



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

# URBAN SAINTS



## Annual Report and Financial Statements for The Crusaders' Union

**31st December 2015**

Company number: 07771037

Charity Registration: 1144923 in England and Wales, SCO39313 in Scotland

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## **1. TRUSTEES' REPORT**

The Trustees present their statutory report together with the financial statements of The Crusaders' Union for the year ended 31 December 2015.

### **REFERENCE AND ADMINISTRATIVE DETAILS**

This is the Annual Report and Financial Statements for The Crusaders' Union 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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### **BANKERS**

Lloyds Bank, 36 Chequer Street, St Albans, Hertfordshire, AL1 3YQ

### **AUDITORS**

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

### **TRUSTEES**

The following served during 2015 and, except where stated, were in post at the time of this report:

Brendan Bromley

Avice Hall

John Magowan *resigned November 2015*

Claire Murphy (Chair of Trustees)

Anthony Obayori

Patrick Overy

Mark Russell

Jackie Smith

Neil Walker

Cara Wightman *appointed April 2015*

### **OFFICERS**

Chair of Trustees – Claire Murphy

Chief Executive Officer – The Reverend Matt Summerfield

Company Secretary – Mark Arnold

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  
Studland

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

Grant Masom *resigned 23 January 2015*  
Ken Morgan (Chairman) FCA  
Jon Bailey ACA  
Terry Lewis FCA  
Glyn MacAulay FCA  
Patrick Overy MA

## ORGANISATION

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

|                  |                               |
|------------------|-------------------------------|
| Mark Arnold      | Chief Operating Officer       |
| Liz Doré         | Ministry Development Director |
| Mark Instone     | Ministry Impact Director      |
| Matt Summerfield | Chief Executive Officer       |



*South East Summer Camp, 2015.*

## 2. WHO WE ARE

### Background and objective

Since 1906 The Crusaders' Union, now operating 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 The Crusaders' Union is to teach young people about the Lord Jesus Christ as presented in the Bible, with a view to them 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
- b) Development of leaders and young people
- c) Providing facilities for training, residential experiences and other events

All activities are carefully assessed for risk and therefore provide safe and fun environments for the development of children and young people. Through The Crusaders' Union, 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 The Crusaders' Union 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 2015

Throughout 2015, we have been active in continuing with ongoing ministry, as well as planning for the future of the movement as we prepare for the next stage of our ministry. These two aspects were described as:

1. *'Simmering' the present*: Continuing with core ministry areas.
2. *'Shaping' the future*: Further understanding what God is saying, and then acting on it.

#### **Simmering the present**

Some highlights from the ongoing core ministry areas for 2015 were as follows:

- 1,380 groups connected to us and using Energize, our online teaching toolkit (2014:- 1,269)
- New version of Energize resources website launched in January 2016
- 81 new meeting plans, 31 new articles, 7 training articles and 4 new videos produced for the Energize website. (2014: - 288 meeting plans, 86 articles/videos)
- 9,857 children and young people participated in Urban Saints experiences. (2014: - 11,402)
- 4,840 leaders trained across the UK and Ireland. (2014: - 6,204)
- 250 leaders trained overseas (2014:-330)
- 31 overseas trainers developed (2014:-24)
- 337 young people and leaders on global mission trips. (2014: - 295)
- 975 young people on UK and Ireland community projects. (2014: - 1049)
- A strong year at Westbrook with 9,250 bed nights. (2014: - 9,085)
- Implementation of the new database

It has been great seeing the continued increase in the number of groups connecting with Urban Saints through use of Energize resources as well as seeing children, young people and leaders taking part in experiences and mission as well as attending training courses. Numbers attending some of these activities were slightly under target due to the development and launch of the new version of the Energize resources website and a focus on 'Shaping the future' (see below).

#### **Shaping the future**

In order to provide structure and direction to the 'Shaping the future' process, a transition team was formed including the CEO and representatives of each of the operational departments of the movement along with a change-management consultant. This team reported in to the leadership team, and used as their framework the work of respected business management speaker and writer Patrick Lencioni (author of 'The Advantage'). This led to the development of six strategic questions: **Why do we exist? How do we behave? What do we do? How will we succeed? What is most important now? Who will do what?**

The process to answer these questions is ongoing and has involved, and continues to involve, the whole of the staff team as well as the Board of Trustees. This process has been deliberately paced to ensure that the very best outcomes for the movement and those it serves are achieved.

### 4. PLANS AND TARGETS FOR 2016

As in 2015, the plans and targets for 2016 are divided into two sections. The first covers the standard operational targets for the movement (*simmering the present*) while the second draws together the 'shaping the future' work of 2015 and through answering the questions above and listening to God defines what the future of the movement will be like.

#### **Standard Operating Objectives (simmering the present):**

Some of the main targets for 2016 are as follows:

- 3,250 leaders trained
- Net increase of 200 Energize groups (including 20 new missional outreach groups)
- 12,685 participants on experiences (festival weekends, holidays/camps, mission)
- Volunteer Satisfaction level measured
- 50 net new regular givers
- Financial outcomes within budget

#### **'Shaping the future' completion**

In the first half of 2016 the work to answer the six strategic questions referenced above will be completed, with the corresponding change management process timetabled for completion by year end.

