

CROSSLANDS

England & Wales - Charity number 1167211

Details

Other names ACTS 29 OAK HILL ACADEMY

Status Registered

Legal form CIO

Registered 2016-05-19

Register [View on the Charity Commission register](#)

Contact

Address 1A Boyd Street
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Website www.crosslands.training

Activities

Objects: (A) TO PROVIDE FOR THE PUBLIC BENEFIT CHRISTIAN TRAINING TO EDUCATE AND EQUIP CHURCH LEADERS, MAINLY BUT NOT EXCLUSIVELY IN THE UK, EUROPE AND 10:40 WINDOW, TO HAVE THE KNOWLEDGE AND SKILLS REQUIRED TO CARE FOR THE SPIRITUAL, MORAL AND WELFARE NEEDS OF THEIR CHURCHES AND WIDER COMMUNITIES;(B) TO PROVIDE FOR THE PUBLIC BENEFIT CHRISTIAN RESOURCES THAT EDUCATE CHURCH CONGREGATIONS AND INDIVIDUALS IN ACCORDANCE WITH CHRISTIAN BELIEFS AS OUTLINED IN OUR STATEMENT OF FAITH; AND(C) TO ADVANCE THE CHRISTIAN FAITH FOR THE BENEFIT OF THE PUBLIC IN SUCH CHARITABLE WAYS AS THE CHARITY TRUSTEES THINK FIT FROM TIME TO TIME.

Activities: Crosslands aims to provide excellent in-context theological training and resources for churches and church leaders in the UK, Europe and 10:40 window. We offer seminary-level (for leaders and trainee leaders) and foundation-level (for congregation members, elders and interns) courses. Entry-level materials for new Christians are being developed. Gospel training when and where you need it.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, Religious Activities
- **Who:** The General Public/mankind

Geography

- Albania
- Bulgaria
- Czech Republic
- France
- Germany
- Ireland
- Italy
- Netherlands
- Northern Ireland
- Poland
- Romania
- Scotland
- Slovakia
- South Africa
- Spain
- Turkey
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-07-31	£807,607	£866,887	£132,476	12
2024-07-31	£687,562	£781,056	£191,757	9
2023-07-31	£687,301	£729,784	£285,251	9
2022-07-31	£636,740	£569,838	£327,734	8
2021-07-31	£461,175	£314,439	-	-
2020-07-31	£386,056	£296,912	-	-

Trustees

Name	Role	Appointed
Ian Jeremy Roberts	Chair	2016-05-18
Dr Paul Ronald Wells		2025-03-25
Lauren Turnbull		2024-05-21
Melinda Jeanne Hendry		2023-02-08
RICHARD RESTALL		2025-03-15
Rev Scott McKay		2022-06-06

CROSSLANDS

England & Wales - Charity number 1167211

Accounts



CROSSLANDS

*Unaudited financial statements
for the year ended 31 July 2025*

Charity number: 1167211



CROSSLANDS

Crosslands

Unaudited financial statements for the year ended 31 July 2025

Contents

Trustees' report for the year ended 31 July 2025	1
Independent Examiner's Report to the Trustees of Crosslands	8
Statement of financial activities for the year ended 31 July 2025	9
Balance sheet at 31 July 2025	10
Cash flow statement for the year ended 31 July 2025	11
Notes to the financial statements for the year ended 31 July 2025	12

Trustees' report for the year ended 31 July 2025

The trustees present their report together with the financial statements of Crosslands for the year ended 31 July 2025.

Objectives and activities

Crosslands exists to provide flexible, accessible, and trusted theological training and resources that support local churches' health, growth and mission.

Crosslands' objectives, as set out in the Constitution, are:

- to provide for the public benefit Christian training to educate and equip church leaders, mainly but not exclusively in the UK, Europe and 10:40 window, to have the knowledge and skills required to care for the spiritual, moral and welfare needs of their churches and wider communities;
- to provide for the public benefit Christian resources that educate church congregations and individuals in accordance with Christian beliefs as outlined in our Statement of Faith; and
- to advance the Christian faith for the benefit of the public in such charitable ways as the Charity Trustees think fit from time to time.

Crosslands' programmes provide leaders and other disciples with relevant and affordable learning resources and theological training for every stage of discipleship and leadership, through all of life. Our delivery model is designed to ensure our programmes will serve churches which have poor access to more traditionally delivered training programmes, either due to socioeconomic factors or location.

The main activities undertaken during the year in relation to these objectives were:

- Delivering and further expanding an accredited **Seminary** programme for students throughout the UK and beyond (the most significant area of activity by some margin).
- Delivering and expanding a suite of flexible, accessible **Foundation** training materials to resource local church training.
- Delivering and expanding our theological study access programme, **Basecamp**, which provides people with a low-cost, low-risk onramp to more serious theological learning.
- Delivering and expanding our **Lifelong** Learning programme to provide for the ongoing ministerial development of those with many years of experience in ministry who need refreshment or support.
- Delivering a range of short courses on cultural engagement and cultural leadership through **Crosslands Forum and** delivering and expanding our '**Cultivate**' programme, helping to raise up a new generation of biblical thought leaders able to create new resources and to train church leaders and members to engage confidently with current issues in society. Unfortunately, we were unable to sustain the funding for this over the long term, and the decision has been taken (post year-end) to close these programmes.
- Consolidating and expanding our annual conference, '**Theology for Life**', run for the fifth time this year.
- Providing expert speakers and trainers for **other organisations** to help resource local and specialist training initiatives.

Public benefit

When planning the activities, the trustees have applied the Charity Commission guidance in relation to public benefit, in particular, the guidance on the Advancement of Religion for the Public Benefit. The ways that the charity operates for the benefit of the wider public are detailed below:

Trustees' report for the year ended 31 July 2025 (cont.)

- The curriculum is developed in such a way as to be contextually adaptable and appropriate. This is to equip and train Christians to intentionally invest and serve in local communities.
- Content is accessible, affordable and relevant to people from a wide variety of backgrounds, including those with little or no formal education.
- The delivery model is designed to make training accessible to people in remote and dispersed locations who would not normally be able to access high-quality training.
- The retail prices of courses and resources are set to ensure that content is available to a wide variety of students, to allow people to integrate study into their current context, and so encourage people to study in groups which we believe provide more effective educational and formational outcomes.
- Crosslands staff are made available to speak and run training courses in a wide range of communities and for a range of other organisations, regardless of their ability to pay for such services.
- Virtually all Crosslands students, course participants and alumni are utilising the benefits of this training to serve local communities both during and after their training with Crosslands. This will include leading church communities, youth and children's work, training younger leaders, providing counselling and pastoral care, and many other forms of community service, including many in very deprived areas.

Achievements and Performance

The **Seminary** programme remained our most significant activity by some margin, with total student numbers continuing to increase year on year and the number of early withdrawals from the programme remaining very low. This sustained, steady growth is particularly encouraging in the context of ongoing challenges in the wider theological education landscape.

We continued to see diversity in our student body in terms of ethnicity, gender and international participation, with around 14% of students from BAME backgrounds and around 22% women being significantly more diverse than other similar organisations.

We expanded our access level programme, Crosslands **Basecamp**, providing an on-ramp to structured theological learning for those who have no tertiary education or who cannot commit to the full Seminary programme for any reason. Enrolments for 2024-25 exceeded target for the second year running.

Sales of **Foundation** courses continued to increase during the year, reflecting the quality of the newly redesigned programme and the relevance of the material, which is reaching a steadily growing number of churches in the UK and internationally. We added a new course to the curriculum. Other small pedagogical improvements across all courses continued to enhance the learner experience and cater for different learning styles and some accessibility needs.

Our advanced-level '**Lifelong Learning**' short courses continued to be offered during the year, catering for the continued personal and professional development of church leaders and other experienced ministry leaders.

Crosslands **Forum** continued to deliver reading groups. Our second Cultivate cohort continued into their second year, and a third cohort was enrolled in January 2025. Members of all cohorts produced valuable resources in a variety of formats. This was a small but costly part of our offering, which ceased post-year-end (November 2025) as it proved impossible to fund sustainably.

Finally, we held a 48-hour Crosslands Conference in January.

Trustees' report for the year ended 31 July 2025 (cont.)

Financial review

The results for the year and the financial position of the charity are shown on pages 8 to 20.

During the year, income increased by £120,045, to £807,607, and expenditure increased by £85,831, to £866,887. As a result, the deficit for the year decreased by £34,214, resulting in a deficit of £59,280. The charity's net assets decreased by the same amount, to £132,476. Net current assets decreased by £57,948 to £131,003.

The deficit results from two costly programmes (Crosslands Forum and the related 'Cultivate' programme) failing to meet their revenue and fundraising targets. Although the deficit has decreased year-on-year, the Trustees recognised that the continued depletion of reserves was unsustainable. To address this trend, the Trustees implemented a restructuring plan post-year-end (November 2025). This included the closure of the Crosslands Forum programme and the redundancy of two staff positions, including a member of the key management personnel (the Director of Crosslands Forum). These measures are projected to eliminate the structural deficit, allowing the charity to replenish its reserves starting in the 2026-27 financial year.

Principal risks

The trustees maintain a strategic risk register, which is reviewed at least annually and also when new risks are identified or changes to risks become known.

Any damage to key strategic relationships that enable the delivery and accreditation of our seminary programme is recognised as one of the greatest risks for ongoing operations, and we therefore actively manage our relationships with those key partners.

Loss or shortage of key staff has the potential to impact our ability to deliver key programmes, whether operationally or academically. This risk is mitigated by maintaining a wide base of contractors and associate staff who are able to contribute to programme development and delivery. Codification of course content and improvements to the integration and automation of business processes further mitigate this risk.

Sustaining both revenue and donor income and careful management of cash flow have always been strengths of the organisation. The trustees have been willing to take difficult decisions to reduce costs in areas that have neither generated revenue or sustained sufficient donor revenue. Appropriate fee increases, continued careful management of costs, and the development of new sources of funding are all helping to limit the impact of cost increases.

Reserves policy

The trustees have considered the charity's requirement for reserves in light of the main risks to the organisation. The Operating Reserve Policy for Crosslands aims to ensure the stability of the organisation's mission, programs, employment, and ongoing operations. The Operating Reserve is intended to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, unanticipated loss in funding, or uninsured losses. The reserve may also be used for one-time, nonrecurring expenses that will build long-term capacity, such as staff development, research and development, or investment in infrastructure. Operating Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. It is the intention of Crosslands for Operating Reserves to be used and replenished within a reasonably short period of time. The Operating Reserve Policy will be implemented in concert with the other governance and financial policies of Crosslands and is intended to support the goals and strategies contained in these related policies and strategic and operational plans.

Trustees' report for the year ended 31 July 2025 (cont.)

The Trustees have set a target level of reserves equal to four months of average operating costs. Currently, the charity holds unrestricted net current assets of £113,323 (2024: £135,938). This represents 1.5 months of operating costs. This is below the target level primarily because a costly programme (Crosslands Forum) failed to reach its revenue or fundraising targets during the 2024-25 financial year.

The restructuring decision, taken after the financial year-end, has stemmed the losses that had caused the depletion of reserves. The cost savings of the restructuring will be partly reflected in the 2025-26 results and fully reflected in the 2026-27 financial year.

While it is the intention for Operating Reserves to be used and replenished within a short period, the Trustees recognise the current financial trajectory. Internal forecasts indicate that reserves may reduce to approximately £76k by the end of the 2025-26 financial year as the full impact of restructuring is realised and prior commitments are met.

Consequently, the Trustees acknowledge that it may take two to four years to replenish reserves to the target level. This will be achieved through ongoing cost control and identifying new sources of funding streams to diversify income beyond student fees.

As a result, the trustees believe the current position is adequate to manage immediate obligations despite the level of reserves being lower than the policy level. This assessment is based on a robust cash-flow forecast, the significant reduction in monthly overheads following the recent restructuring, and the predictable nature of fee income from our student body. Fee income is highly predictable because over 60% of our earned income is generated by existing students on multi-year tracks, leaving only 40% sensitive to new recruitment cycles. The trustees remain committed to a multi-year recovery plan to restore the reserve to the four-month target.

Plans for future periods

Our key aims for the next two years are:

- To continue the growth and maturation of the Crosslands Seminary programme, including the establishment of new partnerships that will expand the reach of the programme both within the UK and outside of the UK and Europe.
- To continue to extend the scale and reach of our Foundation resources into new markets, enabling us both to serve a wider constituency of churches and to benefit from a return on the investment made in this programme.
- To continue to build out the Basecamp programme to a sustainable scale, providing an accessible route into more advanced theological education for those without prior tertiary education.
- To extend the Lifelong short course offerings in both scope and number.
- To extend the application of specialist learning design input (including learning needs support) into more of our courses.
- To continue our investment into information technology systems to enable the streamlining, integration and automation of key business processes to help us maintain high standards of service for learners at scale, whilst keeping costs affordable.
- To prioritise the active identification and pursuit of new donor sources and grant opportunities. This is intended to diversify our income streams beyond student fees, providing the financial resilience necessary to rebuild our operating reserves and support long-term sustainability and development.

Trustees' report for the year ended 31 July 2025 (cont.)

Structure, Governance and Management

The organisation is a Charitable Incorporated Organisation, incorporated and registered as a charity on 19th May 2016. The charity is established under a constitution, which contains the objects and powers of the organisation. The constitution was updated on 6th May 2021 to reflect a change in the involvement of the two founding charities.

Responsibility for setting policy and for determining the parameters within which the charity should operate rests with the trustees who meet regularly to monitor the activities of the charity. The trustees have a duty to identify and review the risks to which the charity is exposed, be they operational, financial or reputational, and ensure appropriate controls are in place to provide reasonable assurance against fraud or error. Responsibility for the day-to-day operation of the charity has been delegated to the senior management team.

Recruitment and appointment of new trustees

At any time there must be a minimum of four trustees. The board of trustees is responsible for the appointment of new trustees. Every trustee must be appointed for a term of up to three years by a resolution passed at a properly convened meeting of the Charity Trustees. All trustees appointed fully support the charity's aims and objectives.

All trustees work voluntarily and receive no salary from the charity. Any expenses reclaimed or royalties paid from the charity are described in note 7 of the accounts.

Most trustees bring prior experience of governance. Upon appointment, they are provided with key documents and participate in at least two conversations with other trustees. Essential information on how governance works in practice at Crosslands is provided in the form of a governance manual. The trustees conduct a board effectiveness evaluation approximately once every two years.

Organisational structure

The board of trustees governs Crosslands and meets at least three times a year (usually four). The trustees appoint the Executive Director and delegate the day-to-day running of the charity to her. The Executive Director reports to the board and participates in an annual review with trustee representatives.

Pay and remuneration

The trustees adopted a salary scale linked to higher education pay scales in 2020. The trustees set and review pay for directors according to this benchmark. Directors, in turn, set staff salaries accordingly.

Trustees' report for the year ended 31 July 2025 (cont.)

Reference and administrative details

<i>Charity name:</i>	Crosslands
<i>Key Management:</i>	Mrs J Charteris (Executive Director) Mrs C Carvel (Programme Delivery Director) Dr D Strange (Director of Crosslands Forum (until 14 November 2025))
<i>Trustees:</i>	Mr R Cunnington (retired 13 December 2024) Mrs M Hendry Mr S McKay Mr R Restall (appointed 13 March 2025) Mr I Roberts (Chair from 13th December 2024) Mrs L Turnbull (appointed 11 September 2024) Dr P Wells (appointed 25 March 2025)
<i>Charity registration number:</i>	1167211
<i>Registered office:</i>	1a Boyd Street, Newcastle upon Tyne, NE1 1AP
<i>Professional advisors</i>	Stewardship Services (UKET) Limited (Independent Examiners) CAF Bank Ltd (Banker) Kingdom Bank (Banker) Wise (Banker)

Trustees' Responsibilities

The trustees are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Charity law requires us as trustees to prepare financial statements for each financial period that give a true and fair view of the state of the affairs of the charity, as at the balance sheet date, and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, they will:

- select suitable accounting policies and apply them consistently;
- observe methods and principles in the applicable Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- State whether the applicable account 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 not appropriate to assume that the company will not continue on that basis.

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Account and Reports) Regulations, and the provision of the Constitution.

Trustees' report for the year ended 31 July 2025 (cont.)

The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees confirm that the accounts comply with current statutory requirements and those of the organisation's governing document.

Approval

This report was approved by the trustees and signed on their behalf by:

Ian Roberts

[Ian Roberts \(May 20, 2026 14:56:07 GMT+1\)](#)

Mr I Roberts (Chair of Trustees)

Date: May 20, 2026

Independent Examiner's report to the Trustees of Crosslands for the year ended 31 July 2025

I report to the charity trustees on my examination of the accounts of the Charity for the year ended 31 July 2025 on pages 9 to 21 following, which have been prepared on the basis of the accounting policies set out on pages 12 to 14.

Responsibilities and basis of the report

As the charity's trustees of the Charitable Incorporated Organisation, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Charity's accounts carried out under section 145 of the Act, and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

Since the Charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Lisa Darby
[Lisa Darby \(May 22, 2026 09:40:44 GMT+1\)](#)

Lisa Darby FCA
Member of the Institute of Chartered Accountants in England and Wales

Date May 22, 2026

Stewardship
1 Lamb's Passage
London
EC1Y 8AB

Statement of financial activities for the year ended 31 July 2025

Description by activity	Note	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		Funds	funds	funds	Funds	funds	funds
		Year ended	Year ended	Year ended	Year ended	Year ended	Year ended
		31 Jul '25	31 Jul '25	31 Jul '25	31 Jul '24	31 Jul '24	31 Jul '24
		£	£	£	£	£	£
Incoming resources							
<i>Income & endowments from:</i>							
Donations & legacies	3	72,574	84,250	156,824	10,011	80,689	90,701
Charitable activities	4	650,783	0	650,783	596,861	0	596,861
Total		723,357	84,250	807,607	606,873	80,689	687,562
Resources expended							
<i>Expenditure on:</i>							
Raising funds	5	17,923	0	17,923	14,008	733	14,741
Charitable activities	5	750,714	98,250	848,964	622,953	143,362	766,315
Total		768,638	98,250	866,887	636,961	144,095	781,056
Net income/expenditure		(45,281)	(14,000)	(59,280)	(30,088)	(63,406)	(93,494)
Transfer between funds		22,482	(22,482)	0	(43,455)	43,455	0
Net movement in funds		(22,799)	(36,482)	(59,280)	(73,543)	(19,951)	(93,494)
Reconciliation of funds:							
Total funds brought forward	14	137,596	54,161	191,757	211,139	74,113	285,251
Total funds carried forward		114,797	17,680	132,476	137,596	54,161	191,757

There were no other recognised gains other than those noted above.

The notes on pages 12 to 21 form part of these accounts.

