



BY APPOINTMENT TO THE KINGS OF KINGS
SERVING YOUNG PEOPLE
FOR OVER ONE HUNDRED YEARS

URBAN SAINTS



**Annual Report and Financial Statements
for The Crusaders' Union Ltd
31st December 2013**

Company number: 07771037
Charity Registration: 1144923 in England and Wales SCO39313 in Scotland

TABLE OF CONTENTS

1. TRUSTEES' REPORT	3
REFERENCE AND ADMINISTRATIVE DETAILS	3
COMPANY NUMBER	3
CHARITY REGISTRATION NUMBERS	3
2. WHO WE ARE	5
3. STRATEGY, ACHIEVEMENTS AND PERFORMANCE IN 2013	7
4. PLANS AND TARGETS FOR 2014	10
5. STRUCTURE, GOVERNANCE AND MANAGEMENT	15
6. FINANCIAL REVIEW	16
7. STATEMENT OF TRUSTEES' RESPONSIBILITIES	17
8. INDEPENDENT AUDITORS' REPORT	18
9. STATEMENT OF FINANCIAL ACTIVITIES	20
11. PRINCIPAL ACCOUNTING POLICIES	22
12. NOTES TO THE FINANCIAL STATEMENTS	25
12.1. INCOMING RESOURCES FROM GENERATED FUNDS	25
12.2. URBAN SAINTS GROUPS, AREAS AND REGIONS	25
12.4. OTHER INCOMING RESOURCES	26
12.5. COST OF GENERATING FUNDS	26
12.6. COST OF CHARITABLE ACTIVITIES – RESIDENTIAL CENTRES AND CORE ACTIVITIES	27
12.7. COST OF CHARITABLE ACTIVITIES – VOLUNTEER SUPPORT	27
12.8. GOVERNANCE COSTS	28
12.9. SUPPORT COSTS ALLOCATION	29
12.10. STAFF COSTS	30
12.11. GRANTS	30
12.12. TANGIBLE FIXED ASSETS	31
12.13. PROGRAMME RELATED INVESTMENTS	31
12.14. STOCKS	32
12.15. DEBTORS	32
12.16. CASH AT BANK AND IN HAND	32
12.17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	32
12.18. CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR	32
12.19. UNRESTRICTED FUNDS	33
12.20. RESTRICTED FUNDS	34
12.21. ANALYSIS OF NET ASSETS BETWEEN FUNDS	34
12.22. TAXATION	34

1. TRUSTEES' REPORT

The Trustees present their statutory report together with the financial statements of Urban Saints for the year ended 31 December 2013.

REFERENCE AND ADMINISTRATIVE DETAILS

This is the Annual Report and Financial Statements for The Crusaders' Union Ltd operating under the name of Urban Saints. The company was incorporated on 12 September 2011.

COMPANY NUMBER

07771037 in England and Wales

CHARITY REGISTRATION NUMBERS

1144923 in England and Wales

SCO39313 in Scotland

REGISTERED AND PRINCIPAL OFFICES

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AUDITORS

Buzzacott LLP, 130 Wood Street, London, EC2V 6DL

TRUSTEES

The following served during 2013 and, except where stated, were in post at the time of this report:

Phil Broadhurst

Brendan Bromley

(co-opted from January 2013)

Ken Butler

(resigned March 2013)

Deb Goodhead

(resigned September 2013)

Avice Hall

John Magowan

Grant Masom

(appointed January 2013 - resigned September 2013)

Claire Murphy

Tony Obayori

Patrick Overy

Mark Russell

(appointed January 2013)

Ali Tompkins

(resigned September 2013)

OFFICERS

Chairman of Trustees – Claire Murphy (*appointed 1 Jan 2013*)

Chief Executive – The Reverend Matt Summerfield

Hon. Treasurer – Glyn MacAulay FCA

SUB COMMITTEES

Scottish Leadership Team
Executive Irish Committee
Welsh Steering Group

OPERATIONAL COMMITTEES

Finance and Audit Board Support Group (BSG)
Legislation, policies and risk BSG
Ministry progress and development BSG
Strategic direction BSG
Mill Hill
Westbrook

The members of the Finance and Audit Board Support Group (F & A) are:

Grant Masom (Chairman)
Jon Bailey *appointed March 2013*
Miriam Hanley *appointed September 2013*
Terry Lewis
Glyn MacAulay
Celia Macklin
Patrick Overy *appointed March 2013*

ORGANISATION

The Leadership Team (COG) managing the ministry on behalf of the Trustees consists of:

Mark Arnold	Chief Operating Officer
Liz Dore	Lifetime Relationship Director
Mark Instone	Ministry Impact Director
Matt Summerfield	Chief Executive Officer



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2. WHO WE ARE

Background and objective

Since 1906, Crusaders' Union operating now as Urban Saints has been reaching out to children and young people with the good news of Jesus Christ. We are passionate about working with children and young people, helping them to realise their full God-given potential as they journey from childhood to adulthood.

The objective of Urban Saints is to teach young people about the Lord Jesus Christ as presented in the Bible, with a view to developing a personal faith in Christ and an effective Christian life of service. This objective shall be carried out in particular by:

a) Sharing the Good News of Jesus Christ

Urban Saints is a Christian organisation seeking to share the love of Jesus with all children and young people regardless of race, creed or disability. We operate through localised youth and children's groups (both independent and church based) run mostly by volunteers on a weekly basis. These groups provide a safe place to go, where leaders care for children and young people on a weekly basis. The groups allow children and young people to relax, play games and take part in a wide range of other activities. Accessibility to these groups is not restricted to any 'type' of person.

Many groups use Energize as the stimulus for their programme. Energize is a thorough and comprehensive web-based resource providing access to games, discussions, teaching programmes and other guidance for dealing with behavioural and cultural issues. Groups use this resource in whatever way is best suited to them – it is not prescriptive in any way.

b) Development of leaders, young people and their families

Leaders are supported, trained and equipped through face-to-face training and have access to online training resources. Training takes place on a national or regional basis, enabling leaders to connect with each other and so share good practice. We have a range of training and mentoring programmes especially aimed at training young and emerging leaders. These include:

Kinetic - an Urban Saints leadership training resource for young people. Kinetic is a discipleship course designed to equip and inspire the young leaders of today and tomorrow;

Infusion - is designed to teach teenagers some of the basic foundations that are useful to know when starting to help as a Christian youth and children's leader. The course also provides the trainees with practical experience of working with children or people younger than themselves, helping them develop skills and attitudes that will be useful in this role; and

Studentscape - is a mentoring course for higher education students.

These resources have been developed through Urban Saints based on our perception of the needs within the groups, but also to support mentoring on a wider basis throughout the Christian church. They are comprehensive tools that support the role of mentors working with young people from the age of 11 upwards to students and their families.

Young people develop friendships which can become friendships for life. They interact with other young people who may or may not be at the same school or live in the same area. Groups enable young people to identify themselves as to who they are. Many young people go on to lead Christian Unions at university and may end up in positions of responsibility in business.

c) Providing facilities for training, residential experiences and other events

National activities are run annually that aim both to reach the wider general public and support the leaders as well as the children and young people involved with Urban Saints.

Residential events include a comprehensive national programme of holidays, designed for children and young people regardless of their involvement in Urban Saints. These range from weekends to a week in length, some requiring leaders to attend with their children and young people and some not. Holidays

offer a wide variety of activities for children and young people from the age of 8 to 18. To further develop young leaders, Urban Saints also offers a number of community projects to develop skills, faith and confidence in children and young people – both in the UK and overseas.

