	Restricted Funds £	2010-11 Total £	2009-10 Total £
Bank interest	5,099	0	5,099	7,088
Total	5,099	0	5,099	7,088

### 5 Income from Charitable Activities

Income from charitable activities includes all incoming resources received, which are a payment for goods and services provided for the benefit of the charity's beneficiaries.

	Unrestricted Funds £	Restricted Funds £	2010-11 Total £	2009-10 Total £
Supporting People Contract	2,509,739	0	2,509,739	2,581,266
Other Public Sector				
Contracts	869,305	0	869,305	629,379
Other Contracts	47,439	0	47,439	54,987
Self-Directed Support	40,501	0	40,501	44,314
Accommodation Charges	1,567,662	0	1,567,662	1,200,914
Residential Fees	254,833	0	254,833	316,969
Sales – Charitable Activities	42,011	0	42,011	5,645
Room Hire	44,171	0	44,171	37,027
Other Income	14,514	0	14,514	101,841
Total	5,390,175	0	5,390,175	4,972,342

## 6 Costs of Generating Funds

These are the costs that are associated with generating incoming resources from all sources other than from undertaking charitable activities. It includes the cost of applying to charitable trusts and other grant-making bodies, and events to raise awareness and generate income but it excludes marketing activities such as the encouragement of volunteering, the cost of the twice yearly newsletter and other publicity. It excludes publications that are primarily designed to inform service users or potential users.

	Unrestricted Funds £	Restricted Funds £	2010-11 Total £	2009-10 Total £
Fundraising Team	96,984	0	96,984	60,402
Ambassadors	2,944	0	2,944	183
Printing & publicity	8,587	0	8,587	6,723
Cost of Events	4,264	0	4,264	6,756
Support Costs	10,455	0	10,455	10,455
<b>Total</b>	<b>123,234</b>	<b>0</b>	<b>123,234</b>	<b>84,519</b>

## 7 Cost of Charitable Activities

Resources expended on charitable activities comprise all the resources applied by the charity in undertaking its work to meet its charitable objectives as opposed to the cost of raising funds to finance these activities and governance costs.

	Direct Costs £	Support Costs £	2010-11 Total £	2009-10 Total £
Supported Housing	3,164,236	442,152	3,606,388	2,872,631
Floating Support	646,702	133,459	780,161	755,778
The Test Valley Foyer	538,074	81,993	620,067	564,525
Care Home	0	0	0	326,424
Drop-In Centres	109,857	22,683	132,540	147,952
Day activities, training & employment	451,391	78,650	530,041	411,525
<b>Total</b>	<b>4,910,260</b>	<b>758,937</b>	<b>5,669,197</b>	<b>5,078,835</b>

## 8 Governance Costs

Governance costs relate to the cost of those activities that provide the infrastructure, which allows the charity to operate as a legal entity and to generate the information required for public accountability.

	2010-11 Total £	2009-10 Total £
Auditor's remuneration	11,998	9,018
AGM, Board & Committee Meetings	541	1,329
Strategic Management and Support Costs	58,622	67,612
<b>Total</b>	<b>71,161</b>	<b>77,959</b>

## 9 Other Resources Expended

In the financial year to 31 March 2010, the redevelopment of the Damascus/Emmaus site into a 'Places for Change' purpose built hostel resulted in the demolition of the existing hostel and the reconfiguring of the listed building. This was reflected in the accounts by showing the removal of the historic net cost of the building from the balance sheet. The net cost removed was £255,269 in 2009/10.

## 10 Gross Transfers between Funds

Restricted funds should not be in deficit, so where a restricted fund is in deficit a transfer from unrestricted funds is required. Where restricted funds have been applied to their purpose and the resulting asset is held for a general and not a restricted purpose, a transfer takes place.

## 11 Items included in Resources Expended

The resources expended figures are stated after charging:

	2010-11	2009-10
	Total	Total
	£	£
Depreciation	84,509	107,624
Lease payments	7,737	13,345
Property rental	572,631	505,661
Loss on disposal of fixed assets	1,905	1,142
Loss on Damascus redevelopment	0	255,269
Auditor remuneration	11,998	9,018
Non-audit services – taxation advice	0	3,316

## 12 Support Costs

Support costs are those costs that, while necessary for the delivery of charitable activities, do not themselves produce or constitute the output of those activities. Similarly, costs will be incurred in supporting income generation activities such as fundraising, and in supporting the governance of the charity. Support costs include general management (GM), payroll and financial administration, information technology (IT), human resources (HR), health and safety (H&S), marketing (PR), budgeting and accounting.