Balance Sheet as at 31 July 2025

		Unrestricted Funds 31 Jul '25	Restricted funds 31 Jul '25	Total funds 31 Jul '25	Unrestricted Funds 31 Jul '24	Restricted funds 31 Jul '24	Total funds 31 Jul '24
	Note	£	£	£	£	£	£
Non-current assets							
Intangible assets		0	0	0	0	0	0
Tangible assets	8	1,474	0	1,474	1,658	1,148	2,806
Total non-current assets		1,474	0	1,474	2,597	1,148	2,806
Current assets							
Stock		0	0	0	0	0	0
Debtors	9	60,268	1,300	61,568	64,028	1,300	65,328
Cash at bank and in hand		153,498	16,380	169,878	158,042	52,810	210,851
Total current assets		213,766	17,680	231,446	222,070	54,110	276,180
Creditors: amounts falling due within one year	10	(100,443)	0	(100,443)	(86,132)	(1,097)	(87,229)
Net current assets		113,323	17,680	131,003	135,938	53,012	188,951
Total assets less current liabilities		114,797	17,680	132,476	137,596	54,161	191,757
Total net assets		114,797	17,680	132,476	137,596	54,161	191,757
Fund Balances							
Restricted income funds	14	0	17,680	17,680	0	54,161	54,161
Unrestricted funds	14	114,797	0	114,797	137,596	0	137,596
Total funds		114,797	17,680	132,476	137,596	54,161	191,757

The notes on pages 12 to 21 form part of the accounts.

Approved by the Trustees for issue on May 20, 2026

Ian Roberts

Ian Roberts (May 20, 2026 14:56:07 GMT+1)

Mr I Roberts (Trustee)

Charity registration number 1167211

Cash flow Statement as at 31 July 2025

	Note	Year ended 31 Jul '25 £	Year ended 31 Jul '24 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	15	(40,973)	(87,731)
Cash flows from investing activities:			
Purchase of property, plant and equipment		0	0
Net cash provided by (used in) investing activities		0	0
Cash flows from financing activities:			
Net cash provided by (used in) financing activities	16	0	0
Change in cash and equivalents in the reporting period		(40,973)	(87,731)
Cash and equivalents at the beginning of the year		210,851	298,582
Cash and cash equivalents at the end of the year		169,878	210,851
Analysis of change in net debt:			
	At start of year £	Cash-flows £	At end of year £
Cash	210,851	(40,973)	169,878
Total net funds/ (debt)	210,851	(40,973)	169,878

Notes to the financial statements for the year ended 31 July 2025

1. Basis of preparation

These financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value. These financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and with the Charities Act 2011 and UK Generally Accepted Practice as it applies from January 2015.

The accounts have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective since 2005 which has since been withdrawn.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the charity's forecasts and projections and the possible implications should projected income or expenditure vary unexpectedly. The trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue to operate for the foreseeable future. The charity, therefore, continues to adopt the going concern basis in preparing its financial statements.

The charity constitutes a public benefit entity as defined by FRS 102.

There have been no changes in the accounting policies in the reporting year. No changes to accounting estimates have occurred in the reporting year. No material prior-year errors have been identified in the reporting year.

2. Accounting policies

Recognition of income

Income is recognised in the period in which the charity becomes entitled to receipt, the amount receivable can be measured with reasonable certainty, and receipt is probable. For the most part, income is generally recognised when it is received. Income is only deferred when the charity has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

Income from donations includes donated facilities, services, and goods. Facilities, services, and goods donated for the charity's own use are recognised as income when receivable at their value to the charity.

When donated goods, services and facilities are distributed or consumed, an expense in respect of those items is included in the Statement of Financial Activities. At the year-end any goods that have not been distributed or consumed are recognised as stock; donated fixed assets are capitalised.

Income from charitable activities represents income receivable from goods, services and facilities supplied in furtherance of the charity's charitable objects. It includes income from seminary fees and other events and courses.

Notes to the financial statements for the year ended 31 July 2025 (cont.)

Grants and donations are only included in the SoFA when the general income recognition criteria are met.

The charity has taken the view that it has only one charitable activity, namely the advancement of the Christian faith, and all income from donations, legacies and charitable activities is in respect of this one activity.

Expenditure

Expenditure, including irrecoverable VAT, is recognised when it is incurred or, if earlier, when a legal or constructive obligation for payment arises provided that it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure on raising funds comprises the costs incurred on fundraising.

The Charities SORP requires charities with income over £500,000 to allocate costs to the various activities undertaken by the charity. The nature of the work of the charity is considered to be so integrated that the core charitable activity costs are considered to be for the one activity.

Governance costs, which are included in expenditure on charitable activities but are identified separately in the notes to the accounts, includes costs associated with the strategic management of the charity.

Leased assets

Leases which do not transfer substantially all the risk and rewards of ownership to the charity are classified as operating leases. Operating lease payments are recognised as an expense on a straight-line basis over the lease term, unless another systematic basis is more representative of use.

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity. Restricted funds are donations which are to be used in accordance with specific restrictions imposed by donors; they include donations received from appeals for specific activities or projects.

Intangible fixed assets

The cost of software is capitalised and amortised on a straight-line basis over its expected useful life, which is expected to be three years.

Tangible fixed assets

Items purchased or donated for the charity's own use are capitalised when the cost of purchased items, or the fair value of donated items, is more than £1,000 and the item is expected to benefit the charity over more than one accounting period. Depreciation is charged on a straight line basis so as to write down the value of each asset to its estimated residual value (if any) over its expected useful economic life. To achieve this objective the following rates of depreciation are charged:

Equipment: 3 years

The carrying values of tangible fixed assets are reviewed for impairment in periods when events or changes in circumstances indicate that the carrying value may not be recoverable.

Stocks

Stocks of goods purchased for re-sale are stated at the lower of cost and net realisable value.



Notes to the financial statements for the year ended 31 July 2025 (cont.)

Debtors

Debtors (including trade debtors and loans receivable) are measured on initial recognition at settlement amount after any trade discounts or amount advanced by the charity. Subsequently, they are measured as the cash or other consideration expected to be received.

Pension scheme arrangements

The charity operates defined contribution pension schemes for its employees. Obligations for contributions to these schemes are recognised as an expense when the liability arises. The assets of these schemes are held separately from those of the charity in independently administered funds.

Taxation

The charity has taken advantage of the various reliefs from taxation available to charities and no tax is payable on the charity's income.

Financial instruments

The charity's financial assets and financial liabilities all qualify as basic financial instruments, as defined by FRS102. Creditors and debtors are measured at their expected settlement value (normally the amount of cash that the charity expects to pay or receive).

Foreign currency translation

These financial statements are presented in sterling, which is the charity's functional currency.

- Income and expenditure denominated in a foreign currency are translated into sterling at the exchange rate prevailing on the date of the transaction.
- Monetary assets and liabilities denominated in a foreign currency are re-translated at the exchange rate prevailing at the balance sheet date.
- Non-monetary assets are measured at historic cost at the rate of exchange prevailing on the date of the transaction and are not subsequently re-translated.

All differences arising from the application of the above policy are charged (or credited) to the Statement of Financial Activities.

Critical accounting estimates and areas of judgement

The trustees do not consider that there are any material sources of estimation or uncertainty at the balance sheet date that could result in a material adjustment to the carrying values of assets and liabilities in the next reporting period.



Notes to the financial statements for the year ended 31 July 2025
(cont.)

3. Donations

	Unrestricted Funds Year ended 31 Jul '25 £	Restricted Funds Year ended 31 Jul '25 £	Total Funds Year ended 31 Jul '25 £	Unrestricted Funds Year ended 31 Jul '24 £	Restricted Funds Year ended 31 Jul '24 £	Total Funds Year ended 31 Jul '24 £
Donations of cash & similar	13,071	15,000	28,071	10,011	13,300	23,311
Donations in kind	0	0	0	0	0	0
Other grants receivable	59,502	69,250	128,752	0	67,389	67,389
Total donations	72,574	84,250	156,824	10,011	80,689	90,701

£72,274 of donations received were restricted in nature (2024: £80,689). £36,000 and £22,000 were given to be used to help run Crosslands Forum and the Cultivate programme respectively (2024: £45,389/ £22,000). A further £15,000 was received to supplement the fees of any student who suffers financial hardship (2024: £13,300). In addition, £11,250 was received to support the transformation of Crosslands IT infrastructure (2024: £nil).

4. Income from charitable activities

	Unrestricted Funds Year ended 31 Jul '25 £	Restricted Funds Year ended 31 Jul '25 £	Total Funds Year ended 31 Jul '25 £	Unrestricted Funds Year ended 31 Jul '24 £	Restricted Funds Year ended 31 Jul '24 £	Total Funds Year ended 31 Jul '24 £
Fee income	603,431	0	603,431	563,540	0	563,540
Online sales	41,194	0	41,194	28,725	0	28,725
Other	6,158	0	6,158	4,596	0	4,596
Total charitable activities	650,783	0	650,783	596,861	0	596,861

Notes to the financial statements for the year ended 31 July 2025 (cont.)

5. Analysis of expenditure

	Unrestricted Funds Year ended 31 Jul '25 £	Restricted funds Year ended 31 Jul '25 £	Total funds Year ended 31 Jul '25 £	Unrestricted Funds Year ended 31 Jul '24 £	Restricted funds Year ended 31 Jul '24 £	Total funds Year ended 31 Jul '24 £
Expenditure on raising funds:						
Advertising, marketing & publicity	17,923	0	17,923	14,008	733	14,741
Total expenditure on raising funds	17,923	0	17,923	14,008	733	14,741
Expenditure on charitable activities:						
Course delivery	241,216	0	241,216	182,994	1,220	184,214
Course development	3,833	0	3,833	3,165	0	3,165
Consumable equipment	8,618	1,428	10,046	5,582	540	6,122
Royalties	0	0	0	0	0	0
Employment costs	431,806	96,674	528,480	400,425	125,656	526,081
Staff training	3,312	0	3,312	1,758	789	2,547
Office rental and utilities	19,323	0	19,323	11,058	4,815	15,873
Travel and subsistence	6,455	0	6,455	3,872	1,537	5,409
Governance costs	2,001	0	2,001	756	321	1,077
Administrative costs	34,150	148	34,298	13,342	8,485	21,827
Total expenditure on charitable activities	750,714	98,250	848,964	622,953	143,362	766,315
Total expenditure	768,638	98,250	866,887	636,961	144,095	781,056

£36,000 of restricted expenditure in the year related to the development and delivery of Crosslands Forum (2024: £93,777), £33,366 was incurred on the delivery of the Cultivate programme (2024: £46,127) and £17,636 was spent on Partnership development (2024: £4,190).

6. Fees for examination or audit of the accounts

Fees of £3,500 were paid in relation to the independent examiner's fees for reporting on the accounts (2024: £3,360). In addition, the charity paid £1,431 (2024: £1,200) to Stewardship for payroll bureau services.



Notes to the financial statements for the year ended 31 July 2025 (cont.)

7. Analysis of staff costs, the cost of key management personnel and trustee remuneration and expenses

	<i>Year ended 31 Jul '25</i>	<i>Year ended 31 Jul '24</i>
Wages and salaries	436,864	433,106
Social security costs	38,538	39,763
Other pension costs	41,714	41,363
	517,115	514,232

The average monthly number of employees during the year was twelve (2024: nine).

<i>Employee's emoluments exceeding £60,000 (excluding pension contribution)</i>	<i>Year ended 31 Jul '25</i>	<i>Year ended 31 Jul '24</i>
£70,000 - £80,000	1	1
£60,000 - £70,000	1	1

The key management personnel of the charity comprise the trustees named on page 6, the Executive Director of Crosslands, the Director of Crosslands Forum and the Programme Delivery Director.

During the year, key management received employee benefits totalling £211,552 (2024: £206,027).

£1,106 in expenses were paid to trustees in the current year for travel and subsistence related to board meetings. (2024: none).

8. Tangible fixed assets

	<i>Computer Equipment £</i>	<i>Total £</i>
Cost		
At 1 August 2024	9,184	9,184
Additions	0	0
At 31 July 2025	9,184	9,184
Accumulated depreciation		
At 1 August 2024	6,379	6,379
Charge for the year	1,333	1,333
At 31 July 2025	7,712	7,712
Net book value		
At 31 July 2025	1,473	1,473
At 31 July 2024	2,805	2,805



Notes to the financial statements for the year ended 31 July 2025 (cont.)

9. Debtors

	31 July 2025	31 July 2024
	£	£
Trade debtors	10,192	11,570
Tax recoverable	1,900	1,300
Other debtors	6,200	3,330
Prepayments and accrued income	43,276	49,127
	61,568	65,328

10. Creditors: amounts falling due within one year

	31 July 2025	31 July 2024
	£	£
Trade creditors	26,995	13,105
Accruals	39,406	60,405
Deferred income (note 12)	34,042	13,718
	100,443	87,229

11. Deferred Income

	31 July 2025	31 July 2024
	£	£
Balance at the beginning of the reporting period	13,718	9,805
Amount released to income	(13,718)	(9,805)
Amount deferred in year	34,042	13,718
Balance at the end of the reporting period	34,042	13,718

All deferred income related to student fees paid in advance for the following academic year. The income deferred at the period end will be released to income over the following periods:

	31 July 2025	31 July 2024
	£	£
Within one year	34,042	13,718
After one year	0	0
	34,042	13,718

Notes to the financial statements for the year ended 31 July 2025 (cont.)

12. Operating lease commitments

The charity has an operating lease for its head office building. The minimum amount payable (until the next break clause and ignoring the potential effect of future rent reviews) in respect of this lease is as follows:

	31 July 2025	31 July 2024
	£	£
Within one year	24,000	0
Between one and five years	40,000	0
After five years	0	0
	64,000	0

During the year the charity was charged £8,000 (2024: £nil) for its operating lease.

13. Pension commitments

During the year employer's pension contributions totalling £41,714 (2024: £41,363) were payable to defined contribution personal pension schemes. £5,520 of pension contributions were owing at the balance sheet date (2024: £4,678).

14. Charity funds

During the year the movements in the charity's funds were as follows:

<i>Fund name</i>	1 Aug '24	Income	Expenditure	Transfers	31 July '25
	£	£	£	£	£
Restricted - Turkish translation project	1,074	0	0	0	1,074
Restricted - Polish translation project	954	0	0	0	954
Restricted - Russian translation project	6,782	0	0	0	6,782
Restricted - Seminary bursary	16,351	15,000	0	(22,482)	8,870
Restricted – Crosslands Forum	0	36,000	(36,000)	0	0
Restricted - Cultivate	11,365	22,000	(33,366)	0	0
Restricted - Partnership	17,636	0	(17,636)	0	0
Restricted - Systems Upgrade	0	11,250	(11,250)	0	0
Unrestricted funds	137,596	723,357	(768,638)	22,482	114,797
	191,757	807,607	(866,887)	0	132,476

The restricted funds represent funds made available for:

- the translation of foundation material from English into Russian, Polish and Turkish;
- costs incurred in relation to setting up and running Crosslands Forum;
- costs incurred in relation to setting up and running the Cultivate programme;
- employment costs associated with the development of Partnerships and fundraising; and
- a student bursary to supplement the fees of any student who suffers financial hardship in order to allow them to continue on the seminary programme.

Notes to the financial statements for the year ended 31 July 2025 (cont.)

£22,482 of the Restricted - Seminary Bursary fund was utilised in the year. The corresponding transfer relates to the movement of funds to accommodate this.

Analysis of net assets by fund

The assets and liabilities of the various funds were as follows:

	Unrestricted funds £	Restricted Partnership £	Restricted Cultivate £	Restricted Bursary £	Restricted Translation £	Total £
Intangible fixed assets	0	0	0	0	0	0
Tangible fixed assets	1,474	0	0	0	0	1,474
Stock	0	0	0	0	0	0
Debtors	60,268	0	0	1,300	0	61,568
Cash at bank and in hand	153,498	0	0	7,570	8,810	169,878
Creditors due within 1 year	(100,443)	0	0	0	0	(100,443)
	114,797	0	0	8,870	8,810	132,176

In the previous year the movements in the charity's funds were as follows:

<i>Fund name</i>	1 Aug '23 £	Income £	Expenditure £	Transfers £	31 July '24 £
Restricted - Turkish translation project	1,074	0	0	0	1,074
Restricted - Polish translation project	954	0	0	0	954
Restricted - Russian translation project	6,782	0	0	0	6,782
Restricted - Seminary bursary	7,251	13,300	0	(4,200)	16,351
Restricted - Crosslands Forum	733	45,389	(93,777)	47,655	0
Restricted - Cultivate	35,492	22,000	(46,127)	0	11,365
Restricted - Partnership	21,826	0	(4,190)	0	17,636
Unrestricted funds	211,139	606,873	(636,961)	(43,455)	137,596
	285,251	687,562	(781,056)	0	191,757

Analysis of net assets by fund

In the previous year the assets and liabilities of the various funds were as follows:

	Unrestricted funds £	Restricted Partnership £	Restricted Cultivate £	Restricted Bursary £	Restricted Translation £	Total £
Intangible fixed assets	0	0	0	0	0	0
Tangible fixed assets	1,658	0	1,148	0	0	2,806
Stock	0	0	0	0	0	0
Debtors	64,028	0	0	1,300	0	65,328
Cash at bank and in hand	158,041	17,636	11,314	15,051	8,810	210,851
Creditors due within 1 year	(86,132)	0	(1,097)	0	0	(87,229)
	137,596	17,636	11,365	16,351	8,810	191,757



Notes to the financial statements for the year ended 31 July 2025 (cont.)

15. Reconciliation of net income to net cash flow from operating activities

	31 July 2025	31 July 2024
	£	£
Net income for the reporting period	(59,280)	(93,494)
<i>Adjustments for:</i>		
Fixed asset acquisitions	0	(2,987)
Depreciation charges and provisions for impairment	1,333	3,512
(Increase)/decrease in stocks	0	58
(Increase)/decrease in debtors	4,360	(33,075)
Increase/(decrease) in creditors	13,214	38,256
Net cash provided by (used in) operating activities	(40,973)	(87,731)

16. Analysis of cash and cash equivalents

	31 July 2025	31 July 2024
	£	£
Cash at bank with immediate access	64,865	110,851
Notice deposits (less than three months)	105,013	100,000
Total cash and cash equivalents	169,878	210,851

17. Related party disclosures

Related parties are defined as trustees, key management and their connected persons.

Mr R Cunnington, trustee until 13 December 2024, is a trustee of the City Church Manchester CIO and is regarded as senior management. During the period, the charity received £60 for fees due in relation to City Church Manchester members enrolled on Crosslands' Foundation Course and made a payment of £1,260 to City Church Manchester in relation to teaching delivered by a City Church staff member for Crosslands' Seminary programme (2024: £3,600 donation received from City Church Manchester).

During the year, the charity received donations totalling £4,400 (2024: £3,200) from other related parties (which includes trustees, any other members of key management, and anyone closely connected to them).

No other transactions with related parties occurred during the year except as disclosed in note 7, 'Analysis of staff costs'.