Residential events allow older young people to take on some responsibility in a safe environment, while aiming to provide a lot of fun for all. Bursaries for residential holidays are available for lower income families, enabling all children and young people to attend regardless of background.

All activities are carefully assessed for risk and therefore provide safe and fun environments for the development of children and young people. Through Urban Saints, the social and spiritual wellbeing of the person is being developed during their younger years. Therefore, the Trustees consider that all of the aims and objectives detailed in this report combine to benefit the public.

The public benefit of Urban Saints' activities is far reaching into all areas of the country and a diversity of communities. Children, young people and leaders are connecting with the organisation in a positive way; and the organisation in turn is having a huge impact on children and young people, as it has done for more than 100 years, training and equipping them for all walks of life both at home and abroad.

Accordingly, the Trustees believe that they have complied with the duty in Section 4 of the Charities Act 2006 to have due regard to the public benefit guidance published by the Charity Commission.

Our Dream

...is to release a radical movement of young people, committed to taking the good news of Jesus Christ to every generation.

Our Passion

...is to help young people live lives of faith, hope and love through Jesus Christ.

Our Values

...are commitment to Jesus Christ and the word of God revealed through the Scriptures.

These are outworked through our values of...

Riotous FUN – because being a Christian is not dull and boring. We believe that followers of Jesus should experience a life of real and profound enjoyment.

Adventurous FAITH – since Jesus doesn't invite His followers to 'play it safe'. He calls people into a radical lifestyle that embraces risk and faces danger, all the while serving wholeheartedly to effect change in the world as God has purposed.

Genuine FRIENDSHIP – because we do not have to 'go it alone'. We recognise our need of each other and are following Jesus in company with true friends.

Life in all its FULLNESS – since God wants us to be fully alive. We embrace a life of learning and growing in order to realise our God-given potential through a healthy rhythm of rest, play and work.



3. STRATEGY, ACHIEVEMENTS AND PERFORMANCE IN 2013

Strategy for activities

The focus of 2013 was to continue to outwork the five key strategic goals agreed by the Trustees for the period 2011-2013, as follows:

Growing deeper - "A movement of Jesus followers"

We desire to serve over 1,100 groups and churches with outreach and discipleship resources, training and support, helping them in their work with children and young people from 5 to 25 years old.

Growing together - "A movement of co-workers"

We wish to envision and equip over 300 communities where at least 3 churches are working together to develop and implement a strategy that reaches and discipled the children and young people in their locality. In turn they can be a catalyst that mobilises the church to reach every household with God's love and power.

Growing louder - "A movement of baton carriers"

We intend to develop a movement of 3,900 emerging leaders, from children and young people who are each committed to make Christian disciples of at least three other people.

Growing wider - "A movement of global missionaries"

We seek to serve the global church by enabling over 1,200 young people to experience an overseas community project, and by providing resources, training and support for indigenous mission (particularly in developing nations).

Growing stronger - "A movement of partners"

We are working to mobilise 5,000 passionate prayer and financial supporters that will enable our work to grow and thrive.

The key highlights from 2013 were:

We continued to see significant growth in the number of groups and churches connecting to Energize, the resources website, during 2013, with a net growth of 131 subscriptions giving us a year end total of 1,221 connected groups/churches against our target of 1,200 (a target that was increased from the original 1,100 due to growth).

Included in this growth were 7 entirely new groups starting up from scratch in areas where there had previously been no children's/youth work at all.

Events, residentials including holidays and weekend Sprees, community projects and training programmes for young people attracted 14,080 participants during 2013 against our target of 13,600. Some holidays did suffer lower numbers than in previous years and this had an impact on revenue from this part of the ministry. Over 6,000 leaders attended training events across the UK (against a target of 3,500), including regional training, national training tours such as 'All Inclusive?' (helping leaders support children and young people with additional needs), and conferences such as the Youth Work Summit, and Youth and Children's Work South West.

Clusters continued to grow during 2013, linking churches and groups together across a town or geographic area to grow Kingdom ministry together. 26 of these Clusters are Mission Clusters that are running the ReDefine training programme with young people in their area, and these took part in the Year of Prayer, taking their turn to be involved in coordinating a prayer week for their area.

Overseas mission trips including ReBuild trips to Mexico and South Africa and a Respond trip to Rwanda were attended by 247 leaders and young people (against a target of 230). In addition, 49 young people and leaders (target of 50) took part in the new schools' version of ReBuild, called Build Hope. These projects resulted in 10 new homes being built for poor families, and children's work being carried out within all of the communities involved, impacting hundreds of children.

There were 10 self-funded overseas training trips to South East Asia, Africa and Central America during 2013, which equipped 459 children's workers (against a target of 400) with training and resources to help them reach the children in their nations.

Live Life 1-2-3 continued to grow in 2013 with 772 people attending the supporting tour. A promotional

video and the development of a range of resources have been added to the website. Over 16,000 of the 'Don't Make History, Change the Future' books were distributed during the year. Strategic partnerships for promoting and connecting Live Life 1-2-3 have been developed with Serious4God, Salvation Army, Ground Level, Soul Survivor, New Testament Church of God, New Wine and many other organisations. Further network and denominational conversations will be taking place throughout 2014.

Ireland

2013 was a year of real encouragement and excitement. The number of groups connecting to us increased both North and South of the border. In our events and holidays programme, we have seen some encouraging developments with a number moving to new venues opening up greater accessibility to young people from both sides of a divided community.

We were particularly encouraged with the number of leaders attending our training days and evenings with over 400 attending our Porn Scars conference in May. In 2013 we had the enormous privilege of running our first training sessions South of the border in Dublin.

We have seen in 2013 our home mission initiative 'The 3:18 Project' continue to grow with 18 young people giving 10 days to serve in an area of West Belfast. As a result we are now developing plans to support these young people in mission and outreach throughout the year through The 3:18 Collective.

Plans for 2014 bring a real sense of excitement as we:

- return to host a venue at Ireland's largest Christian youth festival,
- increase the number of training initiatives in the South through Wake Up Ireland,
- plan to host an All Inclusive? in Dublin later in the year,
- develop and deliver Mission Academies in Ireland with Hope Revolution, as well as
- develop strategic partnerships with a number of Ireland agencies as we work together to bring God's kingdom here.



Scotland

In 2013, our staff team grew for the first time in 6 years! In April, we appointed someone in our new Activities Development Manager post. She has quickly learnt the ropes and now is busy planning for a number of activities in 2014, including holidays, training events and a new emerging leader's programme.

Spree in the Borders was our largest ever, with over 200 young people on site throughout the weekend in June. In July, a team of 13 young people and leaders flew to Rwanda under our Respond programme and spent three weeks running kid's clubs, befriending local orphans, helping to lead summer camps and painting some local school rooms. Urban Saints also partnered with a number of other agencies to deliver events like Deep Impact, Strictly Come Praying and Firewall. The number of groups connecting with us through Energize grew to over 60.

In 2014, we aim to build on everything that was achieved in 2013, hoping to see more young people at Spree in the Borders than ever before. Planning is well underway for our next Respond trip to Rwanda in 2015. We have already seen a rapid increase in the number of leaders we are training, and expect this

to continue to grow as more groups seek this support. Our goal for the end of the year is to be connected with around 80 churches across Scotland.