## 5. STRUCTURE, GOVERNANCE AND MANAGEMENT

The Charity was formed in 1906 and incorporated on the 12<sup>th</sup> September 2011. Trustee Directors are directly elected by Members of The Crusaders' Union at an Annual General Meeting (AGM) or by postal ballot, 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.

Prospective Trustees must be Members of The Crusaders' Union, and can be nominated to stand for election to the Board in one of two ways:

They can be nominated by two other Members to stand for election at the annual AGM (or postal/electronic ballot). Communication to every voting Member is sent annually asking for nominations to be submitted for this.

1. If nominated Members receive sufficient votes (over 50% of the votes cast) they are elected as Trustees for a period of usually three years.
2. Members can be nominated by the Board of Trustees, again going forward for election via a vote at the AGM (or postal/electronic ballot). They would also need to gain above 50% of the votes cast.

Prospective Trustees receive an information pack that lets them know what the duties and responsibilities are that they will be accountable for. Elected Trustees go through an induction training process so that they can quickly become familiar with the operating practices of the Board of Trustees.

The work to review Board processes and to update the Trustee Handbook continued through 2015 and is regularly updated as required.

Work has been completed in 2015, under the Finance and Audit Board Support Group remit, to update some of the financial procedures and controls.

Board Support Groups (BSGs) introduced during 2012, including Trustees and staff, look at key strategic areas of the organisation's work and should regularly report to the Board. These BSGs include Finance and Audit; Legislation, Policies and Risk (including governance); Ministry Progress and Development and 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 Crusaders' Union also operates in both Northern Ireland and the Republic of Ireland, and has confirmed interest in registering with the charity regulators in both countries.

### **Statement of risks and uncertainties**

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. The Crusaders' Union 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, the Finance and Audit Board Support Group and the Board of Trustees. The Trustee Directors are satisfied that systems are in place to manage the major risks arising in the organisation.

An example of a risk is that the charity does not meet the needs of young people in a changing world and that leaders are not equipped and resourced for their work with young people. The launch of the new version of the Energize web resources has helped address this as has the work on 'Shaping the future'.

## 6. FINANCIAL REVIEW

The Crusaders' Union closed the 2015 financial year with net income for the year of £90,558 (2014 net expenditure of £61,178) which was significantly better than budget due to a large legacy included in 2015 and the revaluation of the investment property. A deficit budget had been set for 2015 due to the planned use of the Projects fund and other designated funds.

There was an increase in income of 8% offset by a 7% increase in total expenditure.

We rely on voluntary income (donations, legacies and grants) to fund much of our activities and this increased by 10% between 2014 and 2015 due to increased legacies. General donations remained steady and we plan to continue investing in our fund raising activities.

Funds totalling £3,155,980 (2014-£3,242,604) 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. £97,642 was used in 2015.

The total Restricted funds amounted to £42,686 at the end of 2015 (2014: - £19,696). Restricted funds are where the money can only be applied for particular purposes. The details can be found in **Note 13.18**.

### **Reserves policy and financial position**

Our reserves policy is 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 is subject to the needs, risks, and operating environment being considered each year as part of the budget process. The Trustees have stated that the General Funds should be in the range of £300,000 - £375,000. Actually The General Fund at 31 December 2015 was £527,316 which was above this target range. However some of these reserves are held as debtors not cash and therefore are not immediately available. Also 2016 will be a year of change and these extra funds may be needed to implement changes and invest in the new style of ministries.

## 7. STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also Directors of The Crusaders' Union 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.

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 proper 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 auditors are 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 ensure that the charitable company's auditors are 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:

30/7/16

## **8. INDEPENDENT AUDITORS' REPORT**

### **Independent auditors' report to the Trustees and Members of The Crusaders' Union**

We have audited the financial statements of The Crusaders' Union for the year ended 31 December 2015, 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 auditors**

As explained more fully in the Statement of Trustees' Responsibilities set out in the Trustees' Report, 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.

We have been appointed as auditors 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 and to identify any information that is apparently materially incorrect based on, or materially inconsistent with the knowledge acquired by us in the course of performing the audit. 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 2015 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.

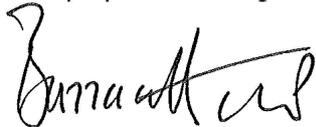
### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Trustees' 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;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made;
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption from the requirement to prepare a strategic report.