CROSSLANDS

England & Wales - Charity number 1167211

Accounts



CROSSLANDS

*Unaudited financial statements
for the year ended 31 July 2024*

Charity number: 1167211



CROSSLANDS

Crosslands

Unaudited financial statements for the year ended 31 July 2024

Contents

Trustees' report for the year ended 31 July 2024	1
Independent Examiner's Report to the Trustees of Crosslands	7
Statement of financial activities for the year ended 31 July 2024	8
Balance sheet at 31 July 2024	9
Cash flow statement for the year ended 31 July 2024	10
Notes to the financial statements for the year ended 31 July 2024	11

Trustees' report for the year ended 31 July 2024

The trustees present their report together with the financial statements of Crosslands for the year ended 31 July 2024.

Objectives and activities

Crosslands exists to provide flexible, accessible, and trusted theological training and resources that support local churches' health, growth and mission.

Crosslands' objectives, as set out in the Constitution, are:

- to provide for the public benefit Christian training to educate and equip church leaders, mainly but not exclusively in the UK, Europe and 10:40 window, to have the knowledge and skills required to care for the spiritual, moral and welfare needs of their churches and wider communities;
- to provide for the public benefit Christian resources that educate church congregations and individuals in accordance with Christian beliefs as outlined in our Statement of Faith; and
- to advance the Christian faith for the benefit of the public in such charitable ways as the Charity Trustees think fit from time to time.

Crosslands' programmes provide leaders and other disciples with relevant and affordable learning resources and theological training for every stage of discipleship and leadership, through all of life. Our delivery model is designed to ensure our programmes will serve churches which have poor access to more traditionally delivered training programmes, either due to socioeconomic factors or location.

The main activities undertaken during the year in relation to these objectives were:

- Delivering and further expanding an accredited **Seminary** programme for students throughout the UK and beyond (the most significant area of activity by some margin).
- Delivering and expanding a suite of flexible, accessible **Foundation** training materials to resource local church training.
- Delivering and expanding our new theological study access programme, **Basecamp**, which provides people with a low-cost, low-risk onramp to more serious theological learning.
- Delivering and expanding our **Lifelong** Learning programme to provide for the ongoing ministerial development of those with many years of experience in ministry who need refreshment or support.
- Delivering a range of short courses on cultural engagement and cultural leadership through **Crosslands Forum**.
- Delivering and expanding our new '**Cultivate**' programme, helping to raise up a new generation of biblical thought leaders able to create new resources and to train church leaders and members to engage confidently with current issues in society.
- Consolidating and expanding our annual conference, '**Theology for Life**', run for the third time this year.
- Providing expert speakers and trainers for **other organisations** to help resource local and specialist training initiatives.

Public benefit

When planning the activities, the trustees have applied the Charity Commission guidance in relation to public benefit, in particular, the guidance on the Advancement of Religion for the Public Benefit. The ways that the charity operates for the benefit of the wider public are detailed below:

- The curriculum is developed in such a way as to be contextually adaptable and appropriate. This is to equip and train Christians to intentionally invest in local communities.



Trustees' report for the year ended 31 July 2024 (cont.)

- Content is accessible, affordable and relevant to people from a wide variety of backgrounds, including those with little or no formal education.
- The delivery model is designed to make training accessible to people in remote and dispersed locations who would not normally be able to access high-quality training.
- The retail prices of courses and resources are set to ensure that content is available to a wide variety of students, to allow people to integrate study into their current context, and so encourage people to study in groups which we believe provide more effective educational and formational outcomes.
- Crosslands staff are made available to speak and run training courses in a wide range of communities and for a range of other organisations, regardless of their ability to pay for such services.
- Virtually all Crosslands students, course participants and alumni are utilising the benefits of this training to serve local communities both during and after their training with Crosslands. This will include leading church communities, youth and children's work, training younger leaders, providing counselling and pastoral care, and many other forms of community service, including many in very deprived areas.

Achievements and Performance

The **Seminary** programme remained our most significant activity by some margin, with total student numbers continuing to increase year on year and the number of early withdrawals from the programme remaining very low. Enrolments for the next year (completed by the end of July 2024) were on target. This sustained, steady growth is particularly encouraging in the context of ongoing challenges in the wider theological education landscape.

We continued to see diversity in our student body in terms of ethnicity, gender and international participation, with around 12% of students from BAME backgrounds and around 25% women being significantly more diverse than other similar organisations.

We expanded our access level programme, Crosslands **Basecamp**, providing an onramp to structured theological learning for those who have no tertiary education or who cannot commit to the full Seminary programme for any reason. Enrolments for 2023-4 exceeded target.

Sales of **Foundation** courses continued to increase in line with our targets during the year, reflecting the quality of the newly redesigned programme and the relevance of the material, which is reaching a steadily growing number of churches in the UK and internationally. We added a further new course to the curriculum. Other small pedagogical improvements across all courses continued to enhance the learner experience and cater for different learning styles and some accessibility needs.

Our advanced-level '**Lifelong Learning**' short courses continued to be offered during the year, catering for the continued personal and professional development of church leaders and other experienced ministry leaders.

Crosslands **Forum** continued to deliver a steady programme of reading groups.

Our first **Cultivate** cohort continued into their second year, and a second cohort was enrolled in January 2024. Members of both cohorts have begun to produce valuable resources in a variety of formats.

Finally, we held a 48-hour Crosslands Conference in February.

Our core staff team remained steady at twelve during the year. The number of contracted contributors (tutors and other specialist teaching and content producers) also remained consistent at 17.

During 2023/24 we also carried out a significant strategic planning exercise. Through this process we set out our direction and priorities for the next four to five years, mapped out the organisational development required

Trustees' report for the year ended 31 July 2024 (cont.)

to achieve the plan, and identified the additional support we would need to raise in order to fund our plans. The change projects arising from this plan were designed to make it possible to build out our capability and infrastructure incrementally but cohesively as funding availability might allow. This demonstrates that Crosslands is carefully stewarding both the growth opportunities we continue to encounter and the resources available to us so that we can continue to meet important needs for those we exist to serve and to pursue our longer-term objectives with confidence.

Financial review

The results for the year and the financial position of the charity are shown on pages 8 to 21.

We are pleased to report continued financial health.

During the year, income increased by £261, to £687,562, and expenditure increased by £51,272, to £781,056. As a result, the deficit for the year increased by £51,011, resulting in a deficit of £93,494. The charity's net assets decreased by the same amount, to £191,757. Net current assets decreased by £92,969 to £188,951.

Principal risks

The trustees maintain a strategic risk register which is reviewed at least annually and also when new risks are identified or changes to risks become known.

Any damage to key strategic relationships that enable the delivery and accreditation of our seminary programme is recognised as one of the greatest risks for ongoing operations and we therefore actively manage our relationships with those key partners.

Loss or shortage of key staff has the potential to impact our ability to deliver key programmes, whether operationally or academically. This risk has become significantly lower over the past year with our larger and more established staff team, and is further reduced by maintaining a wide base of contractors and associate staff who are able to contribute to programme development and delivery. Codification of course content and improvements to the integration and automation of business processes further mitigates this risk.

Sustaining income and a healthy cash flow has been a strength of the organisation thus far but has become more challenging as costs increase. Appropriate fee increases, continued careful management of costs, and the development of new sources of funding are all helping to limit the impact of cost increases.

Reserves policy

The trustees have considered the charity's requirement for reserves in light of the main risks to the organisation. The Operating Reserve Policy for Crosslands aims to ensure the stability of the organisation's mission, programs, employment, and ongoing operations. The Operating Reserve is intended to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, unanticipated loss in funding, or uninsured losses. The reserve may also be used for one-time, nonrecurring expenses that will build long-term capacity, such as staff development, research and development, or investment in infrastructure. Operating Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. It is the intention of Crosslands for Operating Reserves to be used and replenished within a reasonably short period of time. The Operating Reserve Policy will be implemented in concert with the other governance and financial policies of Crosslands and is intended to support the goals and strategies contained in these related policies and strategic and operational plans.

Trustees' report for the year ended 31 July 2024 (cont.)

The Trustees have set a target level of reserves equal to four months of average operating costs. Currently, the charity holds unrestricted net current assets of £135,938 (2023: £211,138). This represents 2 months. The reserve is lower than the target level because of a strategic decision to expand the staff team to create capacity for handling growth, an investment that will enable us to increase our future income. The trustees believe the current position is adequate despite the level of reserves being lower than the policy level.

The trustees have not identified any significant events that have had a material effect on the financial performance or position of the organisation.

Plans for future periods

Our key aims for the next two years are:

- To continue the growth and maturation of the Crosslands Seminary programme, including the establishment of new partnerships that will expand the reach of the programme outside of the UK and Europe.
- To continue to extend the scale and reach of our Foundation resources into new markets, enabling us both to serve a wider constituency of churches and to benefit from a return on the investment made in this programme.
- To build out the Basecamp programme to a sustainable scale, providing an accessible route into more advanced theological education for those without prior tertiary education.
- To offer (through delivery and publication) the resources being generated by Cultivate programme participants and to recruit two further cohorts for the programme over the next two years.
- To extend the Lifelong and Forum short course offerings in both scope and number.
- To extend the application of specialist learning design input (including learning needs support) into more of our courses.
- To continue our investment into information technology systems to enable the streamlining, integration and automation of key business processes to help us maintain high standards of service for learners at scale, whilst keeping costs affordable.

Structure, Governance and Management

The organisation is a Charitable Incorporated Organisation, incorporated and registered as a charity on 19th May 2016. The charity is established under a constitution, which contains the objects and powers of the organisation. The constitution was updated on 6th May 2021 to reflect a change in the involvement of the two founding charities.

Responsibility for setting policy and for determining the parameters within which the charity should operate rests with the trustees who meet regularly to monitor the activities of the charity. The trustees have a duty to identify and review the risks to which the charity is exposed, be they operational, financial or reputational, and ensure appropriate controls are in place to provide reasonable assurance against fraud or error. Responsibility for the day-to-day operation of the charity has been delegated to the senior management team.

Recruitment and appointment of new trustees

At any time there must be a minimum of four trustees. The board of trustees is responsible for the appointment of new trustees. Every trustee must be appointed for a term of up to three years by a resolution passed at a

Trustees' report for the year ended 31 July 2024 (cont.)

properly convened meeting of the Charity Trustees. All trustees appointed fully support the charity's aims and objectives.

All trustees work voluntarily and receive no salary from the charity. Any expenses reclaimed or royalties paid from the charity are described in note 7 of the accounts.

Most trustees bring prior experience of governance. Upon appointment, they are provided with key documents and participate in at least two conversations with other trustees. Essential information on how governance works in practice at Crosslands is provided in the form of a governance manual. The trustees conduct a board effectiveness evaluation approximately once every two years.

Organisational structure

The board of trustees governs Crosslands and meets at least three times a year (usually four). The trustees appoint the directors and delegate the day-to-day running of the charity to them. Directors report to the board jointly and participate in an annual review with trustee representatives individually.

Pay and remuneration

The trustees adopted a salary scale linked to higher education pay scales in 2020. The trustees set and review pay for directors according to this benchmark. Directors in turn set staff salaries accordingly.

Reference and administrative details

<i>Charity name:</i>	Crosslands
<i>Key Management:</i>	Mrs J Charteris (Executive Director) Dr D Strange (Director of Crosslands Forum) Mrs C Carvel (Programme Delivery Director)
<i>Trustees:</i>	Mr R Cunnington (resigned 13 December 2024) Mrs M Hendry Mr S McKay Mrs R McLaughlin (resigned 15 April 2024) Mr R Restall (appointed 13 March 2025) Mr I Roberts Mrs L Turnbull (appointed 11 September 2024) Mrs P Wells (appointed 26 March 2025)
<i>Charity registration number:</i>	1167211
<i>Registered office:</i>	1a Boyd Street, Newcastle upon Tyne, NE1 1AP
<i>Professional advisors</i>	Stewardship Services (UKET) Limited (Independent Examiners) CAF Bank Ltd (Banker) Kingdom Bank (Banker) Wise (Banker)

Trustees' report for the year ended 31 July 2024 (cont.)

Trustees' Responsibilities

The trustees are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Charity law requires us as trustees to prepare financial statements for each financial period that give a true and fair view of the state of the affairs of the charity, as at the balance sheet date, and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, they will:

- select suitable accounting policies and apply them consistently;
- observe methods and principles in the applicable Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- State whether the applicable account 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 not appropriate to assume that the company will not continue on that basis.

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Account and Reports) Regulations, and the provision of the Constitution.

The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees confirm that the accounts comply with current statutory requirements and those of the organisation's governing document.

Approval

This report was approved by the trustees and signed on their behalf by:

Ian Roberts

[Ian Roberts \(May 23, 2025 13:14 GMT+1\)](#)

Mr I Roberts (Trustee)

Date: May 23, 2025

Independent Examiner's report to the Trustees of Crosslands for the year ended 31 July 2024

I report to the charity trustees on my examination of the accounts of the Charity for the year ended 31 July 2024 on pages 8 to 21 following, which have been prepared on the basis of the accounting policies set out on pages 11 to 13.

Responsibilities and basis of the report

As the charity's trustees of the Charitable Incorporated Organisation, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Charity's accounts carried out under section 145 of the Act, and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

Since the Charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Lisa Darby

Lisa Darby (May 27, 2025 10:31 GMT+1)

Lisa Darby FCA
Member of the Institute of Chartered Accountants in England and Wales

May 27, 2025
Date:

Stewardship
1 Lamb's Passage
London
EC1Y 8AB

Statement of financial activities for the year ended 31 July 2024

Description by activity	Note	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		Funds	funds	funds	Funds	funds	funds
		Year ended	Year ended	Year ended	Year ended	Year ended	Year ended
		31 Jul '24	31 Jul '24	31 Jul '24	31 Jul '23	31 Jul '23	31 Jul '23
		£	£	£	£	£	£
Incoming resources							
<i>Income & endowments from:</i>							
Donations & legacies	3	10,011	80,689	90,701	21,429	78,000	99,429
Charitable activities	4	596,861	0	596,861	587,871	0	587,871
Total		606,873	80,689	687,562	609,301	78,000	687,301
Resources expended							
<i>Expenditure on:</i>							
Raising funds	5	14,008	733	14,741	11,343	1,671	13,014
Charitable activities	5	622,953	143,362	766,315	499,263	217,507	716,770
Total		636,961	144,095	781,056	510,606	219,178	729,784
Net income/expenditure		(30,088)	(63,406)	(93,494)	98,695	(141,178)	(42,483)
Transfer between funds		(43,455)	43,455	0	(129,505)	129,505	0
Net movement in funds		(73,543)	(19,951)	(93,494)	(30,810)	(11,673)	(42,483)
Reconciliation of funds:							
Total funds brought forward	14	211,139	74,113	285,251	241,948	85,786	327,734
Total funds carried forward		137,596	54,161	191,757	211,139	74,113	285,251

There were no other recognised gains other than those noted above.

The notes on pages 11 to 21 form part of these accounts.

Balance Sheet as at 31 July 2024

		Unrestricted Funds 31 Jul '24	Restricted funds 31 Jul '24	Total funds 31 Jul '24	Unrestricted Funds 31 Jul '23	Restricted funds 31 Jul '23	Total funds 31 Jul '23
	Note	£	£	£	£	£	£
Non-current assets							
Intangible assets	8	0	0	0	733	733	1,467
Tangible assets	9	1,658	1,148	2,806	1,864	0	1,864
Total non-current assets		2,597	1,148	2,806	2,597	733	3,331
Current assets							
Stock		0	0	0	58	0	58
Debtors	10	64,028	1,300	65,328	31,252	1,000	32,252
Cash at bank and in hand		158,042	52,810	210,851	226,203	72,379	298,582
Total current assets		222,070	54,110	276,180	257,512	73,379	330,892
Creditors: amounts falling due within one year	11	(86,132)	(1,097)	(87,229)	(48,972)	0	(48,972)
Net current assets		135,938	53,012	188,951	208,541	73,379	281,920
Total assets less current liabilities		137,596	54,161	191,757	211,138	74,113	285,251
Total net assets		137,596	54,161	191,757	211,138	74,113	285,251
Fund Balances							
Restricted income funds	14	0	54,161	54,161	0	74,113	74,113
Unrestricted funds	14	137,596	0	137,596	211,138	0	211,138
Total funds		137,596	54,161	191,757	211,138	74,113	285,251

The notes on pages 11 to 21 form part of the accounts.

Approved by the Trustees for issue on May 23, 2025

Ian Roberts

Ian Roberts (May 23, 2025 13:14 GMT+1)

Mr I Roberts (Trustee)

Charity registration number 1167211

Cash flow Statement as at 31 July 2024

	Note	Year ended 31 Jul '24 £	Year ended 31 Jul '23 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	15	(87,731)	(41,315)
Cash flows from investing activities:			
Purchase of property, plant and equipment		0	0
Net cash provided by (used in) investing activities		0	0
Cash flows from financing activities:			
Net cash provided by (used in) financing activities	16	0	0
Change in cash and equivalents in the reporting period		(87,731)	(41,315)
Cash and equivalents at the beginning of the year		298,582	339,897
Cash and cash equivalents at the end of the year		210,851	298,582
Analysis of change in net debt:			
	At start of year £	Cash-flows £	At end of year £
Cash	298,582	(87,731)	210,851
Total net funds/ (debt)	298,582	(87,731)	210,851

Notes to the financial statements for the year ended 31 July 2024

1. Basis of preparation

These financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value. These financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and with the Charities Act 2011 and UK Generally Accepted Practice as it applies from January 2015.

The accounts have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective since 2005 which has since been withdrawn.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the charity's forecasts and projections and the possible implications should projected income or expenditure vary unexpectedly. The trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue to operate for the foreseeable future. The charity, therefore, continues to adopt the going concern basis in preparing its financial statements.

The charity constitutes a public benefit entity as defined by FRS 102.

There have been no changes in the accounting policies in the reporting year. No changes to accounting estimates have occurred in the reporting year. No material prior-year errors have been identified in the reporting year.

2. Accounting policies

Recognition of income

Income is recognised in the period in which the charity becomes entitled to receipt, the amount receivable can be measured with reasonable certainty, and receipt is probable. For the most part, income is generally recognised when it is received. Income is only deferred when the charity has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

Income from donations includes donated facilities, services, and goods. Facilities, services, and goods donated for the charity's own use are recognised as income when receivable at their value to the charity.

When donated goods, services and facilities are distributed or consumed, an expense in respect of those items is included in the Statement of Financial Activities. At the year-end any goods that have not been distributed or consumed are recognised as stock; donated fixed assets are capitalised.

Notes to the financial statements for the year ended 31 July 2024 (cont.)

Income from charitable activities represents income receivable from goods, services and facilities supplied in furtherance of the charity's charitable objects. It includes income from seminary fees and other events and courses.

Grants and donations are only included in the SoFA when the general income recognition criteria are met.

The charity has taken the view that it has only one charitable activity, namely the advancement of the Christian faith, and all income from donations, legacies and charitable activities is in respect of this one activity.

Expenditure

Expenditure, including irrecoverable VAT, is recognised when it is incurred or, if earlier, when a legal or constructive obligation for payment arises provided that it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure on raising funds comprises the costs incurred on fundraising.