Wales

The number of groups in Wales rose to over 60 in 2013 (our highest ever in Wales). Engagement by these and other (non Urban Saints) groups was high with over 1500 children/young people attending our inter-group experiences and 4 camps. Events included 3 'family prayer' events in partnership with Scripture Union, 24/7 and Tearfund and 'A day to pray for Wales' in March. In addition, we undertook a number of schools projects during the year reaching thousands of children and their teachers across Wales.

In the summer, Spree Wales numbers dipped by 200 from 2012 while the North Wales Llanddwywe camp for juniors maintained its numbers at just over 150 people. The 2 Middle Park camps in Mid Wales also ran very successfully in partnership with a number of other organisations with one outreach and one discipleship camp. A number of groups joined the Youth Mission Project, building a school in South Africa at Easter and around 25 young people joined a new Mission Academy training programme in Central North Wales.

In partnership with other agencies in Wales, we ran around 20 training events for leaders and a National Children & Youth leaders' conference in Newtown. These training events included the first few venues for a national tour focussed on mentoring young people 'discipling a generation.'

We continued the 'Help! Our church has no children or young people' initiative with a small number of churches and began a strategic partnership with the Diocese of Bangor which has led to them appointing 4 new staff to progress with this and Urban Saints providing training, supervision and ongoing support.

Plans for 2014 include a brand new family camp on the Llanddwywe site, a regional Children's & Youth Work Conference in North Wales, a national schools ministry conference, continuation of the 'discipling a generation' training tour and the publication of a bilingual schools songbook.



4. PLANS AND TARGETS FOR 2014

Year of Transformation

2014 marks the end of a three year journey for us as a movement.

2012 was a year focused on unity – encouraging churches/groups to work together to do mission to, and through, young people.

2013 was a year focused on prayer – inspiring churches/groups to pray 24x7 with young people.

2014 marks a year of transformation – where we believe that the investment in unity and prayer in the prior years will result in a new level of mission to, and with, young people. It's quite remarkable how so many things are coming together for 2014...

2014 is the significant year for HOPE Together – which is encouraging churches across the UK and Ireland to step up in terms of mission. We are key partners with HOPE.

2014 is the anniversary of the 1st World War – a pivotal focus for many organisations and churches (including Hope) is to use this as an opportunity to pray in to the fatherlessness of our nation (both in terms of earthly fathers and also people not knowing their heavenly Father). The theme of people knowing the Father heart of God has been a strong message for us and to see this message converge with others seems like the clear work of God.

Key Ministry Themes in 2014

During the Autumn of 2013, the Trustees and staff team took some time to pray, think and reflect upon the areas of ministry priority in light of our Passion and Dream, and to discern where the Lord is showing favour and direction.

The following areas were highlighted - affirming and building upon the priorities of 2013:

New mission: Still important that we are pioneering new forms of outreach e.g. new groups and Kick.

Reproducing disciples: Equipping leaders, young people and children to make disciples e.g. through tools like Live Life 1-2-3, online resources, seminars etc.

Experiences: Significantly increasing the number of young people who engage in our experiences – particularly holidays – and working harder to establish an Urban Saints connection (without losing our commitment to being Kingdom).

Training: The need and desire for training amongst youth and children's leaders is growing. We must respond to this. This covers a wide range of needs including (a) developing a vision and strategy, (b) running an effective group (c) developing your relationship with God.

Family engagement: Helping groups and churches to find ways to engage with mums and dads – particularly of non-Christian children and young people.

Community Transformation: Using young people as agents of transformation in their communities i.e. continuing to develop missional clusters committed to unity, prayer and transformation with young people taking a lead role.

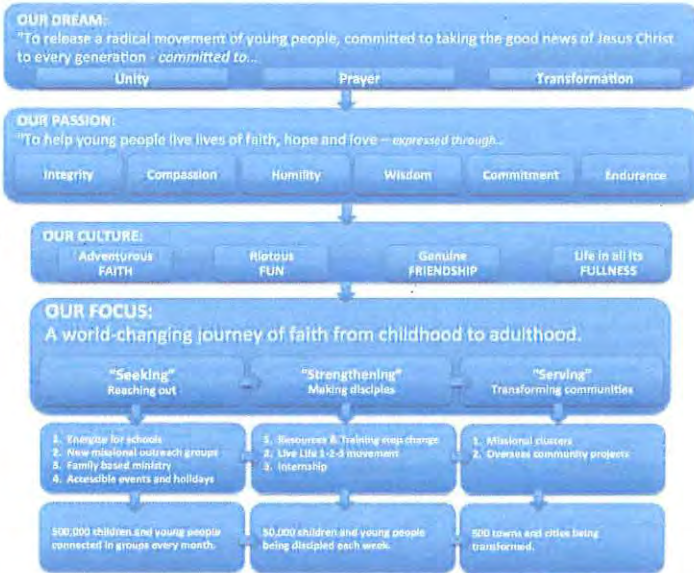
Digital development: Keeping at the forefront of the digital age. Ensuring we have thought through strategies for working with young people, leaders and supporters in the new digital world – this includes ensuring we keep Energize at the cutting edge in terms of content and functionality.

Brand awareness: Both the Urban Saints brand and the cause we stand for.

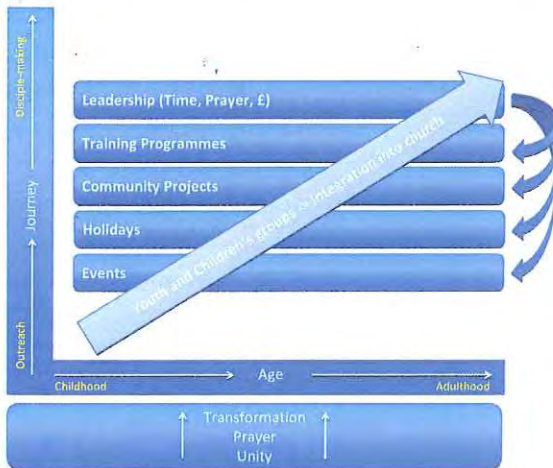
Sustainability: Continuing to develop sustainable income streams with a focus on growing regular giving and Energize subscriptions.

Improving governance: Making sure that the governance structures across the organisations are clear, empowering, accountable and driving the vision and mission of the movement forward.

Urban Saints Dream, Passion, Culture and Focus



The importance of thinking and acting 'generationally' in the Focus statement, is then worked out through the priorities of **Seeking, Strengthening and Serving**. These three areas represent the value of the journey of faith, through our five core experiences, with groups at the very heart.



Strategic Focus Goals in 2014

Our strategic focus targets will be monitored and tracked via a balanced scorecard reported to the Trustees. Additional key operational goals around finance, fundraising, and employee satisfaction will also be scrutinised.

Strategic Focus: SEEKING

We are a missional movement and therefore we're committed to seeing increasing numbers of children and young people have repeated opportunities to hear and respond to the good news of Jesus. In light of this we're focusing on the following key areas:

New missional outreach groups

We remain committed to see new groups established particularly in places where young people are not currently hearing the good news.

2014 Goal: 40 new groups.

Growing events and holidays

Most of the SPREE weekend camps have spare capacity so we're upping our marketing and promotion in 2014 to see more of these camps full plus ensuring that every Region and Nation has one outreach event.

2014 Goal: 14,000 attending.

Kick pilot

We've spent much of 2013 in discussions with Kick London to see how their sports coaching ministry could explode across the UK and beyond. Their ministry across London is based on three elements:
Offering sports coaching in local primary schools (paid for by the schools)
Engaging children in weekly sports academies in partnership with local churches
Enabling children to find routes into church e.g. youth groups.