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

26/08/2016

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

## 9. STATEMENT OF FINANCIAL ACTIVITIES

| Year ended 31 December 2015  | Notes | Unrestricted Funds<br>£ | Restricted Funds<br>£ | Total Funds<br>2015<br>£ | Total Funds<br>2014<br>£ |
|--|-------|-------------------------|-----------------------|--------------------------|--------------------------|
| <b>INCOME</b>  |       |                         |                       |                          |                          |
| <b>Donations and Legacies</b>  | 13.1  | <b>1,099,093</b>        | <b>160,057</b>        | <b>1,259,150</b>         | 1,134,906                |
| <b>Income Earned from Charitable Activities</b>                        |       |                         |                       |                          |                          |
| Crusaders' Union group, area, region activities                        | 13.2  | <b>418,474</b>          | -                     | <b>418,474</b>           | 450,813                  |
| Residential Centres and Core Activities<br>(Holidays, Events, Rebuild) | 13.3  | <b>1,049,156</b>        | -                     | <b>1,049,156</b>         | 916,196                  |
| Volunteer support  | 13.3  | <b>304,825</b>          | -                     | <b>304,825</b>           | 279,642                  |
| <b>Other Income</b>  |       |                         |                       |                          |                          |
| Interest receivable  |       | <b>1,646</b>            | -                     | <b>1,646</b>             | 3,789                    |
| Investment income  |       | <b>6,632</b>            | -                     | <b>6,632</b>             | 6,454                    |
| <b>Total Income</b>  |       | <b>2,879,826</b>        | <b>160,057</b>        | <b>3,039,883</b>         | 2,791,800                |
| <b>EXPENDITURE</b>   |       |                         |                       |                          |                          |
| <b>Cost of Raising Funds</b>   | 13.4  | <b>180,669</b>          | -                     | <b>180,669</b>           | 183,265                  |
| <b>Expenditure on Charitable Activities</b>                            |       |                         |                       |                          |                          |
| Crusaders' Union group, area, region activities                        | 13.2  | <b>409,401</b>          | -                     | <b>409,401</b>           | 442,466                  |
| Residential Centres and Core Activities<br>(Holidays, Events, Rebuild) | 13.5  | <b>1,303,857</b>        | <b>25,839</b>         | <b>1,329,696</b>         | 1,163,205                |
| Volunteer Support  | 13.6  | <b>816,097</b>          | <b>113,228</b>        | <b>929,325</b>           | 847,700                  |
| Communications and Design  |       | <b>125,858</b>          |                       | <b>125,858</b>           | 148,818                  |
| International Development  |       | <b>74,376</b>           |                       | <b>74,376</b>            | 67,524                   |
| <b>Total Expenditure</b>   |       | <b>2,910,258</b>        | <b>139,067</b>        | <b>3,049,325</b>         | 2,852,978                |
| <b>Net income/(expenditure) before gains and losses on investments</b> |       | <b>(30,432)</b>         | <b>20,990</b>         | <b>(9,442)</b>           | (61,178)                 |
| Net gains on investments   |       | <b>100,000</b>          | -                     | <b>100,000</b>           | -                        |
| <b>Net income/ (expenditure) for the year</b>                          |       | <b>69,568</b>           | <b>20,990</b>         | <b>90,558</b>            | (61,178)                 |
| Transfers between funds  |       | <b>(2,000)</b>          | <b>2,000</b>          | -                        | -                        |
| <b>Net movement in Funds</b>   |       | <b>67,568</b>           | <b>22,990</b>         | <b>90,558</b>            | (61,178)                 |
| <b>Total funds brought forward 1 January</b>                           |       | <b>3,615,728</b>        | <b>19,696</b>         | <b>3,635,424</b>         | 3,696,602                |
| <b>Balance carried forward 31 December</b>                             |       | <b>3,683,296</b>        | <b>42,686</b>         | <b>3,725,982</b>         | <b>3,635,424</b>         |

Where applicable the comparative figures for each fund are shown in the notes to the accounts. Where there is no note the figures are unrestricted in 2014 and 2015.

Governance costs were shown separately on the Statement of Financial Activities in 2014 but under SORP 2015 they have now been allocated out to the various charitable activities.

## 10. BALANCE SHEET

| As at 31 December                                  | Notes | 2015<br>£        | 2015<br>£        | 2014<br>£        | 2014<br>£        |
|--|-------|------------------|------------------|------------------|------------------|
| <b>FIXED ASSETS</b>                                |       |                  |                  |                  |                  |
| Tangible fixed assets                              | 13.10 |                  | 2,063,242        |                  | 2,105,566        |
| Investment property                                | 13.10 |                  | 265,000          |                  | 165,000          |
| Programme related investments                      | 13.11 |                  | 280,000          |                  | 280,000          |
|  |       |                  | <b>2,608,242</b> |                  | <b>2,550,566</b> |
| <b>CURRENT ASSETS</b>                              |       |                  |                  |                  |                  |
| Stocks   | 13.12 | 10,835           |                  | 10,096           |                  |
| Debtors  | 13.13 | 329,432          |                  | 171,985          |                  |
| Cash at banks and in hand held by groups and areas | 13.14 | 336,605          |                  | 358,410          |                  |
| Other cash at banks and in hand                    | 13.14 | 590,482          |                  | 714,213          |                  |
|  |       | <b>1,267,354</b> |                  | <b>1,254,704</b> |                  |
| <b>LIABILITIES</b>                                 |       |                  |                  |                  |                  |
| Creditors amounts falling due within one year      | 13.15 | (149,614)        |                  | (159,846)        |                  |
| <b>Net current assets</b>                          |       |                  | <b>1,117,740</b> |                  | <b>1,094,858</b> |
| <b>Total assets less current liabilities</b>       |       |                  | <b>3,725,982</b> |                  | <b>3,645,424</b> |
| Creditors amounts falling due after one year       | 13.16 |                  | -                |                  | (10,000)         |
| <b>Total net assets</b>                            |       |                  | <b>3,725,982</b> |                  | <b>3,635,424</b> |
| <b>FUNDS</b>                                       |       |                  |                  |                  |                  |
| <b>Unrestricted funds</b>                          |       |                  |                  |                  |                  |
| General funds                                      | 13.17 |                  | 527,316          |                  | 373,124          |
| Designated funds                                   | 13.17 |                  | 547,738          |                  | 692,038          |
| Property and fixed assets fund                     | 13.17 |                  | 2,508,242        |                  | 2,550,566        |
| Revaluation fund                                   | 13.17 |                  | 100,000          |                  | -                |
| <b>Restricted funds</b>                            | 13.18 |                  | 42,686           |                  | 19,696           |
| <b>Total charity funds</b>                         |       |                  | <b>3,725,982</b> |                  | <b>3,635,424</b> |