The Charities SORP requires charities with income over £500,000 to allocate costs to the various activities undertaken by the charity. The nature of the work of the charity is considered to be so integrated that the core charitable activity costs are considered to be for the one activity.

Governance costs, which are included in expenditure on charitable activities but are identified separately in the notes to the accounts, includes costs associated with the strategic management of the charity.

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity. Restricted funds are donations which are to be used in accordance with specific restrictions imposed by donors; they include donations received from appeals for specific activities or projects.

Intangible fixed assets

The cost of software is capitalised and amortised on a straight-line basis over its expected useful life, which is expected to be three years.

Tangible fixed assets

Items purchased or donated for the charity's own use are capitalised when the cost of purchased items, or the fair value of donated items, is more than £1,000 and the item is expected to benefit the charity over more than one accounting period. Depreciation is charged on a straight line basis so as to write down the value of each asset to its estimated residual value (if any) over its expected useful economic life. To achieve this objective the following rates of depreciation are charged:

Equipment: 3 years

The carrying values of tangible fixed assets are reviewed for impairment in periods when events or changes in circumstances indicate that the carrying value may not be recoverable.

Stocks

Stocks of goods purchased for re-sale are stated at the lower of cost and net realisable value

Notes to the financial statements for the year ended 31 July 2024 (cont.)

Debtors

Debtors (including trade debtors and loans receivable) are measured on initial recognition at settlement amount after any trade discounts or amount advanced by the charity. Subsequently, they are measured at the cash or other consideration expected to be received.

Pension scheme arrangements

The charity operates defined contribution pension schemes for its employees. Obligations for contributions to these schemes are recognised as an expense when the liability arises. The assets of these schemes are held separately from those of the charity in independently administered funds.

Taxation

The charity has taken advantage of the various reliefs from taxation available to charities and no tax is payable on the charity's income.

Financial instruments

The charity's financial assets and financial liabilities all qualify as basic financial instruments, as defined by FRS102. Creditors and debtors are measured at their expected settlement value (normally the amount of cash that the charity expects to pay or receive).

Foreign currency translation

These financial statements are presented in sterling, which is the charity's functional currency.

- Income and expenditure denominated in a foreign currency are translated into sterling at the exchange rate prevailing on the date of the transaction.
- Monetary assets and liabilities denominated in a foreign currency are re-translated at the exchange rate prevailing at the balance sheet date.
- Non-monetary assets are measured at historic cost at the rate of exchange prevailing on the date of the transaction and are not subsequently re-translated.

All differences arising from the application of the above policy are charged (or credited) to the Statement of Financial Activities.

Critical accounting estimates and areas of judgement

The trustees do not consider that there are any material sources of estimation or uncertainty at the balance sheet date that could result in a material adjustment to the carrying values of assets and liabilities in the next reporting period.



Notes to the financial statements for the year ended 31 July 2024 (cont.)

3. Donations

	Unrestricted Funds Year ended 31 Jul '24 £	Restricted Funds Year ended 31 Jul '24 £	Total Funds Year ended 31 Jul '24 £	Unrestricted Funds Year ended 31 Jul '23 £	Restricted Funds Year ended 31 Jul '23 £	Total Funds Year ended 31 Jul '23 £
Donations of cash & similar	10,011	13,300	23,311	3,337	7,000	10,337
Donations in kind	0	0	0	0	0	0
Other grants receivable	0	67,389	67,389	18,092	71,000	89,092
Total donations	10,011	80,689	90,701	21,429	78,000	99,429

£80,689 of donations received were restricted in nature (2023: £78,000). £45,389 and £22,000 were given to be used to help run Crosslands Forum and the Cultivate programme respectively (2023: £49,000/ £22,000). A further £13,300 was received to supplement the fees of any student who suffers financial hardship (2023: £7,000).

4. Income from charitable activities

	Unrestricted Funds Year ended 31 Jul '24 £	Restricted Funds Year ended 31 Jul '24 £	Total Funds Year ended 31 Jul '24 £	Unrestricted Funds Year ended 31 Jul '23 £	Restricted Funds Year ended 31 Jul '23 £	Total Funds Year ended 31 Jul '23 £
Fee income	563,540	0	563,540	546,020	0	546,020
Online sales	28,725	0	28,725	30,408	0	30,408
Other	4,596	0	4,596	11,443	0	11,443
Total charitable activities	596,861	0	596,861	587,871	0	587,871

Notes to the financial statements for the year ended 31 July 2024 (cont.)

5. Analysis of expenditure

	Unrestricted Funds Year ended 31 Jul '24 £	Restricted funds Year ended 31 Jul '24 £	Total funds Year ended 31 Jul '24 £	Unrestricted Funds Year ended 31 Jul '23 £	Restricted funds Year ended 31 Jul '23 £	Total funds Year ended 31 Jul '23 £
Expenditure on raising funds:						
Advertising, marketing & publicity	14,008	733	14,741	11,343	1,671	13,014
Total expenditure on raising funds	14,008	733	14,741	11,343	1,671	13,014
Expenditure on charitable activities:						
Course delivery	182,994	1,220	184,214	207,474	824	208,298
Course development	3,165	0	3,165	12,651	18	12,669
Consumable equipment	5,582	540	6,122	4,858	1,027	5,884
Royalties	0	0	0	703	0	703
Employment costs	400,425	125,656	526,081	251,032	199,157	450,189
Staff training	1,758	789	2,547	1,587	1,127	2,714
Office rental and utilities	11,058	4,815	15,873	5,573	3,959	9,532
Travel and subsistence	3,872	1,537	5,409	4,264	3,711	7,975
Governance costs	756	321	1,077	309	220	529
Administrative costs	13,342	8,485	21,827	10,812	7,464	18,276
Total expenditure on charitable activities	622,953	143,362	766,315	499,263	217,507	716,770
Total expenditure	636,961	144,095	781,056	510,606	219,178	729,784

£93,777 of restricted expenditure in the year related to the development and delivery of Crosslands Forum (2023: £180,957), £46,127 was incurred on the delivery of the Cultivate programme (2023: £26,050) and £4,190 was spent on Partnership development (2023: £12,174).

6. Fees for examination or audit of the accounts

Fees of £3,360 were paid in relation to the independent examiner's fees for reporting on the accounts (2023: £3,120). In addition, the charity paid £1,200 (2023: £1,126) to Stewardship for payroll bureau services.



Notes to the financial statements for the year ended 31 July 2024 (cont.)

7. Analysis of staff costs, the cost of key management personnel and trustee remuneration and expenses

	<i>Year ended</i> 31 Jul '24	<i>Year ended</i> 31 Jul '23
Wages and salaries	433,106	374,277
Social security costs	39,763	34,074
Other pension costs	41,363	29,793
	514,232	438,143

The average monthly number of employees during the year was nine (2023: eight).

<i>Employee's emoluments exceeding £60,000 (excluding pension contribution)</i>	<i>Year ended</i> 31 Jul '24	<i>Year ended</i> 31 Jul '23
£70,000 - £80,000	1	1
£60,000 - £70,000	1	1

The key management personnel of the charity comprise the trustees named on page 6, the Executive Director of Crosslands, the Director of Crosslands Forum and the Programme Delivery Director.

During the year, key management received employee benefits totalling £206,027 (2023: £181,203).

No expenses were paid to trustees in the current year (2023: none).

8. Intangible fixed assets

	Website £	Total £
Cost		
At 1 August 2023	4,800	4,800
Additions	0	0
At 31 July 2024	4,800	4,800
Amortisation		
At 1 August 2023	3,333	3,333
Charge for the year	1,467	1,467
At 31 July 2024	4,800	4,800
Net book value		
At 31 July 2024	0	0
At 31 July 2023	1,467	1,467



Notes to the financial statements for the year ended 31 July 2024 (cont.)

9. Tangible fixed assets

	Computer Equipment £	Total £
Cost		
At 1 August 2023	6,197	6,197
Additions	2,987	2,987
At 31 July 2024	9,184	9,184
Accumulated depreciation		
At 1 August 2023	4,333	4,333
Charge for the year	2,046	2,046
At 31 July 2024	6,379	6,379
Net book value		
At 31 July 2024	2,805	2,805
At 31 July 2023	1,864	1,864

10. Debtors

	31 July 2024 £	31 July 2023 £
Trade debtors	11,570	1,275
Tax recoverable	1,300	1,000
Other debtors	3,330	1,996
Prepayments and accrued income	49,127	27,982
	65,328	32,253

11. Creditors: amounts falling due within one year

	31 July 2024 £	31 July 2023 £
Trade creditors	13,105	8,255
Accruals	60,405	30,911
Deferred income (note 12)	13,718	9,805
	87,229	48,972

Notes to the financial statements for the year ended 31 July 2024 (cont.)

12. Deferred Income

	31 July 2024	31 July 2023
	£	£
Balance at the beginning of the reporting period	9,805	27,121
Amount released to income	(9,805)	(27,121)
Amount deferred in year	13,718	9,805
Balance at the end of the reporting period	13,718	9,805

All deferred income related to student fees paid in advance for the following academic year. The income deferred at the period end will be released to income over the following periods:

	31 July 2024	31 July 2023
	£	£
Within one year	13,718	9,305
After one year	0	500
	13,718	9,805

13. Pension commitments

During the year employer's pension contributions totalling £41,363 (2023: £29,793) were payable to defined contribution personal pension schemes. £4,678 of pension contributions were owing at the balance sheet date (2023: £nil).

14. Charity funds

During the year the movements in the charity's funds were as follows:

<i>Fund name</i>	1 Aug '23	Income	Expenditure	Transfers	31 July '24
	£	£	£	£	£
Restricted - Turkish translation project	1,074	0	0	0	1,074
Restricted - Polish translation project	954	0	0	0	954
Restricted - Russian translation project	6,782	0	0	0	6,782
Restricted - Seminary bursary	7,251	13,300	0	(4,200)	16,351
Restricted – Crosslands Forum	733	45,389	(93,777)	47,655	0
Restricted - Cultivate	35,492	22,000	(46,127)	0	11,365
Restricted - Partnership	21,826	0	(4,190)	0	17,636
Unrestricted funds	211,139	606,873	(636,961)	(43,455)	137,596
	285,251	687,562	(781,056)	0	191,757

Notes to the financial statements for the year ended 31 July 2024 (cont.)

The restricted funds represent funds made available for:

- the translation of foundation material from English into Russian, Polish and Turkish;
- costs incurred in relation to setting up and running Crosslands Forum;
- costs incurred in relation to setting up and running the Cultivate programme;
- employment costs associated with the development of Partnerships and fundraising; and
- a student bursary to supplement the fees of any student who suffers financial hardship in order to allow them to continue on the seminary programme.

£4,200 of the Restricted - Seminary Bursary fund was utilised in the year. The corresponding transfer relates to the movement of funds to accommodate this. The transfer of £47,655 from Unrestricted funds to Restricted - Crosslands Forum is to offset the deficit in the fund at the year-end.

Analysis of net assets by fund

The assets and liabilities of the various funds were as follows:

	Unrestricted funds £	Restricted Partnership £	Restricted Cultivate £	Restricted Forum £	Restricted Bursary £	Restricted Translation £	Total £
Intangible fixed assets	0	0	0	0	0	0	0
Tangible fixed assets	1,658	0	1,148	0	0	0	2,806
Stock	0	0	0	0	0	0	0
Debtors	64,028	0	0	0	1,300	0	65,328
Cash at bank and in hand	158,041	17,636	11,314	0	15,051	8,810	210,851
Creditors due within 1 year	(86,132)	0	(1,097)	0	0	0	(87,229)
	137,596	17,636	11,365	0	16,351	8,810	191,757

In the previous year the movements in the charity's funds were as follows:

<i>Fund name</i>	1 Aug '22 £	Income £	Expenditure £	Transfers £	31 July '23 £
Restricted - Turkish translation project	1,074	0	0	0	1,074
Restricted - Polish translation project	954	0	0	0	954
Restricted - Russian translation project	6,782	0	0	0	6,782
Restricted - Seminary bursary	1,900	7,000	1	(1,650)	7,251
Restricted - Crosslands Forum	1,534	49,000	(180,956)	131,155	733
Restricted - Cultivate	39,542	22,000	(26,050)	0	35,492
Restricted - Partnership	34,000	0	(12,174)	0	21,826
Unrestricted funds	241,948	609,301	(510,605)	(129,505)	211,139
	327,734	687,301	(729,784)	0	285,251

Notes to the financial statements for the year ended 31 July 2024 (cont.)

Analysis of net assets by fund

In the previous year the assets and liabilities of the various funds were as follows:

	Unrestricted funds £	Restricted Partnership £	Restricted Cultivate £	Restricted Forum £	Restricted Bursary £	Restricted Translation £	Total £
Intangible fixed assets	733	0	0	733	-	-	1,466
Tangible fixed assets	1,864	0	0	-	-	-	1,864
Stock	58	0	0	-	-	-	58
Debtors	31,253	0	0	-	1,000	-	32,253
Cash at bank and in hand	226,203	21,826	35,492	0	6,251	8,810	298,582
Creditors due within 1 year	(48,973)	0	0	0	-	-	(48,973)
	211,139	21,826	35,492	733	7,251	8,810	285,251

15. Reconciliation of net income to net cash flow from operating activities

	31 July 2024 £	31 July 2023 £
Net income for the reporting period	(93,494)	(42,483)
<i>Adjustments for:</i>		
Fixed asset acquisitions	(2,987)	0
Depreciation charges and provisions for impairment	3,512	3,666
(Increase)/decrease in stocks	58	151
(Increase)/decrease in debtors	(33,075)	(4,665)
Increase/(decrease) in creditors	38,256	2,016
Net cash provided by (used in) operating activities	(87,731)	(41,315)

16. Analysis of cash and cash equivalents

	31 July 2024 £	31 July 2023 £
Cash at bank with immediate access	110,851	198,582
Notice deposits (less than three months)	100,000	100,000
Total cash and cash equivalents	210,851	298,582

17. Related party disclosures

Related parties are defined as trustees, key management and their connected persons.

A trustee, Mr R Cunnington is a trustee of the City Church Manchester CIO and is regarded as senior management. During the period, the charity received a donation of £3,600 from City Church Manchester CIO (2023: £1,560 for fees due in relation to a City Church Manchester staff member enrolled on Crosslands' seminary programme).

During the year, the charity received donations totalling £3,200 (2023: £2,000) from other related parties (which includes trustees, any other members of key management, and anyone closely connected to them).



Notes to the financial statements for the year ended 31 July 2024 (cont.)

No other transactions with related parties occurred during the year except as disclosed in note 7, 'Analysis of staff costs'.

CROSSLANDS

England & Wales - Charity number 1167211

Accounts



CROSSLANDS

*Unaudited financial statements
for the year ended 31 July 2023*

Charity number: 1167211



Crosslands

Unaudited financial statements for the year ended 31 July 2023

Contents

Trustees' report for the year ended 31 July 2023	1
Independent Examiner's Report to the Trustees of Crosslands	7
Statement of financial activities for the year ended 31 July 2023	8
Balance sheet at 31 July 2023	9
Cash flow statement for the year ended 31 July 2023	10
Notes to the financial statements for the year ended 31 July 2023	11

Trustees' report for the year ended 31 July 2023

The trustees present their report together with the financial statements of Crosslands for the year ended 31 July 2023.

Objectives and activities

Crosslands exists to provide flexible, accessible, and trusted theological training and resources that support local churches' health, growth and mission.

Crosslands' objectives, as set out in the Constitution, are:

- to provide for the public benefit Christian training to educate and equip church leaders, mainly but not exclusively in the UK, Europe and 10:40 window, to have the knowledge and skills required to care for the spiritual, moral and welfare needs of their churches and wider communities;
- to provide for the public benefit Christian resources that educate church congregations and individuals in accordance with Christian beliefs as outlined in our Statement of Faith; and
- to advance the Christian faith for the benefit of the public in such charitable ways as the Charity Trustees think fit from time to time.

Crosslands' programmes provide leaders and other disciples with relevant and affordable resources for every stage of discipleship and leadership, through all of life. Our delivery model is designed to ensure our programmes will serve churches which have poor access to more traditionally delivered training and resources, either due to socioeconomic factors or location.

The main activities undertaken during the year in relation to these objectives were:

- Delivering and further expanding an accredited **Seminary** programme for students throughout the UK and beyond (the most significant area of activity by some margin).
- Delivering and expanding a suite of flexible, accessible **Foundation** training materials to resource local church training.
- Designing and launching a new theology access programme, **Basecamp**, which provides people with a low-cost, low-risk onramp to more serious theological learning.
- Delivering a range of short courses on cultural engagement and cultural leadership through **Crosslands Forum**.
- Launching and delivering the first cohort of a new programme, '**Cultivate**', designed to raise up a new cohort of biblical thought leaders able to create new resources and to train church leaders and members to engage confidently with current issues in society.
- Designing and preparing for the launch of a new **Lifelong Learning** programme to provide for the ongoing ministerial development of those with many years of experience in ministry who need refreshment or support.
- Consolidating and expanding our annual conference, '**Theology for Life**', run for the second time this year.
- Providing expert speakers and trainers for **other organisations** to help resource local and specialist training initiatives.

Public benefit

When planning the activities, the trustees have applied the Charity Commission guidance in relation to public benefit, in particular, the guidance on the Advancement of Religion for the Public Benefit. The ways that the charity operates for the benefit of the wider public are detailed below:

- The curriculum is developed in such a way as to be contextually adaptable and appropriate. This is to equip and train Christians to intentionally invest in local communities.



Trustees' report for the year ended 31 July 2023 (cont.)

- Content is accessible and relevant to a wide variety of people, including the Foundation and Basecamp programmes, which are accessible to those with little or no formal education.
- The delivery model is designed to make training accessible to people in remote and dispersed locations who would not normally be able to access high-quality training.
- The retail prices of courses and resources are set to ensure that content is available to a wide variety of students, to allow people to integrate study into their current context, and so encourage people to study in groups which we believe provide more effective educational and formational outcomes.
- Crosslands staff are made available to speak and run training courses in a wide range of communities and for a range of other organisations, regardless of their ability to pay for such services.
- Virtually all Crosslands students, course participants and alumni are utilising the benefits of this training to serve local communities both during and after their training with Crosslands. This will include leading church communities, youth and children's work, training younger leaders, providing counselling and pastoral care, and many other forms of community service, including many in very deprived areas.

Achievements and Performance

The **Seminary** programme remained our most significant activity by some margin, with total student numbers continuing to increase year on year and the number of early withdrawals from the programme remaining very low. Enrolments for the next year (completed by the end of July 2023) were on target. This growth is particularly encouraging in the context of ongoing changes in the wider theological education landscape.

We continued to see diversity in our student body in terms of ethnicity, gender and international participation, with around 12% of students from BAME backgrounds and around 30% women being significantly more diverse than other similar organisations.

We piloted a new access level programme, Crosslands **Basecamp**, providing an onramp to structured theological learning for those who have no tertiary education or who cannot commit to the full Seminary programme for any reason. The pilot's success resulted in the programme's full launch the following year.