In 2014 we want to work with Kick to pilot their model across the UK. The pilot aims to test whether this is easily replicable across the UK. We plan to do this within the costs and resources of existing Urban Saints and Kick teams i.e. it should be cost neutral.

2014 Goal: 6 Kick Coaches established in 6 different areas of the UK.

Help groups connect with families

We're increasingly mindful of the challenge of non-churched young people coming to faith but being discouraged by strongly secular parents. We believe that unless churches have strategies to reach and disciple parents then much salvation fruit will be lost. In the coming year we will develop resources, training and opportunities for families to engage with.

2014 Goals: Every region/nation developing one training or experience to encourage families to connect.
Plan for the launch of a 2015 Global Development Amor Family Camp.

Strategic Focus: STRENGTHENING

We are concerned with the challenge of making disciples. Jesus commands us to make disciples not converts and so we're focusing on the following three areas to improve our disciple-making impact:

Resources and Training step change

We have identified the continual need to improve the resources and training we provide through Energize and training.

2014 Goals: 1,400 Energize groups.
6,000 leaders trained in the UK and Ireland.
300 leaders trained through Global Training in other countries.

Live Life 1-2-3 movement

Live Life 1-2-3 is a commitment to create a God honouring future by investing in intentional, accountable, disciple-making relationships.

2014 Goals: Distribute at least 10,000 books through events.
Develop the 42 devotional app for computers and smart phones.
Provide training articles and videos on disciple-making via the website.
Supply devotional content for disciple-making relationships via the website.
100 youth leaders committing to Live Life 1-2-3 journey.

Internship

We were unsuccessful in 2013 in terms of finding some interns to work with us. We'll be reviewing how we improve promotion and learn lessons in order to look to trial this again to launch in Autumn 2014.

2014 Goal: Minimum 2 interns working with Urban Saints for a year, in partnership with DNA.

Strategic Focus: SERVING

The Gospel is better 'caught' than 'taught'. We know that when young people get involved in God's mission then faith really comes alive. We're committed to envision and equip young people to become agents of transformation in their communities.

Overseas Community Projects

Jesus commands us to go to the ends of the earth and again Urban Saints has a strong history in young people coming to faith and then becoming missionaries all over the world. We remain committed to seeing increasing numbers of young people experience our overseas projects.

2014 Goal: 180 on ReBuild Mexico.
80 on ReBuild South Africa.
25 on Build Hope (with local schools)
Plus strategic review of ReBuild to determine future growth strategy.



Missional Clusters

Right in the roots of Urban Saints is a commitment to churches working together to reach and disciple children and young people. Our commitment to see increasing numbers of missional clusters returns us to those roots. A missional cluster is where a network of churches/groups are working together to see young people come to faith, grow in faith and then take the lead in being agents of transformation in their community. The whole journey of faith is 'owned' by a missional cluster e.g. groups, events, holidays, training programmes, community projects and leadership.

2014 goal: 1,200 young people involved in local community action and mission across every Region and Nation in UK.

During this year we also want to continue to 'push the door' in response to a prophetic word given at the Trustees retreat in March 2012 that Urban Saints needs to go to the cities – with specific cities mentioned as follows – Birmingham, London, Edinburgh, Dublin, Cardiff, Manchester.

Project Fund

The COG (leadership team) have agreed the following special projects for development in 2014, utilising £100,719 from the Project Fund.

Project	£
Expand and grow fundraising (year 2)	15,000
ReBuild Manager (year 2)	10,297
Scotland Activities Development Officer (year 2)	6,802
Kestin House repairs (new boiler in 2014)	20,250
South Wales Field Worker role (till end July 2014)	8,500
Missional Cluster Development (resources, promotion, co-ordination)	10,000
Energize App	6,000
Additional capacity for Energize uploading	1,000
Live Life 1-2-3 website (articles, videos, books)	7,000
Social Media training and consultancy	1,500
Replacement camera & computing equipment	3,370
Online payments for events/activities	6,000
Upgrade of Thankq (our donor database) to web-based	5,000
Total project expenditure	100,719

In addition to this, the Mill Hill Management Group have agreed to fund up to £25,000 per year for the next three years to develop 12 missional clusters across London in a partnership venture with Scripture Union, Sublime and Share Jesus International. Each missional cluster will provide a regular weekly youth work provision which reaches out to un-churched young people and builds relationships with them. They will also establish and run a range of local activities that enable young people to hear and respond to the gospel, grow in their faith and realise their God-given potential.

5. STRUCTURE, GOVERNANCE AND MANAGEMENT

The Charity was formed in 1906 and incorporated on the 12th September 2011.

Trustee Directors are directly elected by Members of The Crusaders' Union at the Annual General Meeting, to serve for a period of 3 years. Under the current constitution, no Trustee Director may serve for a consecutive total of more than 12 years before taking at least a one-year sabbatical. A new Chair and two Vice-Chairs were appointed by the Trustee Directors to serve from 1st January 2013, with a minimum period of 3 years in post.

The work commenced in 2011 to review Board processes and to update the Trustee Handbook continued through 2013 with a thorough review of the charity's policies and processes for its Trustee Directors, including appointment, induction, meetings, ongoing involvement and retirement. Work is still ongoing, under the Finance and Audit Board Support Group remit, to update some of the financial procedures and controls, especially in the light of greater regionalisation.

The Board Support Groups (BSG's) introduced during 2012, including Trustees and staff, have been developed during 2013 to ensure that key strategic areas of the organisation's work regularly report to the Board of Trustees, and to ensure operational excellence. These BSG's include:

- Finance and audit
- Legislation, policies and risk (including most governance matters)
- Ministry progress and development
- Strategic direction

As The Crusaders' Union operates in Scotland, the Trustees have a registration with the Office of the Scottish Charity Regulator (OSCR) as a Cross Border Charity under the registration number SCO39313. The Trustees are monitoring the proposals for a Charity Regulator in Ireland and the likely need to register.

Risk management

The Trustee Directors examine the major risks that the Charity faces each financial year, when preparing and updating the strategic plan and budget. The charity has developed systems, such as monthly reports, to monitor and control these risks and to mitigate any impact that they may have on the organisation in the future. Urban Saints has a 'risk register' that identifies and assesses the risks to which it is subject. This register is reviewed on a regular basis by the Leadership Team and the Board.

The Trustee Directors are satisfied that systems are in place to manage the major risks arising in the organisation.

6. FINANCIAL REVIEW

Urban Saints closed the 2013 financial year with a deficit of £94,767 which was considerably less than the original planned budgeted deficit. The deficit is to be funded mostly by general funds and designated funds.

There was a noticeable reduction in the incoming resources of 9.7% offset by 2.6% decrease in total resources expended. We rely on voluntary income (donations, legacies and grants) to fund much of our activities and this dropped by nearly 6% between 2012 and 2013. As a proportion of total income, it remained steady at 39% in 2013 compared to 40% in 2012. Most of this decrease was due to a lower level of legacy income, 2012 was an exceptionally high year for legacy income. We saw a modest 1% increase in the general donations and plan to continue investing in our fund raising activities (see Projects in [Section 4](#)).

Funds totalling £3,332,435 (2012 - £3,375,215) have been designated, or set aside, by the Trustees for specific purposes. Most of this relates to property and fixed assets and these funds are not available to support the day to day ministry.