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

Trustee

Approved by the Trustees on:

## 11. CASHFLOW STATEMENT

|   | 2015<br>£        | 2014<br>£        |
|---|------------------|------------------|
| <b>Cash flows from operating activities</b>                               |                  |                  |
| <b>Net cash provided by (used in) operating activities</b>                | <b>(140,204)</b> | <b>(24,522)</b>  |
| <b>Cash flows from investing activities</b>                               |                  |                  |
| Dividends, interest and rent from investments                             | 8,278            | 10,243           |
| Proceeds from the sale of property, plant and equipment                   | -                | -                |
| Purchase of property, plant and equipment                                 | <b>(14,339)</b>  | (41,843)         |
| Proceeds from sale of investments   | -                | -                |
| Purchase of investments   | -                | -                |
| <b>Net cash provided by (used in) investing activities</b>                | <b>(6,061)</b>   | <b>(31,600)</b>  |
| <b>Change in cash and cash equivalents in the reporting period</b>        | <b>(146,265)</b> | <b>(56,122)</b>  |
| <b>Cash and cash equivalents at the beginning of the reporting period</b> | <b>1,072,623</b> | <b>1,128,211</b> |
| <b>Change in cash and cash equivalents due to exchange rate movements</b> | <b>729</b>       | <b>534</b>       |
| <b>Cash and cash equivalents at the end of the reporting period</b>       | <b>927,087</b>   | <b>1,072,623</b> |

| <b>Table A</b>   | 2015<br>£        | 2014<br>£       |
|--|------------------|-----------------|
| <b>Net movement in funds for the reporting period</b>      | <b>90,558</b>    | <b>(61,178)</b> |
| Adjustments for:   |                  |                 |
| Depreciation charges                                       | 56,663           | 51,841          |
| Dividends, interest and rents from investments             | <b>(8,278)</b>   | (10,243)        |
| Exchange rate movement                                     | <b>(729)</b>     | (534)           |
| Revaluation of investment                                  | <b>(100,000)</b> | -               |
| Loss/ (profit) on sale of fixed assets                     | -                | -               |
| (Increase)/Decrease in stocks                              | <b>(739)</b>     | (1,186)         |
| (Increase)/Decrease in debtors                             | <b>(157,447)</b> | 25,750          |
| Increase/(Decrease) in creditors                           | <b>(20,232)</b>  | (28,972)        |
| <b>Net cash provided by (used in) operating activities</b> | <b>(140,204)</b> | <b>(24,522)</b> |

| <b>Table B</b>                         | 2015<br>£      | 2014<br>£        |
|--|----------------|------------------|
| Cash in hand                           | 666,128        | 807,144          |
| Notice deposits (less than 30 days)    | 260,959        | 265,479          |
| <b>Total cash and cash equivalents</b> | <b>927,087</b> | <b>1,072,623</b> |

## **12. 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 2015) have been followed in the preparation of these financial statements.

### **RECONCILIATION WITH PREVIOUS GENERALLY ACCEPTED ACCOUNTING PRACTICE**

In preparing the accounts, the Trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 a restatement of comparative items was needed. No restatements were required.

### **INCOME**

Income is recognised in the period in which the charity is entitled to receipt if it is probable that the income will be received 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.

### **EXPENDITURE 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. Expenditure comprises the following:

- a. The costs of generating funds including salaries, direct costs and overheads associated with generating voluntary income.
- b. The costs of charitable activities comprising expenditure on the charity's primary charitable purposes as described in the Trustees' Report. Such costs relate to:
  - Residential Centres
  - Core Activities (Events, Residentials, Service Opportunities)
  - The Crusaders' Union Groups, Areas and Region activities
  - 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 as well as governance costs. These costs are allocated on the basis of time, number of staff, area of office or actual use.

- c. 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.

### **DEBTORS**

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid.

### **CASH AT BANK AND IN HAND**

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short term deposits.

### **CREDITORS AND PROVISIONS**

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt.

## **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 and treated as deemed cost under section 35 of FRS 102.

### **Other tangible fixed assets**

These are capitalised and depreciated at the following annual rates based on cost in order to write them off over their estimated useful lives:

- |                          |                      |
|--------------------------|----------------------|
| • Building improvements  | 5% to 10% per annum  |
| • Furniture and fittings | 10% to 20% per annum |
| • Computer equipment     | 25% per annum        |
| • Other                  | 10% to 33% per annum |

Investment properties are included in the balance sheet at the Trustees' best estimate of market value with advice from professionals from time to time. 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.