Sales of **Foundation** courses increased significantly during the year, reflecting the quality of the newly redesigned programme and the relevance of the material, which is reaching a steadily growing number of churches in the UK and internationally. We added two new courses to the curriculum, and small improvements across all courses continued to enhance the learner experience and cater for different learning styles and some accessibility needs.

A new programme of short but advanced level '**Lifelong Learning**' courses was launched during the year, catering for the continued personal and professional development of church leaders and other experienced ministry leaders. We have seen a healthy takeup of places on these courses and will continue to offer them.

Between August and July, there was continued growth in Crosslands **Forum**. A number of short courses and reading groups started, the most popular being three groups (with more to start subsequently) reading through Watkin's Biblical Critical Theory. Perhaps the most significant Forum development was the launch of our first **Cultivate** cohort, a mentored scheme to nurture new voices within the UK church. Finally, we held a Crosslands Forum 24-hour conference in February

Our core staff team has expanded from nine at the start of the year to twelve by the end of the year, and the greater depth and experience of the team has brought more capacity for growth and overall resilience. The number of contracted contributors (tutors and other specialist teaching and content producers) is 17, bringing the total to 29. The appointment of a new Biblical Studies lead, in good time to commence the following academic year's teaching, was the final staff change of the year.

Trustees' report for the year ended 31 July 2023 (cont.)

2022-23 was a year of consolidation for Crosslands, embedding the many changes and diversifications of the previous couple of years whilst continuing steady growth in learners and programmes. This demonstrates that Crosslands is continuing to meet important needs for those we exist to serve and enables us to continue to pursue our longer-term objectives with confidence.

Financial review

The results for the year and the financial position of the charity are shown on pages 8 to 20.

We are pleased to report continued financial health and growth.

During the year, income increased by £50,561, to £687,301, and expenditure increased by £159,946, to £729,784. As a result, the charity had a deficit for the year of £42,483, compared to a surplus of £66,902 in 2022.. The charity's net assets decreased by the same amount to £285,251. Net current assets decreased by £38,818 to £281,920.

Principal risks

The trustees maintain a strategic risk register which is reviewed at least annually and also when new risks are identified or changes to risks become known.

Any damage to key strategic relationships that enable the delivery and accreditation of our seminary programme is recognised as one of the greatest risks for ongoing operations and we therefore actively manage our relationships with those key partners.

Loss or shortage of key staff has the potential to impact our ability to deliver key programmes, whether operationally or academically. This risk has become significantly lower over the past year with our larger and more established staff team, and is further reduced by maintaining a wide base of contractors and associate staff who are able to contribute to programme development and delivery. Codification of course content and improvements to the integration and automation of business processes further mitigates this risk.

Sustaining income and a healthy cash flow has been a strength of the organisation thus far but has become more challenging as costs increase. Appropriate fee increases, continued careful management of costs, and the development of new sources of funding are all helping to limit the impact of cost increases.

Reserves policy

The trustees have considered the charity's requirement for reserves in light of the main risks to the organisation. The Operating Reserve Policy for Crosslands aims to ensure the stability of the organisation's mission, programs, employment, and ongoing operations. The Operating Reserve is intended to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, unanticipated loss in funding, or uninsured losses. The reserve may also be used for one-time, nonrecurring expenses that will build long-term capacity, such as staff development, research and development, or investment in infrastructure. Operating Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. It is the intention of Crosslands for Operating Reserves to be used and replenished within a reasonably short period of time. The Operating Reserve Policy will be implemented in concert with the other governance and financial policies of Crosslands and is intended to support the goals and strategies contained in these related policies and strategic and operational plans.

The Trustees have set a target level of reserves equal to four months of average operating costs. Currently, the charity holds unrestricted net current assets of £208,541 (2023: £236,485). This represents 3.5 months of

Trustees' report for the year ended 31 July 2023 (cont.)

average operating costs. The reserve is slightly lower than the previous year because of a strategic decision to expand the staff team to create capacity for handling growth, and investment that will enable us to increase our future income.

The trustees have not identified any significant events that have had a material effect on the financial performance or position of the organisation.

Plans for future periods

Our key aims for the next two years are:

To continue the growth and maturation of the Crosslands Seminary programme, including the establishment of new partnerships that will expand the reach of the programme outside of the UK and Europe.

To continue to extend the scale and reach of our Foundation resources into new markets, enabling us both to serve a wider constituency of churches and to benefit from a return on the investment made in this programme.

To build out the new Basecamp programme from pilot to sustainable scale, providing an accessible route into more advanced theological education for those without prior tertiary education.

To offer (through delivery and publication) the resources being generated by Cultivate programme participants and to recruit two further cohorts for the programme over the next two years.

To extend the Lifelong and Forum short course offerings in both scope and number.

To pilot and evaluate a new programme for church planters and revitalisers.

To extend the application of specialist learning design input (including learning needs support) into more of our courses.

To continue our investment into information technology systems to enable the streamlining, integration and automation of key business processes to help us maintain high standards of service for learners at scale, whilst keeping costs affordable.

Structure, Governance and Management

The organisation is a Charitable Incorporated Organisation, incorporated and registered as a charity on 19th May 2016. The charity is established under a constitution, which contains the objects and powers of the organisation. The constitution was updated on 6th May 2021 to reflect a change in the involvement of the two founding charities.

Responsibility for setting policy and for determining the parameters within which the charity should operate rests with the trustees who meet regularly to monitor the activities of the charity. The trustees have a duty to identify and review the risks to which the charity is exposed, be they operational, financial or reputational, and ensure appropriate controls are in place to provide reasonable assurance against fraud or error. Responsibility for the day-to-day operation of the charity has been delegated to a senior management team led by Jen Charteris.

Recruitment and appointment of new trustees

At any time there must be a minimum of four trustees. The board of trustees is responsible for the appointment of new trustees. Every trustee must be appointed for a term of up to three years by a resolution passed at a

Trustees' report for the year ended 31 July 2023 (cont.)

properly convened meeting of the Charity Trustees. All trustees appointed fully support the charity's aims and objectives.

All trustees work voluntarily and receive no salary from the charity. Any expenses reclaimed or royalties paid from the charity are described in note 7 of the accounts.

Most trustees bring prior experience of governance. Upon appointment, they are provided with key documents and participate in at least two conversations with other trustees. Essential information on how governance works in practice at Crosslands is provided in the form of a governance manual. The trustees conduct a board effectiveness evaluation approximately once every two years.

Organisational structure

The board of trustees governs Crosslands and meets at least three times a year (usually four). The trustees appoint the directors and delegate the day-to-day running of the charity to them. Directors report to the board jointly and participate in an annual review with trustee representatives individually.

The Head of Finance also serves as company secretary and is a member of the executive leadership team.

Pay and remuneration

The trustees adopted a salary scale linked to higher education pay scales in 2020. The trustees set and review pay for directors according to this benchmark. Directors in turn set staff salaries accordingly.

Reference and administrative details

<i>Charity name:</i>	Crosslands
<i>Key Management:</i>	Mrs J Charteris (Executive Director) Dr D Strange (Director of Crosslands Forum) Mrs C Carvel (Head of Finance & Company Secretary)
<i>Trustees:</i>	Mr R Cunnington Mrs M Hendry (appointed 8 February 2023) Mr S McKay Mr P Moore (resigned 29 November 2022) Mr I Roberts Mr D Steel (resigned 31 July 2023) Mrs R McLaughlin (resigned 15 April 2024)
<i>Charity registration number:</i>	1167211
<i>Registered office:</i>	Hadrian House, Newcastle upon Tyne, NE1 8AF
<i>Professional advisors</i>	Stewardship Services (UKET) Limited (Independent Examiners) CAF Bank Ltd (Banker) Kingdom Bank (Banker) Wise (Banker)



Trustees' report for the year ended 31 July 2023 (cont.)

Trustees' Responsibilities

The trustees are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Charity law requires us as trustees to prepare financial statements for each financial period that give a true and fair view of the state of the affairs of the charity, as at the balance sheet date, and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, they will:

- select suitable accounting policies and apply them consistently;
- observe methods and principles in the applicable Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- State whether the applicable account 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 not appropriate to assume that the company will not continue on that basis.

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Account and Reports) Regulations, and the provision of the Constitution.

The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees confirm that the accounts comply with current statutory requirements and those of the organisation's governing document.

Approval

This report was approved by the trustees and signed on their behalf by:

Ian Roberts

Ian Roberts (May 24, 2024 15:20 GMT+1)

Mr I Roberts (Trustee)

Date: **May 24, 2024**

Independent Examiner's report to the Trustees of Crosslands for the year ended 31 July 2023

I report to the charity trustees on my examination of the accounts of the Charity for the year ended 31 July 2023 on pages 8 to 20 following, which have been prepared on the basis of the accounting policies set out on pages 11 to 13.

Responsibilities and basis of the report

As the charity's trustees of the Charitable Incorporated Organisation, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Charity's accounts carried out under section 145 of the Act, and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

Since the Charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Lourens du Plessis
Lourens du Plessis (May 24, 2024 15:25 GMT+1)

Lourens du Plessis ACA CA (SA)

Member of the Institute of Chartered Accountants in England and Wales

Stewardship
1 Lamb's Passage
London
EC1Y 8AB

Date: May 24, 2024

Statement of financial activities for the year ended 31 July 2023

Description by activity	Note	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		Funds	funds	funds	Funds	funds	funds
		Year ended	Year ended	Year ended	Year ended	Year ended	Year ended
		31 Jul '23	31 Jul '23	31 Jul '23	31 Jul '22	31 Jul '22	31 Jul '22
		£	£	£	£	£	£
Incoming resources							
<i>Income & endowments from:</i>							
Donations & legacies	3	21,429	78,000	99,429	46,519	123,492	170,011
Charitable activities	4	587,871	0	587,871	466,730	0	466,730
Total		609,301	78,000	687,301	513,249	123,492	636,740
Resources expended							
<i>Expenditure on:</i>							
Raising funds	5	11,343	1,671	13,014	10,019	377	10,396
Charitable activities	5	499,363	217,507	716,770	404,713	154,728	559,442
Total		510,605	219,178	729,784	414,733	155,105	569,838
Net income/expenditure		99,295	(141,178)	(42,435)	98,516	(31,614)	66,902
Transfer between funds		(129,505)	129,505	0	(53,509)	53,509	0
Net movement in funds		(30,810)	(11,673)	(42,483)	45,007	21,895	66,902
Reconciliation of funds:							
Total funds brought forward	14	241,948	85,786	327,734	196,941	63,891	260,832
Total funds carried forward		211,139	74,113	285,251	241,948	85,786	327,734

There were no other recognised gains other than those noted above.

The notes on pages 11 to 20 form part of these accounts.

Balance Sheet as at 31 July 2023

		Unrestricted Funds 31 Jul '23	Restricted funds 31 Jul '23	Total funds 31 Jul '23	Unrestricted Funds 31 Jul '22	Restricted funds 31 Jul '22	Total funds 31 Jul '22
	Note	£	£	£	£	£	£
Non-current assets							
Intangible assets	8	733	733	1,467	1,533	1,533	3,067
Tangible assets	9	1,864	0	1,864	3,930	0	3,930
Total non-current assets		2,597	733	3,331	5,463	1,533	6,996
Current assets							
Stock		58	0	58	210	0	210
Debtors	10	31,252	1,000	32,252	27,586	0	27,586
Cash at bank and in hand		226,203	72,379	298,582	254,523	85,375	339,898
Total current assets		257,512	73,379	330,892	282,319	85,375	367,694
Creditors: amounts falling due within one year	11	(48,972)	0	(48,972)	(45,834)	(1,122)	(46,956)
Net current assets		208,541	73,379	281,920	236,485	84,253	320,738
Total assets less current liabilities		211,138	74,113	285,251	241,948	85,786	327,734
Total net assets		211,138	74,113	285,251	241,948	85,786	327,734
Fund Balances							
Restricted income funds	14	0	74,113	74,113	0	85,786	85,786
Unrestricted funds	14	211,138	0	211,138	241,948	0	241,948
Total funds		211,138	74,113	285,251	241,948	85,786	327,734

The notes on pages 8 to 20 form part of the accounts.

Approved by the Trustees for issue on May 24, 2024

Ian Roberts
Ian Roberts (May 24, 2024 15:20 GMT+1)
 Mr I Roberts (Trustee)

Charity registration number 1167211

Cash flow Statement as at 31 July 2023

	Note	Year ended 31 Jul '23 £	Year ended 31 Jul '22 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	15	(41,315)	29,597
Cash flows from investing activities:			
Purchase of property, plant and equipment		0	(4,042)
Net cash provided by (used in) investing activities		0	(4,042)
Cash flows from financing activities:			
Net cash provided by (used in) financing activities	16	0	0
Change in cash and equivalents in the reporting period		(41,315)	25,555
Cash and equivalents at the beginning of the year		339,897	314,342
Cash and cash equivalents at the end of the year		298,582	339,897
Analysis of change in net debt:			
	At start of year £	Cash-flows £	At end of year £
Cash	339,897	(41,315)	298,582
Total net funds/ (debt)	339,897	(41,315)	298,582

Notes to the financial statements for the year ended 31 July 2023

1. Basis of preparation

These financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value. These financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and with the Charities Act 2011 and UK Generally Accepted Practice as it applies from January 2015.

The accounts have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective since 2005 which has since been withdrawn.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the charity's forecasts and projections and the possible implications should projected income or expenditure vary unexpectedly. The trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue to operate for the foreseeable future. The charity, therefore, continues to adopt the going concern basis in preparing its financial statements.

The charity constitutes a public benefit entity as defined by FRS 102.

There have been no changes in the accounting policies in the reporting year. No changes to accounting estimates have occurred in the reporting year. No material prior-year errors have been identified in the reporting year.

2. Accounting policies

Recognition of income

Income is recognised in the period in which the charity becomes entitled to receipt, the amount receivable can be measured with reasonable certainty, and receipt is probable. For the most part, income is generally recognised when it is received. Income is only deferred when the charity has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

Income from donations includes donated facilities, services, and goods. Facilities, services, and goods donated for the charity's own use are recognised as income when receivable at their value to the charity.

When donated goods, services and facilities are distributed or consumed, an expense in respect of those items is included in the Statement of Financial Activities. At the year-end any goods that have not been distributed or consumed are recognised as stock; donated fixed assets are capitalised.

Notes to the financial statements for the year ended 31 July 2023 (cont.)

Income from charitable activities represents income receivable from goods, services and facilities supplied in furtherance of the charity's charitable objects. It includes income from seminary fees and other events and courses.

Grants and donations are only included in the SoFA when the general income recognition criteria are met.

The charity has taken the view that it has only one charitable activity, namely the advancement of the Christian faith, and all income from donations, legacies and charitable activities is in respect of this one activity.

Expenditure

Expenditure, including irrecoverable VAT, is recognised when it is incurred or, if earlier, when a legal or constructive obligation for payment arises provided that it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure on raising funds comprises the costs incurred on fundraising.

The Charities SORP requires charities with income over £500,000 to allocate costs to the various activities undertaken by the charity. The nature of the work of the charity is considered to be so integrated that the core charitable activity costs are considered to be for the one activity.

Governance costs, which are included in expenditure on charitable activities but are identified separately in the notes to the accounts, includes costs associated with the strategic management of the charity.

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity. Restricted funds are donations which are to be used in accordance with specific restrictions imposed by donors; they include donations received from appeals for specific activities or projects.

Intangible fixed assets

The cost of software is capitalised and amortised on a straight-line basis over its expected useful life, which is expected to be three years.

Tangible fixed assets

Items purchased or donated for the charity's own use are capitalised when the cost of purchased items, or the fair value of donated items, is more than £1,000 and the item is expected to benefit the charity over more than one accounting period. Depreciation is charged on a straight line basis so as to write down the value of each asset to its estimated residual value (if any) over its expected useful economic life. To achieve this objective the following rates of depreciation are charged:

Equipment: 3 years

The carrying values of tangible fixed assets are reviewed for impairment in periods when events or changes in circumstances indicate that the carrying value may not be recoverable.

Stocks

Stocks of goods purchased for re-sale are stated at the lower of cost and net realisable value



Notes to the financial statements for the year ended 31 July 2023 (cont.)

Debtors

Debtors (including trade debtors and loans receivable) are measured on initial recognition at settlement amount after any trade discounts or amount advanced by the charity. Subsequently, they are measured at the cash or other consideration expected to be received.

Pension scheme arrangements

The charity operates defined contribution pension schemes for its employees. Obligations for contributions to these schemes are recognised as an expense when the liability arises. The assets of these schemes are held separately from those of the charity in independently administered funds.

Taxation

The charity has taken advantage of the various reliefs from taxation available to charities and no tax is payable on the charity's income.

Financial instruments

The charity's financial assets and financial liabilities all qualify as basic financial instruments, as defined by FRS102. Creditors and debtors are measured at their expected settlement value (normally the amount of cash that the charity expects to pay or receive).

Foreign currency translation

These financial statements are presented in sterling, which is the charity's functional currency.

- Income and expenditure denominated in a foreign currency are translated into sterling at the exchange rate prevailing on the date of the transaction.
- Monetary assets and liabilities denominated in a foreign currency are re-translated at the exchange rate prevailing at the balance sheet date.
- Non-monetary assets are measured at historic cost at the rate of exchange prevailing on the date of the transaction and are not subsequently re-translated.

All differences arising from the application of the above policy are charged (or credited) to the Statement of Financial Activities.

Critical accounting estimates and areas of judgement

The trustees do not consider that there are any material sources of estimation or uncertainty at the balance sheet date that could result in a material adjustment to the carrying values of assets and liabilities in the next reporting period.

Notes to the financial statements for the year ended 31 July 2023 (cont.)

3. Donations

	Unrestricted Funds Year ended 31 Jul '23 £	Restricted Funds Year ended 31 Jul '23 £	Total Funds Year ended 31 Jul '23 £	Unrestricted Funds Year ended 31 Jul '22 £	Restricted Funds Year ended 31 Jul '22 £	Total Funds Year ended 31 Jul '22 £
Donations of cash & similar	3,337	7,000	10,337	4,201	34,051	38,253
Donations in kind	0	0	0	1,103	0	1,103
Other grants receivable	18,092	71,000	89,092	41,215	89,440	130,655
Total donations	21,429	78,000	99,429	46,519	123,492	170,011

£78,000 of donations received were restricted in nature (2022: £123,492). £49,000 and £22,000 were given to be used to help launch and run Crosslands Forum and the Cultivate programme respectively (2022: £49,000/£40,440). A further £7,000 was received to supplement the fees of any student who suffers financial hardship (2022: £51).

In the prior year, £34,000 was given to fund salaries associated with Partnership development and donations in kind comprised of donated facilities, namely an office that was made available rent-free between May 2022 and September 2022 for administrative activities.