The Projects fund was created at the end of 2012 to finance projects outside of business as usual expenditure. Only £138,907 of the £252,000 set aside for 2013 was used, this was due to slippage of some projects into 2014, under spends (due to projects being less than originally proposed) and some costs moving into the business as usual criteria. At the time of setting the budgets for 2014, it was predicted that the closing position in the fund would be around £100,000 and the list of projects was compiled to that value. There is some need to undertake other works in 2014 that were originally part of the 2015 planning budget and as the overall position on the general fund is favourable (i.e. more than our reserve policy), we have designated a further £100,000 into the project fund to fund any other projects that may be approved by the Trustees through the year.

The purposes and an analysis of the funds can be found in [Note 12.19](#) to the financial statements.

The total Restricted funds amounted to £20,425 in 2013 (2012 - £21,947). Restricted funds are where the money can only be applied for particular purposes and the details can be found in [Note 12.20](#).

RESERVES POLICY AND FINANCIAL POSITION

Our reserves policy is intended to maintain a level of reserves that gives adequate time to address changes that might be needed to charitable activities or staffing issues. The level of reserves required would be subject to the needs, risks, and operating environment being considered each year as part of the budget process. Taking into account known income levels for 2013, the Trustees have stated that the General funds should not be below £300,000.

As a Christian charity we believe our plans should reflect what God requires of us and, in this respect, have faith that the necessary resources will be forthcoming to enable them to be implemented.

When it appears that this level of reserves is not available the actions indicated below will be progressed.

- Supporters, staff and leaders in the Charity will be asked to consider and pray about the situation carefully.
- The Finance Manager will report every 3 months to the COG, F&A and the Trustees on the level of free reserves and conditions that might give rise to a reassessment of the level of reserves needed.
- The rolling 3 year budget will indicate the level of free reserves expected to be available.
- Where the level of reserves is lower than that outlined above the COG will recommend to F&A and the Trustees an appropriate action plan.

7. STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of The Crusaders' Union Limited for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Statement of Recommended Practice (Accounting and Reporting by Charities) (the Charities' SORP);
- make judgments and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the trustees confirms that:

- so far as the trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the 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 charitable company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

The trustees are responsible for the maintenance and integrity of financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Trustees and signed on their behalf by:


Trustee

Approved by the Trustees on:

07/06/2014

8. INDEPENDENT AUDITORS' REPORT

Independent auditor's report to the trustees and members of The Crusaders' Union Limited

We have audited the financial statements of The Crusaders' Union Limited for the year ended 31 December 2013 which comprise the statement of financial activities, the balance sheet, the principal accounting policies and the related notes. 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 charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charity's trustees as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's members and 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 charity, the charity's members as a body and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

The trustees are also the directors of the charitable company for the purposes of company law. As explained more fully in the Trustees' Responsibilities Statement set out in the Trustees' Annual Report, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

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

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 accounts

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustee's Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material inconsistencies we consider the implications for our report.

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 December 2013 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Opinion on other matter prescribed by the Companies Act 2006

in our opinion the information given 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 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- ◆ the charitable company has not kept proper and adequate accounting records 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.



Edward Finch, Senior Statutory Auditor
for and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

2016/14

Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

9. STATEMENT OF FINANCIAL ACTIVITIES

Year ended 31 December 2013	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2013 £	Total Funds 2012 £
INCOMING RESOURCES					
Incoming Resources from Generated Funds					
Voluntary Income	12.1	1,012,142	96,470	1,108,612	1,173,154
Activities for generating funds:					
Interest receivable		4,202	-	4,202	1,376
Investment income		5,000	-	5,000	5,000
Incoming Resources from Charitable Activities					
Urban Saints' group, area and region activities	12.2	472,808	-	472,808	490,758
Residential Centres and Core Activities (Holidays, Events, Rebuild)	12.3	838,486	6,892	845,378	832,093
Volunteer support	12.3	242,957	-	242,957	257,423
Other incoming resources	12.4	3,063	-	3,063	129,253
Total incoming resources		2,578,658	103,362	2,682,020	2,889,057
RESOURCES EXPENDED					
Costs of Generating Funds					
Cost of generating Voluntary Income	12.5	198,180	-	198,180	180,412
Charitable Activities					
Urban Saints group, area and region activities	12.2	415,904	-	415,904	483,542
Residential Centres and Core Activities (Holidays, Events, Rebuild)	12.6	1,065,848	9,636	1,075,484	977,214
Volunteer Support	12.7	676,349	98,283	774,632	859,303
Communications and Design		187,444	-	187,444	150,223
International Development		66,563	-	66,563	47,816
Governance Costs	12.8	56,404	-	56,404	71,211
Other resources expended		2,176	-	2,176	5,428
Total resources expended		2,668,868	107,919	2,776,787	2,775,149
Net incoming/(outgoing) resources before transfers		(90,210)	(4,557)	(94,767)	113,908
TRANSFERS					
Gross transfers between funds		(3,035)	3,035	-	-
Net incoming/(outgoing) resources before other recognised gains and losses		(93,245)	(1,522)	(94,767)	113,908
RECONCILIATION OF FUNDS					
Total funds brought forward 1 January 2013		3,769,422	21,947	3,791,369	3,677,461
Balance carried forward 31 December 2013		3,676,177	20,425	3,696,602	3,791,369

10. BALANCE SHEET

As at 31 December 2013	Notes	2013 £	2013 £	2012 £	2012 £
FIXED ASSETS					
Tangible fixed assets	12.12		2,115,564		2,130,983
Investment property	12.12		165,000		165,000
Programme related investments	12.13		280,000		280,000
			2,560,564		2,575,983
CURRENT ASSETS					
Property for resale			-		-
Stocks	12.14	8,910		13,623	
Debtors	12.15	197,735		205,322	
Cash at banks and in hand held by groups and areas	12.16	368,957		327,934	
Other cash at banks and in hand	12.16	759,254		824,704	
		1,334,856		1,371,583	
LIABILITIES					
Creditors amounts falling due within one year	12.17	(188,818)		(146,197)	
Net current assets			1,146,038		1,225,386
Creditors amounts falling due after one year	12.18		(10,000)		(10,000)
Total net assets			3,696,602		3,791,369
FUNDS					
Unrestricted funds					
General funds	12.19		343,752		394,207
Designated funds	12.19		771,861		799,232
Property and fixed assets fund	12.19		2,560,564		2,575,983
Restricted funds	12.20		20,425		21,947
Total charity funds			3,696,602		3,791,369

Approved by the Trustees of The Crusaders' Union Ltd (company number 07771037 in England and Wales) and signed on their behalf by:

Trustee



Approved by the Trustees on:

07/06/2014

11. PRINCIPAL ACCOUNTING POLICIES

BASIS OF ACCOUNTING

The financial statements have been prepared under the historical cost convention, as modified by the inclusion of investments at market value, and in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006. Applicable United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and the Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP 2005) have been followed in the preparation of these financial statements.

INCOMING RESOURCES

Incoming resources are recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period.

Grants from government and other agencies have been included as income from charitable activities where these amount to a contract for services, but as donations where the money is given in response to an appeal or with greater freedom of use, for example monies for core funding.

Legacies are included in the statement of financial activities when the charity is advised by the personal representative of an estate that payment will be made or property transferred and the amount involved can be quantified.

RESOURCES EXPENDED AND THE BASIS OF APPORTIONING COSTS

Expenditure is included in the statement of financial activities when incurred and includes attributable VAT that cannot be recovered.