## **GROUPS**

The Groups included in these accounts are some of 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 The Crusaders' Union.

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 £2,000 – groups who have income/expenditure and balances of less than £2,000 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 other assets held.

## 13. NOTES TO THE FINANCIAL STATEMENTS

### 13.1. INCOME FROM DONATIONS AND LEGACIES

|                         | Unrestricted Funds<br>2015<br>£ | Restricted Funds<br>2015<br>£ | Total Funds<br>2015<br>£ | Unrestricted Funds<br>2014<br>£ | Restricted Funds<br>2014<br>£ | Total Funds<br>2014<br>£ |
|-------------------------|---------------------------------|-------------------------------|--------------------------|---------------------------------|-------------------------------|--------------------------|
| <b>Voluntary Income</b> |                                 |                               |                          |                                 |                               |                          |
| Donations and gifts     | 813,323                         | 148,206                       | 961,529                  | 888,412                         | 91,339                        | 979,751                  |
| Legacies                | 285,770                         | -                             | 285,770                  | 144,295                         | -                             | 144,295                  |
| Grants                  | -                               | 11,851                        | 11,851                   | -                               | 10,860                        | 10,860                   |
| <b>Total</b>            | <b>1,099,093</b>                | <b>160,057</b>                | <b>1,259,150</b>         | <b>1,032,707</b>                | <b>102,199</b>                | <b>1,134,906</b>         |

### 13.2. THE CRUSADERS' UNION GROUPS, AREAS AND REGIONS

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

|   | 2015<br>£    | 2014<br>£      |
|---|--------------|----------------|
| Total incoming resources  | 418,474      | 450,813        |
| Outgoing resources (including write-off of balances under £1,000) | (409,401)    | (442,466)      |
| Energize subscriptions  | (7,036)      | (9,752)        |
| <b>Net incoming/(outgoing) resources</b>                          | <b>2,037</b> | <b>(1,405)</b> |
| Transfer between funds  | (6,579)      | (8,454)        |
| Balance brought forward 1 January                                 | 381,375      | 391,234        |
| Balance carried forward at 31 December                            | 376,833      | 381,375        |

| Details of the number of The Crusaders' Union groups are as follows:                               | 2015  | 2014  |
|--|-------|-------|
| Total number of groups   | 1,380 | 1,287 |
| Church linked groups, Energize Standard Groups, Groups with transactions and balances under £2,000 | 1,355 | 1,251 |
| Groups whose accounts are included in these financial statements                                   | 25    | 36    |

Only Energize Plus groups are required to provide an annual return. See **Section 12** for the accounting policy for Groups.

### 13.3. INCOME FROM CHARITABLE ACTIVITIES

|   | Unrestricted Funds<br>2015<br>£ | Restricted Funds<br>2015<br>£ | Total Funds<br>2015<br>£ | Unrestricted Funds<br>2014<br>£ | Restricted Funds<br>2014<br>£ | Total Funds<br>2014<br>£ |
|---|---------------------------------|-------------------------------|--------------------------|---------------------------------|-------------------------------|--------------------------|
| <b>Residential &amp; Training Centres</b> |                                 |                               |                          |                                 |                               |                          |
| Kestin House rental income                | 33,102                          | -                             | 33,102                   | 36,349                          | -                             | 36,349                   |
| Westbrook and Scottish centres            | 257,022                         | -                             | 257,022                  | 257,031                         | -                             | 257,031                  |
|   | <b>290,124</b>                  | <b>-</b>                      | <b>290,124</b>           | <b>293,380</b>                  | <b>-</b>                      | <b>293,380</b>           |
| <b>Core Activities</b>                    |                                 |                               |                          |                                 |                               |                          |
| National Holidays and Spree               | 308,979                         | -                             | 308,979                  | 264,566                         | -                             | 264,566                  |
| Service Opportunities - ReBuild           | 428,319                         | -                             | 428,319                  | 351,167                         | -                             | 351,167                  |
| Service Opportunities - Other             | 21,734                          | -                             | 21,734                   | 7,083                           | -                             | 7,083                    |
|   | <b>759,032</b>                  | <b>-</b>                      | <b>759,032</b>           | <b>622,816</b>                  | <b>-</b>                      | <b>622,816</b>           |
| <b>Total</b>                              | <b>1,049,156</b>                | <b>-</b>                      | <b>1,049,156</b>         | <b>916,196</b>                  | <b>-</b>                      | <b>916,196</b>           |
| <b>Volunteer Support</b>                  |                                 |                               |                          |                                 |                               |                          |
| Teaching and training events              | 4,780                           | -                             | 4,780                    | 6,901                           | -                             | 6,901                    |
| Group Subscriptions                       | 294,568                         | -                             | 294,568                  | 265,811                         | -                             | 265,811                  |
| Other (inc. branded goods)                | 5,477                           | -                             | 5,477                    | 6,930                           | -                             | 6,930                    |
| <b>Total</b>                              | <b>304,825</b>                  | <b>-</b>                      | <b>304,825</b>           | <b>279,642</b>                  | <b>-</b>                      | <b>279,642</b>           |