4. Income from charitable activities

	Unrestricted Funds Year ended 31 Jul '23 £	Restricted Funds Year ended 31 Jul '23 £	Total Funds Year ended 31 Jul '23 £	Unrestricted Funds Year ended 31 Jul '22 £	Restricted Funds Year ended 31 Jul '22 £	Total Funds Year ended 31 Jul '22 £
Fee income	546,020	0	546,020	458,597	0	458,597
Online sales	30,408	0	30,408	2,651	0	2,651
Other	11,443	0	11,443	5,481	0	5,481
Total charitable activities	587,871	0	587,871	466,730	0	466,730

Notes to the financial statements for the year ended 31 July 2023 (cont.)

5. Analysis of expenditure

	Unrestricted Funds Year ended 31 Jul '23 £	Restricted funds Year ended 31 Jul '23 £	Total funds Year ended 31 Jul '23 £	Unrestricted Funds Year ended 31 Jul '22 £	Restricted funds Year ended 31 Jul '22 £	Total funds Year ended 31 Jul '22 £
Expenditure on raising funds:						
Advertising, marketing & publicity	11,343	1,671	13,014	10,019	377	10,396
Total expenditure on raising funds	11,343	1,671	13,014	10,019	377	10,396
Expenditure on charitable activities:						
Course delivery	207,474	824	208,298	164,506	0	164,506
Course development	12,651	18	12,669	7,940	0	7,940
Consumable equipment	4,858	1,027	5,884	11,042	898	11,940
Royalties	703	0	703	2,365	0	2,365
Translation costs				0	0	0
Employment costs	251,032	199,157	450,189	199,478	139,993	339,471
Staff training	1,587	1,127	2,714	535	376	911
Office rental and utilities	5,573	3,959	9,532	4,385	3,081	7,466
Travel and subsistence	4,264	3,711	7,975	4,368	3,283	7,651
Governance costs	309	220	529	0	0	0
Administrative costs	10,512	7,464	18,276	10,095	7,097	17,192
Total expenditure on charitable activities	498,963	217,507	716,770	404,713	154,728	559,442
Total expenditure	510,306	219,178	729,784	414,733	155,105	569,838

£180,957 of restricted expenditure in the year related to the development and delivery of Crosslands Forum (2022: £154,207), £26,050 was incurred on the the delivery of the Cultivate programme (2022: £898) and £12,174 was spent on Partnership development (2022: £nil).

6. Fees for examination or audit of the accounts

Fees of £3,120 were paid in relation to the independent examiner's fees for reporting on the accounts (2022: £2,820). In addition, the charity paid £1,126 (2022: £945) to Stewardship for payroll bureau services.

Notes to the financial statements for the year ended 31 July 2023 (cont.)

7. Analysis of staff costs, the cost of key management personnel and trustee remuneration and expenses

	<i>Year ended</i> 31 Jul '23	<i>Year ended</i> 31 Jul '22
Wages and salaries	374,277	285,673
Social security costs	34,074	25,815
Other pension costs	29,793	22,056
	438,143	333,544

The average monthly number of employees during the year was nine (2022: eight).

<i>Employee's emoluments exceeding £60,000 (excluding pension contribution)</i>	<i>Year ended</i> 31 Jul 23	<i>Year ended</i> 31 Jul '22
£70,000 - £80,000	1	1
£60,000 - £70,000	1	1

The key management personnel of the charity comprise the trustees named on page 6, the Executive Director of Crosslands, the Director of Crosslands Forum and the Head of Finance.

During the year, key management received employee benefits totalling £185,586 (2022: £169,396).

No expenses were paid to trustees in the current year (2022: none).

8. Intangible fixed assets

	Website £	Total £
Cost		
At 1 August 2022	4,800	4,800
Additions	0	0
At 31 July 2023	4,800	4,800
Amortisation		
At 1 August 2022	1,733	1,733
Charge for the year	1,600	1,600
At 31 July 2023	3,333	3,333
Net book value		
At 31 July 2023	1,467	1,467
At 31 July 2022	3,067	3,067



Notes to the financial statements for the year ended 31 July 2023 (cont.)

9. Tangible fixed assets

	Computer Equipment £	Total £
Cost		
At 1 August 2022	6,197	2,155
Additions	0	4042
At 31 July 2023	6,197	6,197
Accumulated depreciation		
At 1 August 2022	2,268	539
Charge for the year	2,066	1,729
At 31 July 2023	4,333	2,268
Net book value		
At 31 July 2023	1,864	3,930
At 31 July 2022	3,930	1,616

10. Debtors

	31 July 2023 £	31 July 2022 £
Trade debtors	1,275	4,714
Tax recoverable	1,000	0
Other debtors	1,996	2,759
Prepayments and accrued income	27,982	20,113
	32,253	27,586

11. Creditors: amounts falling due within one year

	31 July 2023 £	31 July 2022 £
Trade creditors	8,255	8,263
Accruals	30,911	11,571
Deferred income (note 12)	9,805	27,121
	48,972	46,956

Notes to the financial statements for the year ended 31 July 2023 (cont.)

12. Deferred Income

	31 July 2023 £	31 July 2022 £
Balance at the beginning of the reporting period	27,121	42,880
Amount released to income	(27,121)	-39,130
Amount deferred in year	9,805	23,371
Balance at the end of the reporting period	9,805	27,121

All deferred income related to student fees paid in advance for the following academic year. The income deferred at the period end will be released to income over the following periods:

	31 July 2023 £	31 July 2022 £
Within one year	9,305	27,121
After one year	500	0
	9,805	27,121

13. Pension commitments

During the year employer's pension contributions totalling £29,793 (2022: £22,056) were payable to defined contribution personal pension schemes. No pension contributions were owing at the balance sheet date (2022: £nil).

14. Charity funds

During the year the movements in the charity's funds were as follows:

<i>Fund name</i>	1 Aug '22 £	Income £	Expenditure £	Transfers £	31 July '23 £
Restricted - Turkish translation project	1,074	0	0	0	1,074
Restricted - Polish translation project	954	0	0	0	954
Restricted - Russian translation project	6,782	0	0	0	6,782
Restricted - Seminary bursary	1,900	7,000	1	(1,650)	7,251
Restricted – Crosslands Forum	1,534	49,000	(180,956)	131,155	733
Restricted -Cultivate	39,542	22,000	(26,050)	0	35,492
Restricted - Partnership	34,000	0	(12,174)	0	21,826
Unrestricted funds	241,948	609,301	(510,305)	(129,505)	211,439
	327,734	687,301	(729,484)	0	285,551

Notes to the financial statements for the year ended 31 July 2023 (cont.)

The restricted funds represent funds made available for:

- the translation of foundation material from English into Russian, Polish and Turkish;
- costs incurred in relation to setting up and running Crosslands Forum;
- costs incurred in relation to setting up and running the Cultivate programme;
- employment costs associated with the development of Partnerships and fundraising; and
- a student bursary to supplement the fees of any student who suffers financial hardship in order to allow them to continue on the seminary programme.

£1,650 of the Restricted - Seminary Bursary fund was utilised in the year. The corresponding transfer relates to the movement of funds to accommodate this. The transfer of £131,155 from Unrestricted funds to Restricted - Crosslands Forum is to offset the deficit in the fund as a result of a deficit in the fund at the year-end.

Analysis of net assets by fund

The assets and liabilities of the various funds were as follows:

	Unrestricted funds £	Restricted Partnership £	Restricted Cultivate £	Restricted Forum £	Restricted Bursary £	Restricted Translation £	Total £
Intangible fixed assets	733	0	0	733	-	-	1,466
Tangible fixed assets	1,881	0	0	-	-	-	1,881
Stock	58	0	0	-	-	-	58
Debtors	31,252	0	0	-	1,000	-	32,252
Cash at bank and in hand	226,203	21,826	35,493	0	6,251	8,810	298,582
Creditors due within 1 year	(48,672)	0	0	0	-	-	(48,672)
	211,455	21,826	35,493	733	7,251	8,810	285,567

In the previous year the movements in the charity's funds were as follows:

<i>Fund name</i>	1 Aug '21 £	Income £	Expenditure £	Transfers £	31 July '22 £
Restricted - Turkish translation project	1,074	0	0	0	1,074
Restricted - Polish translation project	954	0	0	0	954
Restricted - Russian translation project	6,782	0	0	0	6,782
Restricted - Seminary bursary	4,850	51	(1)	(3,000)	1,900
Restricted - Crosslands Forum	50,231	49,000	(154,206)	56,509	1,534
Restricted - Cultivate	0	40,440	(898)	0	39,542
Restricted - Partnership	0	34,000	0	0	34,000
Unrestricted funds	196,941	513,249	(414,733)	(53,509)	241,948
	260,832	636,740	(569,838)	0	327,734



Notes to the financial statements for the year ended 31 July 2023 (cont.)

Analysis of net assets by fund

In the previous year the assets and liabilities of the various funds were as follows:

	Unrestricted funds £	Restricted Partnership £	Restricted Cultivate £	Restricted Forum £	Restricted Bursary £	Restricted Translation £	Total £
Intangible fixed assets	1,533	0	0	1,533	-	-	3,066
Tangible fixed assets	3,930	0	0	-	-	-	3,930
Stock	210	0	0	-	-	-	210
Debtors	27,586	0	0	-	-	-	27,586
Cash at bank and in hand	254,523	34,000	39,542	1,122	1,900	8,810	339,897
Creditors due within 1 year	(45,834)	0	0	(1,122)	-	-	(46,956)
	241,948	34,000	39,542	1,533	1,900	8,810	327,733

15. Reconciliation of net income to net cash flow from operating activities

	31 July 2023 £	31 July 2022 £
Net income for the reporting period	(42,183)	66,902
<i>Adjustments for:</i>		
Depreciation charges and provisions for impairment	3,666	3,329
(Increase)/decrease in stocks	151	(210)
(Increase)/decrease in debtors	(4,665)	(11,008)
Increase/(decrease) in creditors	1,716	(29,415)
Net cash provided by (used in) operating activities	(41,315)	29,597

16. Analysis of cash and cash equivalents

	31 July 2023 £	31 July 2022 £
Cash at bank with immediate access	288,582	339,897
Notice deposits (less than three months)	10,000	0
Total cash and cash equivalents	298,582	339,897

17. Related party disclosures

Related parties are defined as trustees, key management and their connected persons.

A trustee, Mr R Cunnington is a trustee of the City Church Manchester CIO and is regarded as senior management. During the period, the charity received payments from City Church Manchester CIO totalling £1,560 (2022: £0) for fees due in relation to a City Church Manchester staff member enrolled on Crosslands' seminary programme. £3,000 (2022: £0) was paid to City Church Manchester CIO to compensate them for material that Ralph Cunnington provided in relation to the development of two new foundation courses.

No other transactions with related parties occurred during the year except as disclosed in note 7, 'Analysis of staff costs'.

CROSSLANDS

England & Wales - Charity number 1167211

Accounts



CROSSLANDS

*Unaudited financial statements
for the year ended 31 July 2022*

Charity number: 1167211

Crosslands

Unaudited financial statements for the year ended 31 July 2022

Contents

Trustees' report for the year ended 31 July 2022	1
Independent Examiner's Report to the Trustees of Crosslands	7
Statement of financial activities for the year ended 31 July 2022	8
Balance sheet at 31 July 2022	9
Cash flow statement for the year ended 31 July 2022	10
Notes to the financial statements for the year ended 31 July 2022	11

Trustees' report for the year ended 31 July 2022

The trustees present their report together with the financial statements of Crosslands for the year ended 31 July 2022.

Objectives and activities

Crosslands exists to provide flexible, accessible, and trusted theological training and resources that support local churches' health, growth and mission.

Crosslands' objectives, as set out in the Constitution, are:

- to provide for the public benefit Christian training to educate and equip church leaders, mainly but not exclusively in the UK, Europe and 10:40 window, to have the knowledge and skills required to care for the spiritual, moral and welfare needs of their churches and wider communities;
- to provide for the public benefit Christian resources that educate church congregations and individuals in accordance with Christian beliefs as outlined in our Statement of Faith; and
- to advance the Christian faith for the benefit of the public in such charitable ways as the Charity Trustees think fit from time to time.

Crosslands' programmes provide leaders and other disciples with relevant and affordable resources for every stage of discipleship and leadership, through all of life. Our delivery model is designed to ensure our programmes will serve churches which have poor access to more traditionally delivered training and resources, either due to socioeconomic factors or location.

The main activities undertaken during the year in relation to these objectives were:

- Delivering and expanding an accredited **Seminary** programme for students throughout the UK and beyond (the most significant area of activity by some margin).
- Delivering a suite of flexible, accessible **Foundation** training materials to resource local church training.
- Delivering a range of short courses on cultural engagement and cultural leadership through **Crosslands Forum**.
- Designing and preparing for the launch of a new programme, '**Cultivate**' which will raise up a new cohort of biblical thought leaders able to create new resources and to train church leaders and members to engage confidently with current issues in society.
- Designing and preparing for the launch of a new **Lifelong Learning** programme to provide for the ongoing ministerial development of those with many years' experience in ministry who need refreshment or support.
- Creating and running a new annual conference, '**Theology for Life**'
- Providing expert speakers and trainers for **other organisations** to help resource local and specialist training initiatives.

Public benefit

When planning the activities, the trustees have applied the Charity Commission guidance in relation to public benefit, in particular, the guidance on the Advancement of Religion for the Public Benefit. The ways that the charity operates for the benefit of the wider public are detailed below:

- The curriculum is developed in such a way as to be contextually adaptable and appropriate. This is to equip and train Christians to intentionally invest in local communities.
- Content is accessible and relevant to a wide variety of people, including the Foundation programme, which is available to those with little or no formal education.
- The delivery model is designed to make training accessible to people in remote and dispersed locations who would not normally be able to access high-quality training.

Trustees' report for the year ended 31 July 2022 (cont.)

- The retail prices of courses and resources are set to ensure that content is available to a wide variety of students, to allow people to integrate study into their current context, and so encourage people to study in groups which we believe provide greater educational outcomes.
- Crosslands staff are made available to speak and run training courses in a wide range of communities and for a range of other organisations, regardless of their ability to pay for such services.
- Virtually all Crosslands students, course participants and alumni are utilising the benefits of this training to serve local communities both during and after their training with Crosslands. This will include leading church communities, youth and children's work, training younger leaders, providing counselling and pastoral care, and many other forms of community service, including many in very deprived areas.

Achievements and Performance

The Seminary programme remained our most significant activity by some margin, with total student numbers increasing by almost 20% during the year and the number of early withdrawals from the programme remaining very low. Enrolments for the next year (completed by the end of July 2022) were looking yet stronger again. This growth is particularly encouraging in the context of ongoing pandemic uncertainties and changes in the wider theological education landscape.

We continued to develop the diversity of our student body in terms of ethnicity, gender and international participation, with around 15% of students from BAME backgrounds and over 30% women being significantly more diverse than other similar organisations.

A complete redevelopment and launch of a new suite of Foundation courses was achieved during the year, with excellent core material further enhanced by the application of specialist learning design expertise for the first time. The courses were all created on an improved learning platform which adds to accessibility and flexibility, and they include resources designed to support different learning styles and abilities.

Our core staff team has expanded from four at the start of the year to nine by the end of the year giving us much greater depth and resilience. The number of contracted contributors (tutors and other specialist teaching and content producers) increased to 17, bringing the total to 26.

New faculty included the appointment of a new director to launch Crosslands Forum, starting in September 2021. In the first one hundred days of Crosslands Forum we directly engaged over 300 participants in events and short courses, and reached several thousand people through podcasts, radio interviews and publications.

A key goal was to diversify sources of funding for new programmes. During the year further funding was secured to move Crosslands Forum beyond the initial start up phase and new funding was secured for the Cultivate programme, enabling Crosslands to continue to deliver a range of specialist courses on cultural engagement and biblical ethics, and to move ahead into detailed planning, faculty recruitment and launch of new programmes for the start of the following year. Plans were created for the establishment of a new level of smaller partnerships which will continue to broaden out that funding base into the following year.

By the end of 2021-22 Crosslands had achieved all the key financial and growth goals in its original strategic plan (first set out in 2017), and at least one other more recently identified strategic goal (the creation of Crosslands Forum) despite having navigated the pandemic and other significant challenges in that period. This achievement demonstrates that Crosslands is effectively meeting important needs for those we exist to serve; it also brings with it a level of reputational, financial and institutional health that enables us to continue to pursue our longer-term objectives with confidence.

Trustees' report for the year ended 31 July 2022 (cont.)

Financial review

The results for the year and the financial position of the charity are shown on pages 8 to 20.

We are pleased to report continued financial health and growth.

During the year income increased by £175,565, to £636,740, and expenditure increased by £255,399, to £569,838. It is worthy of note that the previous year's expenditure included some substantial cost savings due to online working during covid. As a result, the surplus for the year decreased by £79,834 to £66,902 and the charity's net assets increased by the same amount, to £327,734. Net current assets increased by £66,189 to £320,738.

Principal risks

The trustees maintain a strategic risk register which is reviewed at least annually and also when new risks are identified or changes to risks become known.

Any damage to key strategic relationships that enable the delivery and accreditation of our seminary programme is recognised as a risk for ongoing operations and we therefore actively manage our relationships with those key partners.

Loss or shortage of key staff has the potential to impact our ability to deliver key programmes, whether operationally or academically. This risk has become significantly lower over the past year with our larger staff team, and is further reduced by maintaining a wide base of contractors and associate staff who are able to contribute to programme development and delivery. Codification of course content and improvements to the integration and automation of business processes further mitigates this risk.

Sustaining income and a healthy cash flow has been a strength of the organisation thus far but will become more challenging as costs increase. Appropriate fee increases, continued careful management of costs, and the development of new sources of funding are all helping to limit the impact of cost increases.

Reserves policy

The trustees have considered the charity's requirement for reserves in light of the main risks to the organisation. The Operating Reserve Policy for Crosslands aims to ensure the stability of the organisation's mission, programs, employment, and ongoing operations. The Operating Reserve is intended to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, unanticipated loss in funding, or uninsured losses. The reserve may also be used for one-time, nonrecurring expenses that will build long-term capacity, such as staff development, research and development, or investment in infrastructure. Operating Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. It is the intention of Crosslands for Operating Reserves to be used and replenished within a reasonably short period of time. The Operating Reserve Policy will be implemented in concert with the other governance and financial policies of Crosslands and is intended to support the goals and strategies contained in these related policies and strategic and operational plans.

The Trustees have set a target level of reserves equal to four months of average operating costs. Currently the charity holds unrestricted net current assets of £236,485 (2021: £192,992) and is complying with its reserves policy.

The trustees have not identified any significant events that have had a material effect on the financial performance or position of the organisation.

Trustees' report for the year ended 31 July 2022 (cont.)

Plans for future periods

Our key aims for the next two years are:

To continue the growth and maturation of the Crosslands Seminary programme, including the establishment of new partnerships that will expand the reach of the programme outside of UK and Europe.

To extend the reach of our Foundation resources into new markets, enabling us both to serve a wider constituency of churches and to benefit from a return on the investment made in this programme over the past year.

To create a new programme that bridges our Foundation and Seminary programmes, providing an accessible route into more advanced theological education for those without prior tertiary education.