Resources expended comprise the following:

- a. The costs of generating funds include the salaries, direct costs and overheads associated with generating voluntary income.
- b. The costs of charitable activities comprise expenditure on the charity's primary charitable purposes as described in the Trustees' report. Such costs relate to:
 - Residential and Training Centres
 - Core Activities (Events, Residentials, Service Opportunities)
 - Urban Saints Groups and Areas
 - Volunteer Support
 - Communications and Design
 - International Development

The majority of costs are directly attributable to specific activities. Certain shared costs are apportioned over the charitable activities. In order to carry out the primary purposes of the charity it is necessary to provide support to the activities in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment. These costs are allocated on the basis of time, number of staff, area of office or actual use (see **Note 12.9**).

- c. Governance comprises the costs incurred by the support centre departments which are directly attributable to the management of the charity's assets, organisational procedures and the necessary legal procedures for compliance with statutory requirements.
- d. Group and area financial statements are incorporated based on the year end of the group.

PROGRAMME RELATED INVESTMENTS

These are shown in the balance sheet at cost, net of any impairment charge. Any gain or loss arising from disposal or impairment is credited or charged to the Statement of Financial Activities.

STOCKS

Stocks of publications and consumables for resale are valued at the lower of cost and net realisable value.

FUND ACCOUNTING

Restricted funds comprise monies raised for, or their use restricted to, a specific purpose, or contributions subject to donor imposed conditions.

Designated funds comprise monies set aside out of unrestricted general funds for specific future purposes or projects. They include funds representing property and other tangible fixed assets which could not be realised without curtailing the activities of the charity.

General funds represent those monies which are freely available for application towards achieving any charitable purpose that falls within the charity's charitable objects.

PENSION COSTS

Contributions in respect of the group personal money purchase pension scheme are charged to the statement of financial activities in the year in which they are due, representing the full value of the charity's liability

TANGIBLE FIXED ASSETS

All assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised.

Functional freehold property

The charity's policy is to provide depreciation against the cost of freehold buildings to the extent that it is envisaged that their realisable value at the end of their useful life will be lower than the original cost. For the majority of the charity's freehold property the Trustees do not believe that it is appropriate to provide depreciation due to the very long anticipated lives of the buildings, and the realisable value is in excess of the value in the financial statements. It is also likely that any such charge would be regarded as immaterial.

Where it is determined that it is appropriate to make a provision for depreciation, this is provided in equal instalments over the property's anticipated useful life, which is between 25 and 50 years.

Impairment reviews are conducted on an annual basis. If any asset is found to have a carrying value materially higher than the building's recoverable amount it is written down accordingly.

Freehold land is not depreciated.

Some properties are carried at valuations from the time when FRS15 "Tangible Fixed Assets" was implemented, which have been retained by the charity as permitted by FRS15.

Other tangible fixed assets

Other tangible fixed assets are capitalised and depreciated at the following annual rates in order to write them off over their estimated useful lives:

• Building improvements	5% to 10% per annum based on cost
• Furniture and fittings	10% to 20% per annum based on cost
• Computer equipment	25% per annum based on cost
• Other	10% to 33% per annum based on cost

Investment properties are included in the balance sheet at the Trustee's best estimate of market value with advice from professionals. All changes in value during the year are classified as unrealised gains or losses and are reported in the statement of financial activities. As these assets are recorded at their current market value no charge for depreciation is made in the accounts.

CASHFLOW

The financial statements do not include a cashflow statement because the charity, as a small reporting entity, is exempt from the requirement to prepare such a statement under Financial Reporting Standard 1 "Cash flow statements".

GROUPS

The Groups included in these accounts are our Energize Plus groups. All of our groups subscribe to our Energize resources, and in addition to this, the Plus groups are insured and their leaders are DBS checked by Urban Saints.

Within the Energize Plus groups there are 3 categories:

- Church linked – these groups are not required to submit annual returns as their accounts are

consolidated within their church's accounts.

- Groups with monies under £1,000 – groups who have income/expenditure or balances of less than £1,000 are not required to submit accounts. This reduces the amount of work for Group leaders and has no material impact on the accounts.
- Groups whose accounts are included in these financial statements – the remaining groups are required to return information about income and expenditure, balances on bank accounts and any assets held.

12. NOTES TO THE FINANCIAL STATEMENTS

12.1. INCOMING RESOURCES FROM GENERATED FUNDS

	Unrestricted Funds £	Restricted Funds £	Total Funds 2013 £	Total Funds 2012 £
Voluntary Income				
Donations and gifts	829,701	81,288	910,989	902,332
Legacies	158,430	-	158,430	234,545
Grants	24,011	15,182	39,193	36,277
Total	1,012,142	96,470	1,108,612	1,173,154

12.2. URBAN SAINTS GROUPS, AREAS AND REGIONS

This represents Urban Saints groups, areas and other regional activities.

The following branch figures have been included in these financial statements as unrestricted funds as follows:

	2013 £	2012 £
Total incoming resources	472,808	490,758
Outgoing resources (including write-off of balances under £1000)	(415,904)	(483,542)
Energize subscriptions	(12,899)	(11,690)
Net incoming/(outgoing) resources	44,005	(4,474)
Balance brought forward 1 January	347,229	351,703
Balance carried forward at 31 December	391,234	347,229

	2013	2012
Total number of groups	1,221	1,090
Of which, 156 were identified as Energize Plus groups		
Church linked groups	58	63
Groups with monies under £1,000	48	64
Groups whose accounts are included in these financial statements	50	53
Total Energize Plus groups	156	180

Only Energize Plus groups are required to provide an annual return. See **Section 11** for the accounting policy for Groups.

12.3. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total Funds 2013 £	Total Funds 2012 £
Residential & Training Centres				
Kestin House rental income	43,258	-	43,258	38,924
Westbrook and Scottish centres	246,551	-	246,551	260,443
	289,809	-	289,809	299,367
Core Activities				
National Holidays and Spree	188,241	-	188,241	247,573
Other	4,833	-	4,833	3,665
Service Opportunities - ReBuild	347,497	-	347,497	260,559
Service Opportunities - Other	8,106	6,892	14,998	20,929
	548,677	6,892	555,569	532,726
Total	838,486	6,892	845,378	832,093
Volunteer Support				
Teaching and training events	2,578	-	2,578	7,612
Youthwork Summit Conference	-	-	-	28,547
Group Subscriptions	233,701	-	233,701	212,258
Other (inc. branded goods)	6,678	-	6,678	9,006
Total	242,957	-	242,957	257,423

ReBuild started in 2010 in Mexico, in 2012 the programme expanded to include South Africa. In 2013 the first schools' ReBuild programme called Build Hope was held. See **note 12.6** for associated costs.

The Youthwork Summit Conference accounts were processed through our books in 2012, this is a partnership event and any surplus or deficit is shared equally between the partners.

In 2013, the Urban Saints groups were asked to provide information about how much was received and spent on Urban Saints activities such as National Holidays, Spree and ReBuild. They identified £82,876 for National Holidays and Spree and £15,000 for ReBuild. These figures have been removed on consolidation so that the income is not counted twice in both the group's income and Core Activities income above. Although the corresponding analysis for 2012 is not available for National Holidays and Spree, the information is now available for ReBuild and the comparative figures for ReBuild have been amended to ensure consistency and presentation in the accounts.

12.4. OTHER INCOMING RESOURCES

In 2012, other incoming resources included the sale of Southampton Hall, which realised a profit of £126,065 and the sale of some land at Westbrook which resulted in a profit of £2,500. There were no substantial property sales in 2013.