### 13.4. COST OF RAISING FUNDS

|                           | Unrestricted Funds<br>2015<br>£ | Restricted Funds<br>2015<br>£ | Total Funds<br>2015<br>£ | Unrestricted Funds<br>2014<br>£ | Restricted Funds<br>2014<br>£ | Total Funds<br>2014<br>£ |
|---------------------------|---------------------------------|-------------------------------|--------------------------|---------------------------------|-------------------------------|--------------------------|
| Staff Costs               | 59,810                          | -                             | 59,810                   | 56,508                          | -                             | 56,508                   |
| Consultancy costs         | 11,988                          | -                             | 11,988                   | 14,330                          | -                             | 14,330                   |
| Mailings                  | 24,615                          | -                             | 24,615                   | 32,298                          | -                             | 32,298                   |
| Other (inc donor dinners) | 8,774                           | -                             | 8,774                    | 9,075                           | -                             | 9,075                    |
| Support costs             | 75,482                          | -                             | 75,482                   | 71,054                          | -                             | 71,054                   |
| <b>Total</b>              | <b>180,669</b>                  | <b>-</b>                      | <b>180,669</b>           | <b>183,265</b>                  | <b>-</b>                      | <b>183,265</b>           |

### 13.5. COST OF CHARITABLE ACTIVITIES – RESIDENTIAL CENTRES AND CORE ACTIVITIES

|   | Unrestricted Funds<br>2015<br>£ | Restricted Funds<br>2015<br>£ | Total Funds<br>2015<br>£ | Unrestricted Funds<br>2014<br>£ | Restricted Funds<br>2014<br>£ | Total Funds<br>2014<br>£ |
|---|---------------------------------|-------------------------------|--------------------------|---------------------------------|-------------------------------|--------------------------|
| <b>Residential &amp; Training Centres</b> |                                 |                               |                          |                                 |                               |                          |
| Residential & Training Centres            | 334,851                         | 21,981                        | 356,832                  | 292,213                         | -                             | 292,213                  |
| Support Costs                             | 132,517                         | -                             | 132,517                  | 108,338                         | -                             | 108,338                  |
|   | <b>467,368</b>                  | <b>21,981</b>                 | <b>489,349</b>           | <b>400,551</b>                  | <b>-</b>                      | <b>400,551</b>           |
| <b>Core Activities</b>                    |                                 |                               |                          |                                 |                               |                          |
| National Holidays & Spree                 | 277,791                         | 3,858                         | 281,649                  | 234,543                         | 3,770                         | 238,313                  |
| Service Opportunities ReBuild             | 433,880                         | -                             | 433,880                  | 392,673                         | -                             | 392,673                  |
| Service Opportunities other               | 25,330                          | -                             | 25,330                   | 25,007                          | -                             | 25,007                   |
| Support Costs                             | 99,488                          | -                             | 99,488                   | 106,661                         | -                             | 106,661                  |
|   | <b>836,489</b>                  | <b>3,858</b>                  | <b>840,347</b>           | <b>758,884</b>                  | <b>3,770</b>                  | <b>762,654</b>           |
| <b>Total</b>                              | <b>1,303,857</b>                | <b>25,839</b>                 | <b>1,329,696</b>         | <b>1,159,435</b>                | <b>3,770</b>                  | <b>1,163,205</b>         |

### 13.6. COST OF CHARITABLE ACTIVITIES – VOLUNTEER SUPPORT

|   | Unrestricted Funds 2015<br>£ | Restricted Funds 2015<br>£ | Total Funds 2015<br>£ | Unrestricted Funds 2014<br>£ | Restricted Funds 2014<br>£ | Total Funds 2014<br>£ |
|---|------------------------------|----------------------------|-----------------------|------------------------------|----------------------------|-----------------------|
| Teaching and training activities                                      | 141,465                      | 20,487                     | 161,952               | 114,881                      | -                          | 114,881               |
| National and Regional Directors                                       | 364,331                      | 91,803                     | 456,134               | 350,847                      | 93,658                     | 444,505               |
| Other (support to Groups, goods, licences)                            | 60,780                       | -                          | 60,780                | 64,057                       | -                          | 64,057                |
| Cluster development   | 78,159                       | 938                        | 79,097                | 76,287                       | 2,500                      | 78,787                |
| Support costs (including insurance for Groups and DBS administration) | 171,362                      | -                          | 171,362               | 145,470                      | -                          | 145,470               |
| <b>Total</b>  | <b>816,097</b>               | <b>113,228</b>             | <b>929,325</b>        | <b>751,542</b>               | <b>96,158</b>              | <b>847,700</b>        |

### 13.7. STAFF COSTS

| Total Staff Costs     | 2015<br>£        | 2014<br>£        |
|-----------------------|------------------|------------------|
| Wages and salaries    | 934,759          | 894,842          |
| Social security costs | 75,141           | 72,110           |
| Pension costs         | 41,588           | 38,617           |
| Other staff costs     | 15,853           | 14,368           |
| <b>Total</b>          | <b>1,067,341</b> | <b>1,019,937</b> |

| Key Management Personnel (COG) Staff Costs | 2015<br>£      | 2014<br>£      |
|--|----------------|----------------|
| Wages and salaries                         | 155,585        | 146,386        |
| Social security costs                      | 17,014         | 15,846         |
| Pension costs                              | 7,779          | 7,319          |
| Other staff costs                          | 2,595          | 2,508          |
| <b>Total</b>                               | <b>182,973</b> | <b>172,059</b> |

Redundancy and termination payments for the year totalled **£2,234** (2014 £13,600). These reflected payments in lieu of notice and compensation for loss of office.