	HR & H&S	IT	Finance	GM	PR	Total
	£	£	£	£	£	£
Supported						
Housing	59,367	49,343	60,087	206,767	66,590	442,154
Floating Support	18,309	25,237	14,773	55,514	19,625	133,458
Test Valley Foyer	9,302	10,625	10,618	39,841	11,607	81,993
Drop-In Centres	2,985	5,263	2,333	8,658	3,443	22,682
Day Activities	14,688	15,746	13,729	22,836	11,651	78,650
Fundraising	0	0	0	10,455	0	10,455
Governance	0	0	0	58,622	0	58,622
Total 2010-11	104,651	106,214	101,540	402,693	112,916	828,014

Total 2009-10	82,822	82,092	72,824	376,025	77,580	691,343
<b>13 Staff Costs</b>						
				2010-11	2009-10	
				Total	Total	
				£	£	
Salaries				3,238,873	3,049,681	
Sessional staff (including agency)				62,667	49,906	
Employer's National Insurance contributions				261,145	244,862	
Employer's Pension contributions				83,814	86,427	
Total				<u>3,646,499</u>	<u>3,430,876</u>	

One employee earned between £60,000 and £70,000 per annum during the current and previous year.

#### 14 Staff Numbers

The average number of people employed, including part-time staff, calculated on a full-time equivalent basis analysed by activity was:

	2010-11	2009-10
	Number	Number
Supported Housing	67.2	54.7
Floating Support	29.0	32.3
Test Valley Foyer	9.8	12.9
Care Home	0	9.3
Drop-In Centres	3.1	3.3
Day Activities	12.4	10.8
Fundraising and Marketing	6.5	3.8
Governance	1.4	1.4
Support Services	11.1	14.5
Total	<u>140.5</u>	<u>143.0</u>

#### 15 Trustees' Expenses and Remuneration

Trustees are not remunerated. One Trustee claimed travel expenses incurred in the course of his duties. These amounted in total to £nil (31<sup>st</sup> March 2010 - £300).

#### 16 Related Party Transactions

Caroline Probert, Trustee, is a member of Trethowans Solicitors LLP. The Charity has purchased £12,270 (31 March 2010 - £8,401) services from Trethowans. At the year end there were £nil outstanding (31 March 2010 - £8,401).

The Charity was in a joint venture with Crisis Centre Ministries in respect of a Charity Shop in Clevedon. During the year, donations of £5,000 (31 March 2010 - £Nil) were made before the financial year end.

#### 17 Taxation

No taxation is payable by the company because it is a registered charity. The on-line shop has a very small turnover so no taxation charge has arisen.

## 18 Movement of Tangible Fixed Assets

	Freehold Property £	Short Leasehold Property £	Equipment £	Motor Vehicles £	Total £
<i>Cost</i>					
At 1 <sup>st</sup> April 2010	2,469,577	45,604	730,197	40,944	3,286,322
Additions	0	0	20,260	0	20,260
Disposals	(587)	0	(103,296)	0	(103,883)
At 31 <sup>st</sup> March 2011	2,468,990	45,604	647,161	40,944	3,202,699
<i>Depreciation</i>					
At 1 <sup>st</sup> April 2010	74,639	45,604	611,510	35,400	767,153
Charge for period	31,934	0	49,800	2,775	84,509
Disposals	0	0	(93,524)	0	(93,524)
At 31 <sup>st</sup> March 2011	106,573	45,604	567,786	38,175	758,138
<i>Net Book Value</i>					
At 31 <sup>st</sup> March 2011	2,362,417	0	79,375	2,769	2,444,561
At 31 <sup>st</sup> March 2010	2,394,938	0	118,687	5,544	2,519,169

Assets are included in the Balance Sheet at historic cost less depreciation. Three properties were purchased in July 2009 using a loan from Triodos Bank for use as temporary supported accommodation at a cost of £491,100. In 2010/11 there have been no property purchases.

## 19 Debtors

	31 <sup>st</sup> March 2011 £	31 <sup>st</sup> March 2010 £
Trade debtors	350,433	353,363
Provision for Bad & Doubtful Debts	(9,827)	(28,673)
Supporting People Income Due	54,851	35,385
Housing benefit refunds	0	3,682
Deposits	27,659	14,664
Sundry debtors	49,827	118,870
Prepayments	13,581	33,234
Total	486,524	530,525

## 20 Investments

	31 <sup>st</sup> March 2011 £	31 <sup>st</sup> March 2010 £
Listed Investments	16,500	0
Total	16,500	0

Investments were donated during the year. It is not the Charities intention to hold for the longer term.

21 Cash at Bank and in Hand

	31 <sup>st</sup> March 2011	31 <sup>st</sup> March 2010
	£	£
RBS Current Account	(5,158)	(32,783)
RBS deposit account	22,866	0
RBS Interest Account	1,091,572	591,518
Lloyds TSB Term Deposit	2	405,427
Petty Cash	3,535	5,401
Total	<u>1,112,817</u>	<u>969,563</u>

22 Creditors: amounts falling due within one year

	31 <sup>st</sup> March 2011	31 <sup>st</sup> March 2010
	£	£
Trade Creditors	65,824	94,527
Tax and National Insurance	77,918	70,206
Deferred Income	121,726	96,500
Other Creditors	116,391	109,497
Bank Loan	25,800	17,200
Accruals	16,053	106,436
Total	<u>423,712</u>	<u>494,366</u>