12.5. COST OF GENERATING FUNDS

	Unrestricted Funds £	Restricted Funds £	Total Funds 2013 £	Total Funds 2012 £
Staff Costs	69,661	-	69,661	68,967
Consultancy costs	2,102	-	2,102	4,625
Mailings	20,625	-	20,625	37,495
Other (donor dinners and Scotland)	15,627	-	15,627	1,416
Support costs (see note 12.9)	90,165	-	90,165	67,909
Total	198,180	-	198,180	180,412

The cost of generating funds includes the cost of communication with supporters through newsletters. In 2013 extra funds were deliberately invested in fund raising. This will continue in 2014 (see Projects in Section 4).

12.6. COST OF CHARITABLE ACTIVITIES – RESIDENTIAL CENTRES AND CORE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total Funds 2013 £	Total Funds 2012 £
Residential & Training Centres				
Residential and Training Centres	330,698	1,598	332,296	291,302
Support Costs (see note 12.9)	67,206	-	67,206	60,739
	397,904	1,598	399,502	352,041
Core Activities				
National Holidays & Spree	153,645	2,788	156,433	240,549
Events	23,265	-	23,265	8,173
Service Opportunities - ReBuild	381,496	-	381,496	267,908
Service Opportunities - other	26,632	5,250	31,882	38,585
Support Costs (see note 12.9)	82,906	-	82,906	69,958
	667,944	8,038	675,982	625,173
Total	1,065,848	9,636	1,075,484	977,214

In 2013, the Urban Saints groups were asked to provide information about how much was received and spent on Urban Saints activities such as National Holidays, Spree and ReBuild. They identified £82,876 for National Holidays and Spree and £15,000 for ReBuild. These figures have been removed on consolidation so that the expenditure is not counted twice in both the group's expenditure and Core Activities expenditure above. Although the corresponding analysis for 2012 is not available for National Holidays and Spree, the information is available for ReBuild and the comparative figures for ReBuild have been amended to ensure consistency and presentation in the accounts.

12.7. COST OF CHARITABLE ACTIVITIES – VOLUNTEER SUPPORT

	Unrestricted Funds £	Restricted Funds £	Total Funds 2013 £	Total Funds 2012 £
Teaching and training activities	83,429	-	83,429	127,816
Youthwork Summit Conference	1,110	-	1,110	29,202
Regional Directors & Area Workers	313,245	95,533	408,778	409,892
Other (support to Groups, goods, licences)	66,987	-	66,987	108,371
Cluster development	104,372	2,750	107,122	70,374
Support costs (including insurance for Groups and DBS administration)	107,206	-	107,206	113,648
Total	676,349	98,283	774,632	859,303

See note 12.3 regarding income for the Youthwork Summit Conference.

12.8. GOVERNANCE COSTS

	Unrestricted Funds £	Restricted Funds £	Total Funds 2013 £	Total Funds 2012 £
Audit fees	11,890	-	11,890	18,684
Legal fees	3,339	-	3,339	10,726
Cost of meetings	11,310	-	11,310	14,116
Trustees' liability Insurance	1,590	-	1,590	1,590
Support Costs (see note 12.9)	28,275	-	28,275	26,095
Total	56,404	-	56,404	71,211

12.9. SUPPORT COSTS ALLOCATION

The following table shows how the costs that are not directly attributable to an activity, or are shared between a number of activities, are allocated across activities. Allocation of these costs is based on assessing the time taken, the number of people associated with that activity, the actual use made or the area taken in the Support Centre.

	Allocation method	Costs of generating funds		Charitable Activities					Governance Costs	Total
		Voluntary income	Residential & training centres	Core Activities	Volunteer support	International development	Communications and Design			
		£	£	£	£	£	£	£	£	£
Operations, Finance, HR & Executive Staff Costs	Time	65,884	13,115	54,043	53,317	5,911	24,341	26,159	242,750	
IT, Phone & Office costs	Head count	4,282	5,352	5,352	16,088	1,070	3,568	-	35,682	
Keelin House building maintenance costs (inc. depreciation on all items)	Area	13,684	39,536	8,308	15,616	6,014	12,141	1,620	90,919	
Insurance	Use	2,671	13,356	13,356	17,096	1,603	5,342	-	53,424	
Postage and stationery	Use	3,366	1,475	1,475	4,129	394	1,811	496	13,146	
Other	Use	288	372	372	990	198	248	-	2,478	
Total 2013		90,165	67,206	82,906	107,206	15,190	47,451	28,275	438,399	
%		21%	19%	18%	25%	3%	11%	6%		
Total 2012		67,909	60,739	69,958	113,648	13,546	48,563	26,095	400,458	
%		17%	15%	18%	28%	3%	12%	7%		

12.10. STAFF COSTS

	2013 £	2012 £
Wages and salaries	842,327	802,047
Social security costs	71,337	70,186
Pension costs	37,349	35,475
Other staff costs	12,211	10,287
Total	963,224	917,995

Urban Saints operates a group personal pension scheme and the charge for the year is shown above within pension costs.

No employee earned £60,000 per annum or more (2012: none).

The average number of employees (full time equivalent), analysed by function, were:

	2013 Full time equivalent	2012 Full time equivalent
Generating Funds	4	3
Charitable Activities	28	28
Governance	1	1
Total	33	32

Five Trustees (2012: eight) received reimbursement of travel expenses during the year, whilst acting in their capacity as trustees, totalling £2,024 (2012: £2,324).

None of the Trustees received any remuneration during the year (2012: none).

12.11. GRANTS

During the year the Trustees awarded two grants (which are included within **note 12.6**):

£10,000 (2012 £10,000) to the Pakistan Sunday Schools Ministries (PSSM), who provide indigenous children's and youth ministry in Pakistan, which is in line with the aims and objectives of Urban Saints.

£3,500 was given to one of our partners, the South West Youth Ministries (SWYM). This grant was given to support and realise ministry impact in the region.



12.12. TANGIBLE FIXED ASSETS

	Freehold land & buildings £	Fixtures & fittings £	Computer equipment £	Assets under constructions £	Other £	Total £
Cost or valuation						
At 1 January 2013	2,461,650	278,701	177,087	-	7,500	2,924,938
Additions at cost	-	24,092	6,011	5,039	-	35,142
Disposals	-	(60,227)	(146,358)	-	-	(206,585)
At 31 December 2013	2,461,650	242,566	36,740	5,039	7,500	2,753,495
Accumulated depreciation						
At 1 January 2013	357,148	260,275	174,657	-	1,875	793,955
Eliminated on disposals	-	(60,227)	(146,358)	-	-	(206,585)
Charge for the year	34,076	9,401	5,209	-	1,875	50,561
At 31 December 2013	391,224	209,449	33,508	-	3,750	637,931
Net book value						
At 31 December 2013	2,070,426	33,117	3,232	5,039	3,750	2,115,564
At 31 December 2012	2,104,502	18,426	2,430	-	5,625	2,130,983

Properties

The Trustee Directors rely on the Directors of Crusaders Union Ltd. (The) (Company Number 00206782) a company limited by guarantee, closely associated with the charity but, which does not trade or receive income in its own right. It holds title as bare trustee on behalf of the charity. The Trustee Directors have no powers over the property company, who appoint their own Directors, but those Directors are required to carry out transactions requested by the Trustee Directors unless they consider they go against the Memorandum and Articles of Association or are otherwise unlawful. The Directors usually consult with the Board of Trustee Directors over the appointment of potentially new Directors.