To launch the first cohort of the new Cultivate programme and see new resources being generated by programme participants, thus extending the scope and reach of Crosslands Forum into new subject areas and reaching new audiences.

To extend the new Lifelong and Forum short course offerings in both scope and number.

To extend the application of specialist learning design input (including learning needs support) into more of our courses.

To invest in the streamlining, integration and automation of key business processes to help us maintain high standards of service for learners at an affordable cost.

Structure, Governance and Management

The organisation is a Charitable Incorporated Organisation, incorporated and registered as a charity on 19th May 2016. The charity is established under a constitution, which contains the objects and powers of the organisation. The constitution was updated on 6th May 2021 to reflect a change in the involvement of the two founding charities.

Responsibility for setting policy and for determining the parameters within which the charity should operate rests with the trustees who meet regularly to monitor the activities of the charity. The trustees have a duty to identify and review the risks to which the charity is exposed, be they operational, financial or reputational, and ensure appropriate controls are in place to provide reasonable assurance against fraud or error. Responsibility for the day-to-day operation of the charity has been delegated to a senior management team led by Jen Charteris.

Recruitment and appointment of new trustees

At any time there must be a minimum of four trustees. The board of trustees is responsible for the appointment of new trustees. Every trustee must be appointed for a term of up to three years by a resolution passed at a properly convened meeting of the Charity Trustees. All trustees appointed fully support the charity's aims and objectives.

All trustees work voluntarily and receive no salary from the charity. Any expenses reclaimed or royalties paid from the charity are described in note 7 of the accounts.

Most trustees bring prior experience of governance. Upon appointment, they are provided with key documents and participate in at least two conversations with other trustees. Essential information on how governance works in practice at Crosslands is provided in the form of a governance manual. The trustees conduct a board effectiveness evaluation approximately once every two years.

Trustees' report for the year ended 31 July 2022 (cont.)

Organisational structure

The board of trustees governs Crosslands and meets at least three times a year (usually four). The trustees appoint the directors and delegate the day-to-day running of the charity to them. Directors report to the board jointly and participate in an annual review with trustee representatives individually.

The Head of Finance also serves as company secretary and is a member of the executive leadership team.

Pay and remuneration

The trustees adopted a salary scale linked to higher education pay scales in 2020. The trustees set and review pay for directors according to this benchmark. Directors in turn set staff salaries accordingly.

Reference and administrative details

<i>Charity name:</i>	Crosslands
<i>Key Management:</i>	Mrs J Charteris (Executive Director) Dr D Strange (Director of Crosslands Forum) Mrs C Carvel (Head of Finance & Company Secretary)
<i>Trustees:</i>	Mr R Cunnington Mrs M Hendry (appointed 8 February 2023) Mr S McKay (appointed 6 June 2022) Mr P Moore (resigned 29 November 2022) Mr I Roberts Dr D Strange (resigned 14 September 2021) Mr D Steel Mrs R McLaughlin (appointed 5 May 2022)
<i>Charity registration number:</i>	1167211
<i>Registered office:</i>	MEA House, Newcastle upon Tyne, NE1 8XS
<i>Professional advisors</i>	Stewardship Services (UKET) Limited (Independent Examiners) CAF Bank Ltd (Banker) Wise (Banker)

Trustees' Responsibilities

The trustees are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Charity law requires us as trustees to prepare financial statements for each financial period that give a true and fair view of the state of the affairs of the charity, as at the balance sheet date, and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, they will:

- select suitable accounting policies and apply them consistently;
- observe methods and principles in the applicable Charity SORP;
- make judgements and estimates that are reasonable and prudent;



Trustees' report for the year ended 31 July 2022 (cont.)

- State whether the applicable account 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 not appropriate to assume that the company will not continue on that basis.

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Account and Reports) Regulations, and the provision of the Constitution.

The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees confirm that the accounts comply with current statutory requirements and those of the organisation's governing document.

Approval

This report was approved by the trustees and signed on their behalf by:

Mr I Roberts (Trustee)

12 May 2023

Independent Examiner's report to the Trustees of Crosslands for the year ended 31 July 2022

I report to the charity trustees on my examination of the accounts of the Charity for the year ended 31 July 2022 on pages 8 to 20 following, which have been prepared on the basis of the accounting policies set out on pages 11 to 13.

Responsibilities and basis of the report

As the charity's trustees of the Charitable Incorporated Organisation, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Charity's accounts carried out under section 145 of the Act, and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

Since the Charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Lourens du Plessis ACA CA (SA)
Member of the Institute of Chartered Accountants in England and Wales

19 May 2023

Stewardship
1 Lamb's Passage
London
EC1Y 8AB

Statement of financial activities for the year ended 31 July 2022

<i>Description by activity</i>	<i>Note</i>	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		Funds	funds	funds	Funds	funds	funds
		<i>Year ended</i>	<i>Year ended</i>	<i>Year ended</i>	<i>Year ended</i>	<i>Year ended</i>	<i>Year ended</i>
		<i>31 Jul '22</i>	<i>31 Jul '22</i>	<i>31 Jul '22</i>	<i>31 Jul '21</i>	<i>31 Jul '21</i>	<i>31 Jul '21</i>
		£	£	£	£	£	£
Incoming resources							
<i>Income & endowments from:</i>							
Donations & legacies	3	46,519	123,492	170,011	57,840	72,850	130,690
Charitable activities	4	466,730	0	466,730	330,485	0	330,485
Total		513,249	123,492	636,740	388,325	72,850	461,175
Resources expended							
<i>Expenditure on:</i>							
Raising funds	5	10,019	377	10,396	970	3,850	4,819
Charitable activities	5	404,713	154,728	559,442	295,700	13,920	309,619
Total		414,733	155,105	569,838	296,669	17,769	314,439
Net income/expenditure		98,516	(31,614)	66,902	91,656	55,081	146,736
Transfer between funds		(53,509)	53,509	0	0	0	0
Net movement in funds		45,007	21,895	66,902	91,656	55,081	146,736
Reconciliation of funds:							
Total funds brought forward	14	196,941	63,891	260,832	105,285	8,810	114,095
Total funds carried forward		241,948	85,786	327,734	196,941	63,891	260,832

There were no other recognised gains other than those noted above.

The notes on pages 11 to 20 form part of these accounts.

Balance Sheet as at 31 July 2022

		Unrestricted Funds 31 Jul '22 £	Restricted funds 31 Jul '22 £	Total funds 31 Jul '22 £	Unrestricted Funds 31 Jul '21 £	Restricted funds 31 Jul '21 £	Total funds 31 Jul '21 £
	Note						
Non-current assets							
Intangible assets	8	1,533	1,533	3,067	2,333	2,333	4,667
Tangible assets	9	3,930	0	3,930	1,616	0	1,616
Total non-current assets		5,463	1,533	6,996	3,950	2,333	6,283
Current assets							
Stock		210	0	210	0	0	0
Debtors	10	27,586	0	27,586	16,578	0	16,578
Cash at bank and in hand		254,523	85,375	339,898	249,794	64,549	314,342
Total current assets		282,319	85,375	367,694	266,371	64,549	330,920
Creditors: amounts falling due within one year	11	(45,834)	(1,122)	(46,956)	(73,380)	(2,991)	(76,371)
Net current assets		236,485	84,253	320,738	192,991	61,558	254,549
Total assets less current liabilities		241,948	85,786	327,734	196,941	63,981	260,832
Total net assets		241,948	85,786	327,734	196,941	63,891	260,832
Fund Balances							
Restricted income funds	14	0	85,786	85,786	0	63,891	63,891
Unrestricted funds	14	241,948	0	241,948	196,941	0	196,941
Total funds		241,948	85,786	327,734	196,941	63,891	260,832

The notes on pages 8 to 20 form part of the accounts.

Approved by the Trustees for issue on 12 May 2023

Mr I Roberts (Trustee)

Charity registration number 1167211

Cash flow Statement as at 31 July 2022

	Note	Year ended 31 Jul '22 £	Year ended 31 Jul '21 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	15	29,597	186,140
Cash flows from investing activities:			
Purchase of property, plant and equipment		(4,042)	(6,955)
Net cash provided by (used in) investing activities		(4,042)	(6,955)
Cash flows from financing activities:			
Net cash provided by (used in) financing activities	16	0	0
Change in cash and equivalents in the reporting period		25,555	179,185
Cash and equivalents at the beginning of the year		314,342	135,157
Cash and cash equivalents at the end of the year		339,897	314,342

Analysis of change in net debt:

	At start of year £	Cash-flows £	At end of year £
Cash	314,342	25,555	339,897
Total net funds/(debt)	314,342	25,555	339,897

Notes to the financial statements for the year ended 31 July 2022

1. Basis of preparation

These financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value. These financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and with the Charities Act 2011 and UK Generally Accepted Practice as it applies from January 2015.

The accounts have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective since 2005 which has since been withdrawn.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the charity's forecasts and projections and the possible implications should projected income or expenditure vary unexpectedly. The trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue to operate for the foreseeable future. The charity, therefore, continues to adopt the going concern basis in preparing its financial statements.

The charity constitutes a public benefit entity as defined by FRS 102.

There have been no changes in the accounting policies in the reporting year. No changes to accounting estimates have occurred in the reporting year. No material prior-year errors have been identified in the reporting year.

2. Accounting policies

Recognition of income

Income is recognised in the period in which the charity becomes entitled to receipt, the amount receivable can be measured with reasonable certainty, and receipt is probable. For the most part, income is generally recognised when it is received. Income is only deferred when the charity has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

Income from donations includes donated facilities, services, and goods. Facilities, services, and goods donated for the charity's own use are recognised as income when receivable at their value to the charity.

When donated goods, services and facilities are distributed or consumed, an expense in respect of those items is included in the Statement of Financial Activities. At the year-end any goods that have not been distributed or consumed are recognised as stock; donated fixed assets are capitalised.

Income from charitable activities represents income receivable from goods, services and facilities supplied in furtherance of the charity's charitable objects. It includes income from seminary fees and other events and courses.

Notes to the financial statements for the year ended 31 July 2022 (cont.)

Grants and donations are only included in the SoFA when the general income recognition criteria are met.

The charity has taken the view that it has only one charitable activity, namely the advancement of the Christian faith, and all income from donations, legacies and charitable activities is in respect of this one activity.

Expenditure

Expenditure, including irrecoverable VAT, is recognised when it is incurred or, if earlier, when a legal or constructive obligation for payment arises provided that it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure on raising funds comprises the costs incurred on fundraising.

The Charities SORP requires charities with income over £500,000 to allocate costs to the various activities undertaken by the charity. The nature of the work of the charity is considered to be so integrated that the core charitable activity costs are considered to be for the one activity.

Governance costs, which are included in expenditure on charitable activities but are identified separately in the notes to the accounts, includes costs associated with the strategic management of the charity.

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity. Restricted funds are donations which are to be used in accordance with specific restrictions imposed by donors; they include donations received from appeals for specific activities or projects.

Intangible fixed assets

The cost of software is capitalised and amortised on a straight-line basis over its expected useful life, which is expected to be three years.

Tangible fixed assets

Items purchased or donated for the charity's own use are capitalised when the cost of purchased items, or the fair value of donated items, is more than £1,000 and the item is expected to benefit the charity over more than one accounting period. Depreciation is charged on a straight line basis so as to write down the value of each asset to its estimated residual value (if any) over its expected useful economic life. To achieve this objective the following rates of depreciation are charged:

Equipment: 3 years

The carrying values of tangible fixed assets are reviewed for impairment in periods when events or changes in circumstances indicate that the carrying value may not be recoverable.

Stocks

Stocks of goods purchased for re-sale are stated at the lower of cost and net realisable value

Debtors

Debtors (including trade debtors and loans receivable) are measured on initial recognition at settlement amount after any trade discounts or amount advanced by the charity. Subsequently, they are measured at the cash or other consideration expected to be received.

Notes to the financial statements for the year ended 31 July 2022 (cont.)

Pension scheme arrangements

The charity operates defined contribution pension schemes for its employees. Obligations for contributions to these schemes are recognised as an expense when the liability arises. The assets of these schemes are held separately from those of the charity in independently administered funds.

Taxation

The charity has taken advantage of the various reliefs from taxation available to charities and no tax is payable on the charity's income.

Financial instruments

The charity's financial assets and financial liabilities all qualify as basic financial instruments, as defined by FRS102. Creditors and debtors are measured at their expected settlement value (normally the amount of cash that the charity expects to pay or receive).

Foreign currency translation

These financial statements are presented in sterling, which is the charity's functional currency.

- Income and expenditure denominated in a foreign currency are translated into sterling at the exchange rate prevailing on the date of the transaction.
- Monetary assets and liabilities denominated in a foreign currency are re-translated at the exchange rate prevailing at the balance sheet date.
- Non-monetary assets are measured at historic cost at the rate of exchange prevailing on the date of the transaction and are not subsequently re-translated.

All differences arising from the application of the above policy are charged (or credited) to the Statement of Financial Activities.

Critical accounting estimates and areas of judgement

The trustees do not consider that there are any material sources of estimation or uncertainty at the balance sheet date that could result in a material adjustment to the carrying values of assets and liabilities in the next reporting period.

Notes to the financial statements for the year ended 31 July 2022 (cont.)

3. Donations

	Unrestricted Funds <i>Year ended</i> 31 Jul '22 £	Restricted funds <i>Year ended</i> 31 Jul '22 £	Total funds <i>Year ended</i> 31 Jul '22 £	Unrestricted Funds <i>Year ended</i> 31 Jul '21 £	Restricted funds <i>Year ended</i> 31 Jul '21 £	Total funds <i>Year ended</i> 31 Jul '21 £
Donations of cash & similar	4,201	34,051	38,253	600	29,850	30,450
Donations in kind	1,103	0	1,103	1,654	0	1,654
Other grants receivable	41,215	89,440	130,655	55,586	43,000	98,586
Total donations	46,519	123,492	170,011	57,840	72,850	130,690

Donations in kind comprise of donated facilities, namely an office that was made available rent-free between May 2022 and September 2022 for administrative activities.

£123,492 of donations received were restricted in nature (2021: £72,850). £49,000 and £40,440 were given to be used to help launch and run Crosslands Forum and the Cultivate programme respectively (2021: £68,000/£0). £34,000 was given to fund salaries associated with Partnership development (2021: £0). A further £51 was received to supplement the fees of any student who suffers financial hardship (2021: £4,850).

4. Income from charitable activities

	Unrestricted Funds <i>Year ended</i> 31 Jul '22 £	Restricted funds <i>Year ended</i> 31 Jul '22 £	Total funds <i>Year ended</i> 31 Jul '22 £	Unrestricted Funds <i>Year ended</i> 31 Jul '21 £	Restricted funds <i>Year ended</i> 31 Jul '21 £	Total funds <i>Year ended</i> 31 Jul '21 £
Fee income	458,597	0	458,597	311,126	0	315,127
Online sales	2,651	0	2,651	16,682	0	16,682
Other	5,481	0	5,481	2,676	0	2,676
Total charitable activities	466,730	0	466,730	330,485	0	330,485

Notes to the financial statements for the year ended 31 July 2022 (cont.)

5. Analysis of expenditure

	Unrestricted Funds Year ended 31 Jul '22 £	Restricted funds Year ended 31 Jul '22 £	Total funds Year ended 31 Jul '22 £	Unrestricted Funds Year ended 31 Jul '21 £	Restricted funds Year ended 31 Jul '21 £	Total funds Year ended 31 Jul '21 £
Expenditure on raising funds:						
Advertising, marketing & publicity	10,019	377	10,396	970	3,850	4,819
Total expenditure on raising funds	10,019	377	10,396	970	3,850	4,819
Expenditure on charitable activities:						
Course delivery	164,506	0	164,506	98,954	0	98,954
Course development	7,940	0	7,940	8,884	0	8,884
Consumable equipment	11,042	898	11,940	2,974	0	2,974
Royalties	2,365	0	2,365	1,143	0	1,143
Translation costs	0	0	0	3,542	0	3,542
Employment costs	199,478	139,993	339,471	161,811	12,520	174,331
Staff training	535	376	911	1,177	0	1,177
Office rental and utilities	4,385	3,081	7,466	2,152	91	2,243
Travel and subsistence	4,368	3,283	7,651	811	113	925
Governance costs	0	0	0	409	34	443
Administrative costs	10,095	7,097	17,192	13,845	1,161	15,006
Total expenditure on charitable activities	404,713	154,728	559,442	295,700	13,920	309,619
Total expenditure	414,733	155,105	569,838	296,669	17,769	314,439

All restricted expenditure in the year related to Crosslands Forum, with the exception of £898 of consumable equipment which was purchased or use on the Cultivate programme. In the prior year all expenditure that was restricted in nature related to Crosslands Forum.

6. Fees for examination or audit of the accounts

Fees of £2,820 were paid in relation to the independent examiner's fees for reporting on the accounts (2021: £2,100). In addition, the charity paid £945 (2021: £702) to Stewardship for payroll bureau services.

Notes to the financial statements for the year ended 31 July 2022 (cont.)

7. Analysis of staff costs, the cost of key management personnel and trustee remuneration and expenses

	<i>Year ended</i> 31 Jul '22	<i>Year ended</i> 31 Jul '21
Wages and salaries	285,673	158,476
Social security costs	25,815	9,806
Other pension costs	22,056	5,275
	333,544	173,557

The average monthly number of employees during the year was eight (2021: four).

<i>Employee's emoluments exceeding £60,000 (including pension contribution)</i>	<i>Year ended</i> 31 Jul '22	<i>Year ended</i> 31 Jul '21
£70,000 - £80,000	1	0
£60,000 - £70,000	1	1

The key management personnel of the charity comprise the trustees named on page 6, the Executive Director of Crosslands, the Director of Crosslands Forum and the Head of Finance.

During the year, key management received employee benefits totalling £169,396 (2021: £65,000).

No expenses were paid to trustees in the current year (2021: none).

8. Intangible fixed assets

	<i>Website</i> £	<i>Total</i> £
Cost		
At 1 August 2021	4,800	4,800
Additions	0	0
At 31 July 2022	4,800	4,800
Amortisation		
At 1 August 2021	133	133
Charge for the year	1,600	1,600
At 31 July 2022	1,733	1,733
Net book value		
At 31 July 2022	3,067	3,067
At 31 July 2021	4,667	4,667

Notes to the financial statements for the year ended 31 July 2022 (cont.)

9. Tangible fixed assets

	Computer Equipment £	Total £
Cost		
At 1 August 2021	2,155	2,155
Additions	4,042	4,042
At 31 July 2022	6,197	6,197
Accumulated depreciation		
At 1 August 2021	539	539
Charge for the year	1,729	1,729
At 31 July 2022	2,268	2,268
Net book value		
At 31 July 2022	3,930	3,930
At 31 July 2021	1,616	1,616

10. Debtors

	31 July 2022 £	31 July 2021 £
Trade debtors	4,714	0
Other debtors	2,759	0
Prepayments and accrued income	20,113	16,578
	27,586	16,578

11. Creditors: amounts falling due within one year

	31 July 2022 £	31 July 2021 £
Trade creditors	8,263	6,810
Accruals	11,571	26,680
Deferred income (note 12)	27,121	42,880
	46,956	76,371

Notes to the financial statements for the year ended 31 July 2022 (cont.)