23 Creditors: amounts falling due after more than one year

		31 <sup>st</sup> March 2011		31 <sup>st</sup> March 2010
	£	£	£	£
Other creditors		0		9,010
Bank loan	451,819		478,482	
less Loan arrangement fee	<u>0</u>		<u>(4,582)</u>	
		<u>451,819</u>		<u>473,900</u>
		<u>451,819</u>		<u>482,910</u>

### Loan to purchase properties in Plymouth

Repayable by instalments as follows:	31 <sup>st</sup> March 2011	31 <sup>st</sup> March 2010
	£	£
Less than one year	25,800	17,200
Between one and two years	25,800	26,960
Between two and five years	77,400	89,231
In five years or more	348,619	357,709
	<u>477,619</u>	<u>491,100</u>
Included in liabilities due within one year	25,800	17,200
Amounts falling due after more than one year	451,819	473,900
	<u>477,619</u>	<u>491,100</u>

Lender	Triodos Bank nv
Term	15 years
Maturity	31 <sup>st</sup> July 2024
Loan Type	Variable
Interest Rate	1.75% over Base Rate
Security	Secured on properties in Plymouth

### 24 Movement on Funds

	General £	Designated (Sinking Fund) £	Restricted Funds £	Total £
At 1st April 2010	2,603,186	340,676	98,119	3,041,981
Net Income/(outgoing) resources	58,682	(94,471)	178,679	142,890
Transfers	(75,990)	75,990	0	0
At 31 <sup>st</sup> March 2011	<u>2,585,878</u>	<u>322,195</u>	<u>276,798</u>	<u>3,184,871</u>

The Sinking Fund has been designated for the purpose of future repairs and renewals to the Charity's properties.

## 25 Movement on Restricted Funds

Source / Project	Balance 1 <sup>st</sup> April 2010 £	Incoming Resources £	Outgoing Resources £	Balance 31 <sup>st</sup> Mar 2011 £
<b>Church &amp; Community:</b>				
Mayor's Appeal 06-07	51,921	0	0	51,921
SCORE	1,000	0	(1,000)	0
Barnabas	753	136	(271)	618
<b>Legacies</b>				
Kennet DC	12,466	0	(12,466)	0
Lalonde Trust	750	0	(750)	0
<b>Corporate Grants:</b>				
Quartet	1,000	0	(1,000)	0
<b>Grants from other charities:</b>				
Veterans	13,263	190,000	(120,644)	82,619
Sarsen Trust – Barnabas	0	114,645	0	114,645
Sarsen Trust – Café Alabare	0	50,000	(32,017)	17,983
<b>Local Fundraising:</b>				
Andrew House	2,837	4,497	(1,730)	5,604
Emmaus House	1,369	52	(1,421)	0
The Well	12,760	9,226	(18,578)	3,408
Totals	98,119	368,556	(189,877)	276,798

## 26 Pensions

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 £83,814 (31<sup>st</sup> March 2010 - £86,427). Included within the pension contributions are amounts paid after the year end £10,755 (31<sup>st</sup> March 2010 - £10,396)

## 27 Commitments under Operating Leases

As at 31<sup>st</sup> March 2011 the charity had annual commitments for rental payments under operating leases as set out below:

Operating and other leases which expire:	31 <sup>st</sup> March 2011		31 <sup>st</sup> March 2010	
	Land & Buildings	Other Items	Land and buildings	Other Items
	£	£	£	£
Within a year	99,640	0	328,277	3,401
Within 2 to 5 years	401,214	19,851	177,384	9,944
After more than 5 years	44,745	0	0	0
Total	545,599	19,851	505,661	13,345

Included above are the full year costs of land and buildings, which are either subject to periodic rent reviews or may be terminated with up to three months notice, where there are no plans to terminate.

## 28 Analysis of Reserves

	Fixed Assets	Net Current Assets	Creditors falling due after more than one year	Total
	£	£	£	£
Designated Funds	0	322,195	0	322,195
General Funds	2,444,561	593,136	(451,819)	2,585,878
Restricted Funds	0	276,798	0	276,798
Total	2,444,561	1,192,129	(451,819)	3,184,871

## 29 Subsidiary Undertaking

Bruised Reed Trust is the only subsidiary of Alabaré Christian Care Centres. The Trustees of Alabaré Christian Care Centres are the Trustees of Trust.

Name	Bruised Reed Trust
Funds at 31 <sup>st</sup> March 2011	£0
Deficit for year	£0

## 30 Contingent Asset

During the year, Alabaré Christian Care Centres was awarded a £180,000 grant. At the balance sheet date £60,000 has been received and it is expected that there will be further payments of £60,000 in 2011/12 and £60,000 in 2012/13. These are subject to availability of funds and satisfactory monitoring reports. The £120,000, not yet received, has not been recognised in the financial statements and is considered to be a contingent asset, as until receipt, the Trustees cannot be virtually certain of its receipt.