A schedule of properties is maintained, listing both freehold and leasehold interests. Regular impairment reviews are undertaken and an annual meeting is held to review the status of properties. These financial statements include the value of four properties. The status of some properties, not included in these financial statements and operated by local groups, is being considered. It is likely that there are material differences between the open market values of the charity's freehold land and buildings and their book values. These arise from the specialised nature of some of the properties and the effects of inflation. The amounts of such differences cannot be ascertained without incurring significant cost that, in the opinion of the Trustees, is not justified in terms of the benefits to the users of the financial statements.

Kestin House was professionally valued in November 2011 at £900,000 and was offered for sale in March 2013 for £1.2m but was subsequently withdrawn from sale.

The historical cost of the freehold property at Westbrook is not known and is held in the books at the valuation prevailing at the time of the implementation of FRS15, as permitted under the standard's transitional arrangements. Westbrook was professionally valued in 1989 at £500,000. A new valuation will be commissioned in the next 12 months.

A recent (November 2013) estate agent's valuation for the property in Mill Hill gave a valuation of £450,000. This is considered to be a reasonable valuation in a currently strong London property market.

The Scottish property, Combruth in Comrie, is leased out until October 2016 and is shown as an investment property. The property is held at a value of £165,000 based on current market values which the Directors of the Crusaders' Union Limited (The) consider to be reasonable.

12.13. PROGRAMME RELATED INVESTMENTS

In December 2005 an agreement was entered into with the Amersham Christian Housing Association Limited for the use of part of the Mill Hill Fund for the purchase of a property in Palmers Green (another part of North London) for the use of a Christian worker in an associated ministry. £280,000 was given as an interest free loan to assist Amersham Christian Housing Association Limited to purchase the property. In the event of a loan repayment, Urban Saints would be entitled to a share of the market value of the property at the time. There has been no change to this arrangement in 2013.

12.14. STOCKS

	2013	2012
	£	£
Bookshop and tuck shop goods for resale	2,000	2,000
Teaching materials, stationery and merchandise	6,910	11,623
	8,910	13,623

12.15. DEBTORS

	2013	2012
	£	£
Tax recoverable under Gift Aid	24,117	8,864
Other debtors	146,618	170,306
Prepayments	27,000	26,152
	197,735	205,322

The tax recoverable in 2013 is for October, November and December compared to 2012 only relating to December. This was due to delays by HMRC in processing claims.

12.16. CASH AT BANK AND IN HAND

This includes £359,445 held by Groups and Areas, and the Mill Hill funds of £144,280 (see Designated Funds in [note 12.19](#)).

12.17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2013	2012
	£	£
Other creditors including taxation and social security	81,289	51,330
Accruals and deferred income	107,529	94,867
	188,818	146,197

12.18. CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR

	2013	2012
	£	£
Creditors: amounts falling due after one year	10,000	10,000
	10,000	10,000

This creditor relates to a loan for work at Westbrook and is repayable in 2016.

12.19. UNRESTRICTED FUNDS

The unrestricted funds of the charity include the General fund, which can be used for the general purposes of the charity, and the Designated funds where the Board of Trustees have set aside funds for a specific intention.

The movement in the general fund is as follows:

	Opening bal £	Incoming Resources £	Expenditure and designations £	Transfers £	Closing bal £
General fund	394,207	1,605,301	(1,661,855)	6,099	343,752

Designated funds

	01-Jan-13 £	New designations £	Utilised / realised £	Transfer £	31-Dec-13 £
Designated funds					
Development funds from property sales	180,074	8,614	(42,012)	-	146,676
Projects fund	252,000	100,000	(138,907)	-	213,093
Redundancy fund	3,187	-	-	-	3,187
Active groups and regions	337,729	457,808	(425,462)	(4,324)	365,751
Individual holidays & Spree	15,395	250,768	(238,870)	(4,810)	22,483
Tent replacement fund	-	1,295	-	-	1,295
Holiday contingency fund	-	2,600	-	-	2,600
Holiday development fund	5,777	800	(351)	-	6,226
Urban Saints Scotland	5,070	116,330	(110,850)	-	10,550
	799,232	938,215	(956,452)	(9,134)	771,861

Development funds from property sales:

Mill Hill:- This money (from the sale of land in the Mill Hill area) is managed by a group comprising former leaders of Mill Hill, others currently in the locality and other national figures on behalf of the Trustees.

The Mill Hill group agreed to fund dilapidation repairs, project management and marketing costs of the Westbrook regeneration project totalling £35,586 in 2013. There are future commitments to Westbrook regeneration and the missional clusters (see **Section 4**) up to 2016 totalling £102,000.

Westbrook:- The sale of some land realised a profit of £1,250.

Comrie:- Although Comrie has not been sold, the income from leasing the property is to be set aside to fund any repairs and maintenance required. The fund closed with a balance of £2,396.

Projects

This fund finances the projects approved in the budget by the Trustees. These projects are in addition to the business as usual budget. Details of projects to be undertaken in 2014 can be found in **Section 4**.

Redundancy fund

This represents monies set aside at a rate of 2% of the field workers' salaries to finance redundancy (if required) due to employment legislation. Redundancy is still payable as a result of employment ending due to completion of a fixed term contract. We have one field worker left in Wales.

Active groups and regions, individual holidays and Spree

These are the funds held by active groups and areas for use in their own locality and as such are not considered available for general use.

Tent replacement fund

All participants on the ReBuild programmes are charged an amount for use of the tents provided. This will now be set aside to fund a rolling programme to replace tents every three years.

Holiday contingency fund

This fund has been created to set aside monies that may be required if an event has to move site. For example, if a Spree has to move to a new location there are considerable set up costs involved included H&S risk assessments, amenities etc. This fund will be monitored and if the funds are not required, they will be released into the general fund.

Holiday development fund

This fund is available to help set up new events. It would finance specific items that may be needed by an event that are outside the normal costs associated with the event for example, setting up a website or buying the initial equipment.

Urban Saints Scotland

This represents funds held for use by Urban Saints Scotland (excluding the value of the property and fixed assets which have been included within the Property and Fixed Assets Fund).

Property and fixed assets fund

This fund represents the cost of all land and buildings held by Urban Saints, together with fixed assets, these funds are not available for the day to day use of the Charity.

	01-Jan-13 £	Incoming Resources £	Expenditure and designations £	Transfers £	31-Dec-13 £
Property and fixed assets fund (tangible fixed assets and programme related investments)	2,575,983	35,142	(50,561)	-	2,560,564

12.20. RESTRICTED FUNDS

Movement in Resources					
	01-Jan-13 £	Incoming Resources £	Expenditure and designations £	Transfers £	31-Dec-13 £
Area development workers fund	3,728	90,231	(98,283)	4,324	-
Other	18,219	13,131	(9,636)	(1,289)	20,425
	21,947	103,362	(107,919)	3,035	20,425

Area development workers fund

These were funds raised by the areas to support their own field workers under the old staffing structure. In 2013, the incoming and outgoing resources related to Ireland and Wales. The shortfalls in funding were financed by general funds. This fund has now been completely used.

Other

The 'other' category includes donations for specific projects such as child holiday subsidies and the Westbrook Diamond Club.

12.21. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted funds £	Designated funds £	General funds £	Total 2013 £
Fund balances at 31 December 2013 are represented by:				
Fixed assets	-	2,115,564	-	2,115,564
Investment property & Programme related investments	-	445,000	-	445,000
Net current assets	20,425	771,861	353,752	1,146,038
Creditors falling due after one year	-	-	(10,000)	(10,000)
	20,425	3,332,425	343,752	3,696,602

12.22. TAXATION

The Crusaders' Union is a registered charity and therefore is not liable for income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.