The Crusaders' Union 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 (2014: none).

During the year we employed 58 people (2014: 55) although many of these are part time.

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

|                       | 2015<br>Full time Equivalent | 2014<br>Full time equivalent |
|-----------------------|------------------------------|------------------------------|
| Generating Funds      | 3                            | 4                            |
| Charitable Activities | 32                           | 30                           |
| Governance            | 1                            | 1                            |
| <b>Total</b>          | <b>36</b>                    | <b>35</b>                    |

Four Trustees (2014: four) received reimbursement of travel expenses during the year, whilst acting in their capacity as Trustees, totalling £1,135 (2014: £614).

None of the Trustees received any remuneration during the year (2014: none).

### **13.8. GRANTS**

During the year the Trustees awarded six grants:

**£17,000** to Sublime for work with children and young people in London

**£4,200** 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.

**£2,025** was given to one of our partners AMOR who we partner with for Rebuild.

**£1,000** was given to a partner towards a resource being produced on Emotional Wellbeing and Faith

**£1,000** was given to Share Jesus

**£1,000** was given to Hope Revolution

### **13.9. AUDIT FEE**

The 2015 audit fee was £14,562 (2014 £14,204)

### 13.10. TANGIBLE FIXED ASSETS

|                                 | Freehold land<br>& buildings<br>£ | Fixtures<br>& fittings<br>£ | Computer<br>equipment<br>£ | Assets under<br>construction<br>£ | Other<br>£   | Total<br>£       |
|---------------------------------|-----------------------------------|-----------------------------|----------------------------|-----------------------------------|--------------|------------------|
| <b>Cost or valuation</b>        |                                   |                             |                            |                                   |              |                  |
| At 1 January 2015               | 2,461,650                         | 283,370                     | 37,779                     | 5,039                             | 7,500        | <b>2,795,338</b> |
| Additions at cost               | -                                 | 6,599                       | 7,740                      | -                                 | -            | <b>14,339</b>    |
| At 31 December 2015             | <b>2,461,650</b>                  | <b>289,969</b>              | <b>45,519</b>              | <b>5,039</b>                      | <b>7,500</b> | <b>2,809,677</b> |
| <b>Accumulated depreciation</b> |                                   |                             |                            |                                   |              |                  |
| At 1 January 2015               | 425,330                           | 226,442                     | 32,405                     | -                                 | 5,625        | <b>689,772</b>   |
| Charge for the year             | 34,076                            | 15,425                      | 5,287                      | -                                 | 1,875        | <b>56,663</b>    |
| At 31 December 2015             | <b>459,376</b>                    | <b>241,867</b>              | <b>37,692</b>              | -                                 | <b>7,500</b> | <b>746,435</b>   |
| <b>Net book value</b>           |                                   |                             |                            |                                   |              |                  |
| At 31 December 2015             | <b>2,002,274</b>                  | <b>48,102</b>               | <b>7,827</b>               | <b>5,039</b>                      | -            | <b>2,063,242</b> |
| At 31 December 2014             | 2,036,350                         | 56,928                      | 5,374                      | 5,039                             | 1,875        | <b>2,105,566</b> |

The Scottish property, Combruth in Comrie, is leased out and is shown as an investment property. The property was revalued in 2015 and is now held at a value of £265,000 (2014 £165,000).

### 13.11. 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, The Crusaders' Union 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 2015.

### 13.12. STOCKS

|  | 2015<br>£     | 2014<br>£ |
|--|---------------|-----------|
| Bookshop and tuck shop goods for resale        | <b>3,013</b>  | 2,583     |
| Teaching materials, stationery and merchandise | <b>7,822</b>  | 7,513     |
|  | <b>10,835</b> | 10,096    |

### 13.13. DEBTORS

|                                | 2015<br>£      | 2014<br>£ |
|--------------------------------|----------------|-----------|
| Tax recoverable under Gift Aid | <b>10,428</b>  | 9,127     |
| Other debtors                  | <b>266,764</b> | 77,640    |
| Prepayments                    | <b>52,240</b>  | 85,218    |
|                                | <b>329,432</b> | 171,985   |

### 13.14. CASH AT BANK AND IN HAND

This includes £336,605 held by Groups and Areas, and the Mill Hill funds of £64,963

### 13.15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

|  | 2015<br>£      | 2014<br>£      |
|--|----------------|----------------|
| Other creditors including taxation and social security | 66,595         | 55,528         |
| Accruals and deferred income                           | 83,019         | 104,318        |
|  | <b>149,614</b> | <b>159,846</b> |

### 13.16. CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR

|   | 2015<br>£ | 2014<br>£ |
|---|-----------|-----------|
| Creditors: amounts falling due after one year | -         | 10,000    |
|   | -         | 10,000    |

This creditor related to a loan for work at Westbrook and was repaid in 2016 so is shown within creditors: amounts falling due within one year in 2015.

### 13.17. 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:

|                      | 01-Jan-15<br>£ | Incoming<br>Resources<br>£ | Expenditure and<br>designations<br>£ | Transfers<br>£ | 31-Dec-15<br>£ |
|----------------------|----------------|----------------------------|--------------------------------------|----------------|----------------|
| <b>General funds</b> | 373,124        | 1,714,344                  | (1,542,534)                          | (17,618)       | 527,316        |

Included within the General funds figure of £527,316 is a £180,000 debtor which is therefore not yet available as cash for general use.

|  | 01-Jan-15<br>£ | New<br>designations<br>£ | Utilised /<br>realised<br>£ | Transfers<br>£ | 31-Dec-15<br>£ |
|--|----------------|--------------------------|-----------------------------|----------------|----------------|
| <b>Designated funds</b>                  |                |                          |                             |                |                |
| Development funds from<br>property sales | 113,245        | 5,000                    | (46,604)                    | (4,529)        | 67,112         |
| Projects fund                            | 120,230        | -                        | (97,642)                    | -              | 22,588         |
| Active groups and regions                | 363,947        | 418,473                  | (417,783)                   | -              | 364,637        |
| Individual holidays & Spree              | 31,839         | 305,717                  | (310,600)                   | (573)          | 26,383         |
| Westbrook                                | 27,807         | 312,184                  | (309,582)                   | (4,800)        | 25,609         |
| Studland                                 | 7,647          | 19,877                   | (16,505)                    | (3,799)        | 7,220          |
| Rebuild contingency fund                 | -              | -                        | -                           | 9,717          | 9,717          |
| Scotland                                 | 17,841         | 89,231                   | (102,345)                   | 5,263          | 9,990          |
| Other                                    | 9,482          | 15,000                   | (10,000)                    |                | 14,482         |
|  | 692,038        | 1,165,482                | (1,311,061)                 | 1,279          | 547,738        |

#### 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 the Mill Hill Group, others currently in the locality and other national figures on behalf of the Trustees.

The Mill Hill Group funded some costs of the Westbrook regeneration project totalling £7,200 in 2015, the development of missional clusters in London of £24,620 and a worker in the Mill Hill area of £12,000.

#### Projects

This fund finances the projects approved in the budget by the Trustees. These projects are in addition to the business as usual activities. The balance at 31 December 2015 will be spent in 2016 on Energize redevelopment.

### 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.

### Westbrook, Studland and Scotland sites

Westbrook surpluses are designated for use at Westbrook in the future. Similarly for Studland and Scotland.

### Property and fixed assets fund

This fund represents the cost of all land and buildings held by The Crusaders' Union, together with fixed assets. These funds are not available for the day to day use of the Charity.

|   | 01-Jan-15<br>£ | Incoming<br>Resources<br>£ | Expenditure and<br>designations<br>£ | Transfers<br>£ | 31-Dec-15<br>£   |
|---|----------------|----------------------------|--------------------------------------|----------------|------------------|
| Tangible fixed assets and<br>programme related<br>investments | 2,550,566      | 100,000                    | (56,663)                             | 14,339         | <b>2,608,242</b> |

### 13.18. RESTRICTED FUNDS

| Movement in Resources |                |                            |                                      |                |                |
|-----------------------|----------------|----------------------------|--------------------------------------|----------------|----------------|
|                       | 01-Jan-15<br>£ | Incoming<br>Resources<br>£ | Expenditure and<br>designations<br>£ | Transfers<br>£ | 31-Dec-15<br>£ |
| Restricted funds      | 19,696         | 160,057                    | (139,067)                            | 2,000          | <b>42,686</b>  |
|                       | 19,696         | 160,057                    | (139,067)                            | 2,000          | <b>42,686</b>  |

These include donations for Wales and Ireland and also for specific projects such as child holiday subsidies.

### 13.19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

|  | Restricted<br>funds<br>£ | Designated<br>funds<br>£ | General funds<br>£ | Total 2015<br>£  |
|--|--------------------------|--------------------------|--------------------|------------------|
| <b>Fund balances at 31 December 2015<br/>are represented by:</b> |                          |                          |                    |                  |
| Fixed assets   | -                        | <b>2,063,242</b>         | -                  | <b>2,063,242</b> |
| Investment property & Programme related<br>investments           | -                        | <b>545,000</b>           | -                  | <b>545,000</b>   |
| Net current assets   | <b>42,686</b>            | <b>547,738</b>           | <b>527,316</b>     | <b>1,117,740</b> |
| Creditors falling due after one year                             | -                        | -                        | -                  | -                |
|  | <b>42,686</b>            | <b>3,155,980</b>         | <b>527,316</b>     | <b>3,725,982</b> |

### 13.20. TAXATION

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

### 13.21. RELATED PARTY

There have been no Related Party transactions during the year.