12. Deferred Income

	31 July 2022	31 July 2021
	£	£
Balance at the beginning of the reporting period	42,880	22,201
Amount released to income	(39,130)	(22,201)
Amount deferred in year	23,371	42,880
Balance at the end of the reporting period	27,121	42,880

All deferred income related to student fees paid in advance for the following academic year. The income deferred at the period end will be released to income over the following periods:

	31 July 2022	31 July 2021
	£	£
Within one year	27,121	39,130
After one year	0	3,750
	27,121	42,880

13. Pension commitments

During the year employer's pension contributions totalling £22,056 (2021: £5,275) were payable to defined contribution personal pension schemes. No pension contributions were owing at the balance sheet date (2021: £nil).

14. Charity funds

During the year the movements in the charity's funds were as follows:

<i>Fund name</i>	1 Aug '21	Income	Expenditure	Transfers	31 July '22
	£	£	£	£	£
Restricted - Turkish translation project	1,074	0	0	0	1,074
Restricted - Polish translation project	954	0	0	0	954
Restricted - Russian translation project	6,782	0	0	0	6,782
Restricted - Seminary bursary	4,850	51	(1)	(3,000)	1,900
Restricted - Crosslands Forum	50,231	49,000	(154,206)	56,509	1,533
Restricted - Cultivate	0	40,440	(898)	0	39,542
Restricted - Partnership	0	34,000	0	0	34,000
Unrestricted funds	196,941	513,249	(414,733)	(53,509)	241,948
	260,832	636,740	(569,838)	0	327,734

The restricted funds represent funds made available for:

- the translation of foundation material from English into Russian, Polish and Turkish;
- costs incurred in relation to setting up and running Crosslands Forum;
- costs incurred in relation to setting up and running the Cultivate programme;
- employment costs associated with the development of Partnerships and fundraising; and
- a student bursary to supplement the fees of any student who suffers financial hardship in order to allow them to continue on the seminary programme.

Notes to the financial statements for the year ended 31 July 2022 (cont.)

£3,000 of the Restricted - Seminary Bursary fund was utilised in the year. The corresponding transfer relates to the movement of funds to accommodate this. The transfer of £56,590 from Unrestricted funds to Restricted - Crosslands Forum is to offset the deficit in the fund as a result of a deficit in the fund at the year-end.

Analysis of net assets by fund

The assets and liabilities of the various funds were as follows:

	Unrestricted funds	Restricted Partnership	Restricted Cultivate	Restricted Forum	Restricted Bursary	Restricted Translation	Total
	£	£	£	£	£	£	£
Intangible fixed assets	1,533	0	0	1,533	0	0	3,067
Tangible fixed assets	3,930	0	0	0	0	0	3,930
Stock	210	0	0	0	0	0	210
Debtors	27,586	0	0	0	0	0	27,586
Cash at bank and in hand	254,523	34,000	39,542	1,122	1,900	8,810	339,897
Creditors due within 1 year	(45,834)	0	0	(1,122)	0	0	(46,956)
	241,948	34,000	39,542	1,533	1,900	8,810	327,324

In the previous year the movements in the charity's funds were as follows:

<i>Fund name</i>	1 Aug '20	Income	Expenditure	Transfers	31 July '21
	£	£	£	£	£
Restricted - Turkish translation project	1,074	0	0	0	1,074
Restricted - Polish translation project	954	0	0	0	954
Restricted - Russian translation project	6,782	0	0	0	6,782
Restricted - Seminary bursary	0	4,850	0	0	4,850
Restricted - Crosslands Forum	0	68,000	(17,769)	0	50,231
Unrestricted funds	105,285	388,325	(296,669)	0	196,941
	114,095	461,175	(314,439)	0	260,832

Analysis of net assets by fund

In the previous year the assets and liabilities of the various funds were as follows:

	Unrestricted funds	Restricted Forum	Restricted bursary	Restricted translation	Total
	£	£	£	£	£
Intangible fixed assets	2,333	2,333	0	0	4,666
Tangible fixed assets	1,616	0	0	0	1,616
Debtors	16,578	0	0	0	16,578
Cash at bank and in hand	249,794	50,889	4,850	8,810	314,343
Creditors falling due within one year	(73,380)	(2,991)	0	0	(76,371)
	196,941	50,231	4,850	8,810	260,832

Notes to the financial statements for the year ended 31 July 2022 (cont.)

15. Reconciliation of net income to net cash flow from operating activities

	31 July 2022	31 July 2021
	£	£
Net income for the reporting period	66,902	146,736
<i>Adjustments for:</i>		
Depreciation charges and provisions for impairment	3,329	672
(Increase)/decrease in stocks	(210)	0
(Increase)/decrease in debtors	(11,008)	(7,917)
Increase/(decrease) in creditors	(29,415)	46,649
Net cash provided by (used in) operating activities	29,597	186,140

16. Analysis of cash and cash equivalents

	31 July 2022	31 July 2021
	£	£
Cash at bank with immediate access	339,897	314,342
Total cash and cash equivalents	339,897	314,342

17. Related party disclosures

Related parties are defined as trustees, key management and their connected persons.

A trustee, Mr I Roberts, although not a trustee of Oak Hill, is a member of the Oak Hill Council and is regarded as senior management. During the period, the charity made payments to Oak Hill totalling £0 (2021: 18,072) for reimbursement of salary costs relating to the secondment of faculty member Dr T Ward.

Except as disclosed in note 7 'Analysis of staff costs', there have been no other transactions with related parties during the year.

CROSSLANDS

England & Wales - Charity number 1167211

Accounts



CROSSLANDS

*Unaudited financial statements
for the year ended 31 July 2021*

Charity number: 1167211

Crosslands

Unaudited financial statements for the year ended 31 July 2021

Contents

Trustees' report for the year ended 31 July 2021	3
Independent Examiner's Report to the Trustees of Crosslands	8
Statement of financial activities for the year ended 31 July 2021	9
Balance sheet at 31 July 2021	10
Notes to the financial statements for the year ended 31 July 2021	11



Trustees' report for the year ended 31 July 2021

The trustees present their report together with the financial statements of Crosslands for the year ended 31 July 2021.

Objectives of the charity

Crosslands provides flexible, accessible, and trusted theological training and resources for the local church, primarily through the following programmes:

Our Foundation programme is comprised of flexible short courses which have been designed to be engaging and accessible. The courses can be taken alone or with a group, at a time and pace of the participants' choosing.

The Seminary programme usually takes students three or four years to complete. It is run in-house with content accessed through online resources and teaching at residential and seminar days throughout the year. Students are allocated tutor groups of 5-7 students and hubs of 40 – 50 students.

Our Lifelong courses have been designed as extension programmes for leaders in gospel ministry or other roles. They facilitate those who have completed theological training to engage in continued professional development with peers.

Crosslands Forum provides research, resources and relationships that help equip Christian leaders and other disciples to understand and engage the culture with the gospel of Christ.

The CIO's objectives, as set out in the Constitution, are:

- to provide for the public benefit Christian training to educate and equip church leaders, mainly but not exclusively in the UK, Europe and 10:40 window, to have the knowledge and skills required to care for the spiritual, moral and welfare needs of their churches and wider communities;
- to provide for the public benefit Christian resources that educate church congregations and individuals in accordance with Christian beliefs as outlined in our Statement of Faith; and
- to advance the Christian faith for the benefit of the public in such charitable ways as the Charity Trustees think fit from time to time.

Summary of the charity's main activities and achievements

The main activities undertaken during the year in relation to these objectives were:

- Delivering an accredited Seminary programme for students throughout the UK and beyond.
- Delivering a suite of flexible, accessible training materials to resource local church training
- Designing and preparing for the launch of a new programme, 'Crosslands Forum.'

When planning the activities the trustees have applied the Charity Commission guidance in relation to public benefit, in particular, the guidance on the Advancement of Religion for the Public Benefit. The ways that the charity operates for the benefit of the wider public are detailed below:

- The curriculum is developed in such a way as to be contextually adaptable and appropriate. This is to equip and train Christians to intentionally invest in local communities.



Trustees' report for the year ended 31 July 2021 (cont.)

- Content is accessible and relevant to a wide variety of people, including the Foundation programme, which is available to those with little or no formal education.
- The delivery model is designed to make training accessible to people in remote and dispersed locations who would not normally be able to access high-quality training.
- The retail price of modules are set to ensure that content is available to a wide variety of students, to allow people to integrate study into their current context, and so encourage people to study in groups which we believe provide greater educational outcomes.
- In addition, during 2020-21 all activities have been delivered in a virtual environment to sustain the provision of our services and programmes during the covid-19 pandemic.

The trustees consider the achievements of the CIO during the year to be:

- The number of students enrolled in our Seminary programme at the start of the academic year (September 2020) was 23% higher than the prior year. In addition to this, our January 2021 student intake was 200% higher than in 2020.
- Six students completed their final year of our unaccredited seminary course, and we had our first four students complete the four-year MA in Christian Ministry in partnership with South Eastern Baptist Theological Seminary.
- Continued diversification of our Seminary student body, with more than 87% of students located outside of London and SE England including students from 15 countries outside the UK and a 13% increase in the proportion of female students enrolled in our Seminary Programme
- Two students successfully completed the first year of our tailored Music Ministry variant of our Seminary Core Programme. Six completed the first year of our bespoke Women in Ministry variant.
- The development and implementation of a Cross-Cultural Ministry and Vocation, Life and Leadership variants of our Seminary Core Programme.
- The two pilot programmes for Life Long Learning were successfully delivered with significant interest in several potential course titles.
- The Crosslands brand and reputation's continued development has resulted in consistent numbers of student applications.
- The continued growth in the number of Foundation Learning sites and Study groups.
- Steady growth in the number of tutors working with us. We were delighted to have Dr Jonathan Norgate, Dr Andy Harker, John James, and Pete Wright join our tutor body in September 2020, with three additional new tutors starting in September 2020.
- Our Seminary delivery model's flexible and innovative nature allowed us to respond to the global COVID 19 pandemic with minimal disruption to the student experience. The cancellation of several conferences, restrictions on travel, and taking our usual summer residentials online allowed cost savings to be made for the financial year ending 31 July 2021. The pandemic resulted in a small number of students being placed on furlough by their employer; however, as furloughed employees are still permitted to continue with training, this has not had further implications for Crosslands. In addition to this, we had a small number of students working as key workers. Tailored study plans were created for those students allowing them to complete the work required of them and continue on their course.
- The raising of funding – despite the pandemic – in preparation for the launch of Crosslands Forum in Sept 2021.

Trustees' report for the year ended 31 July 2021 (cont.)

Future plans

At the core of its activities, Crosslands will continue to deliver a high-quality accredited seminary programme to current and future students. Planned initiatives include the design and development of a PhD offering in collaboration with a new accreditation partner, a continued professional development programme and the launch of a Church Partnership Scheme. Autumn 2022 will also see the launch of revised foundation material. Crosslands Forum will continue to establish its offering of courses to equip Christians to engage culture with Biblical conviction and will establish a mentoring programme for future leaders.

Financial review

The results for the year and the financial position of the charity are shown on pages 9 to 19.

During the year income increased by £75,119, to £461,175, and expenditure increased by £17,526, to £314,439. As a result, surplus for the year increased by £57,623 to £146,736 and the charity's net assets increased by the same amount, to £260,832. Net current assets increased by £140,455, to £254,549.

The trustees have considered the charity's requirement for reserves in light of the main risks to the organisation. The Operating Reserve Policy for Crosslands aims to ensure the stability of the organisation's mission, programs, employment, and ongoing operations. The Operating Reserve is intended to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, unanticipated loss in funding, or uninsured losses. The reserve may also be used for one-time, nonrecurring expenses that will build long-term capacity, such as staff development, research and development, or investment in infrastructure. Operating Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. It is the intention of Crosslands for Operating Reserves to be used and replenished within a reasonably short period of time. The Operating Reserve Policy will be implemented in concert with the other governance and financial policies of Crosslands and is intended to support the goals and strategies contained in these related policies and strategic and operational plans.

The Trustees have set a target level of reserves equal to four months of average operating costs. Currently the charity holds unrestricted net current assets of £192,991 (2020: £105,285) and is complying with its reserves policy.

Structure, Governance and Management

The organisation is a Charitable Incorporated Organisation, incorporated and registered as a charity on 19th May 2016. The charity is established under a constitution, which contains the objects and powers of the organisation.

Responsibility for setting policy and for determining the parameters within which the charity should operate rests with the trustees who meet regularly to monitor the activities of the charity. The trustees have a duty to identify and review the risks to which the charity is exposed, be they operational, financial or reputational, and ensure appropriate controls are in place to provide reasonable assurance against fraud or error. Responsibility for the day-to-day operation of the charity has been delegated to a senior management team led by Jen Charteris.

Trustees' report for the year ended 31 July 2021 (cont.)

At any time there must be a minimum of four trustees. The board of Trustees is responsible for the appointment of new Trustees. Every Trustee must be appointed for a term of up to three years by a resolution passed at a properly convened meeting of the Charity Trustees. All trustees appointed fully support the charity's aims and objectives.

All trustees work voluntarily and receive no salary from the charity. Any expenses reclaimed or royalties paid from the charity are described in note 7 of the accounts.

Reference and administrative details

<i>Charity name:</i>	Crosslands
<i>Trustees:</i>	Mr R Cunnington Mr P Moore Mr I Roberts Dr D Strange (resigned 14 September 2020) Mr D Steel Mrs R McLaughlin (appointed 5 May 2021)
<i>Charity registration number:</i>	1167211
<i>Registered office:</i>	MEA House, Newcastle upon Tyne, NE1 8XS
<i>Professional advisors</i>	Stewardship Services (UKET) Limited (Examiners) CAF Bank Ltd (Banker) Wise (Banker)

Trustees' Responsibilities

The trustees are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Charity law requires us as trustees to prepare financial statements for each financial period that give a true and fair view of the state of the affairs of the charity, as at the balance sheet date, and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, they will:

- select suitable accounting policies and apply them consistently;
- observe methods and principles in the applicable Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- State whether the applicable account 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 not appropriate to assume that the company will not continue on that basis.

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial



Trustees' report for the year ended 31 July 2021 (cont.)

statements comply with the Charities Act 2011, the applicable Charities (Account and Reports) Regulations, and the provision of the Constitution.

The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees confirm that the accounts comply with current statutory requirements and those of the organisation's governing document.

Approval

This report was approved by the trustees and signed on their behalf by:

Mr I Roberts (Trustee)

1 April 2022

Independent Examiner's Report to the Trustees of Crosslands

I report to the charity trustees on my examination of the accounts of the Charity for the year ended 31 July 2021 on pages 9 to 19 following, which have been prepared on the basis of the accounting policies set out on pages 11 to 13.

Responsibilities and basis of the report

As the charity's trustees of the Charitable Incorporated Organisation, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Charity's accounts carried out under section 145 of the Act, and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

Since the Charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Jacob Farley ACA
Institute of Chartered Accountants in England and Wales

23 May 2022

Stewardship
1 Lamb's Passage
London
EC1Y 8AB

Statement of financial activities for the year ended 31 July 2021

Description by activity	Note	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		Funds	income funds	funds	Funds	income funds	funds
		Year ended 31 Jul '21	Year ended 31 Jul '21	Year ended 31 Jul '21	Year ended 31 Jul '20	Year ended 31 Jul '20	Year ended 31 Jul '20
		£	£	£	£	£	£
Incoming resources							
<i>Income & endowments from:</i>							
Donations & legacies	3	57,840	72,850	130,690	95,645	82	95,727
Charitable activities	4	330,485	0	330,485	290,329	0	290,329
Total		388,325	72,850	461,175	385,974	82	386,056
Resources expended 5							
<i>Expenditure on:</i>							
Raising funds		970	3,850	4,819	4,583	0	4,583
Charitable activities		295,700	13,920	309,619	292,329	0	292,329
Total		296,669	17,769	314,439	296,912	0	296,912
Net income/expenditure		91,656	55,081	146,736	89,062	82	89,144
Net movement in funds		91,656	55,081	146,736	89,062	82	89,144
Reconciliation of funds: 14							
Total funds brought forward		105,285	8,810	114,095	16,223	8,728	24,951
Total funds carried forward		196,941	63,891	260,832	105,285	8,810	114,095

No transfers were made between funds in the current or prior period. There were no other recognised gains other than those noted above.

The notes on pages 11 to 19 form part of these accounts.

Balance sheet at 31 July 2021

	Note	Unrestricted Funds 31 Jul '21 £	Restricted income funds 31 Jul '21 £	Total funds 31 Jul '21 £	Unrestricted Funds 31 Jul '20 £	Restricted income funds 31 Jul '20 £	Total funds 31 Jul '20 £
Non-current assets							
Intangible assets	8	2,333	2,333	4,667	0	0	0
Tangible assets	9	1,616	0	1,616	0	0	0
Total non-current assets		3,950	2,333	6,283	0	0	0
Current assets							
Debtors	10	16,578	0	16,578	8,661	0	8,661
Cash at bank and in hand		249,794	64,549	314,342	126,346	8,810	135,156
Total current assets		266,371	64,549	330,920	135,007	8,810	143,817
Creditors: amounts falling due within one year	11	(73,380)	(2,991)	(76,371)	(29,722)	0	(29,722)
Net current assets		192,991	61,558	254,549	105,285	8,810	114,095
Total assets less current liabilities		196,941	63,891	260,832	105,285	8,810	114,095
Total net assets		196,941	63,891	260,832	105,285	8,810	114,095
Fund Balances							
Restricted income funds	14	0	63,891	63,891	0	8,810	8,810
Unrestricted funds		196,941	0	260,832	105,285	0	105,285
Total funds		196,941	63,891	260,832	105,285	8,810	114,095

The notes on pages 11 to 19 form part of the accounts.

Approved by the Trustees for issue on 1 April 2022

Mr I Roberts (Trustee)

Charity registration number 1167211

Notes to the financial statements for the year ended 31 July 2021

1. Basis of preparation

These financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value. These financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and with the Charities Act 2011 and UK Generally Accepted Practice as it applies from January 2015.

The accounts have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective since 2005 which has since been withdrawn.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the charity's forecasts and projections and the possible implications should projected income or expenditure vary unexpectedly. The trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue to operate for the foreseeable future. The charity, therefore, continues to adopt the going concern basis in preparing its financial statements. In making this assessment the trustees have considered how Covid-19 might affect projections.

The charity constitutes a public benefit entity as defined by FRS 102.

There have been no changes in the accounting policies in the reporting year. No changes to accounting estimates have occurred in the reporting year. No material prior year errors have been identified in the reporting year.

2. Accounting policies

Recognition of income

Income is recognised in the period in which the charity becomes entitled to receipt, the amount receivable can be measured with reasonable certainty, and receipt is probable. For the most part, income is generally recognised when it is received. Income is only deferred when the charity has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

Income from donations includes donated facilities, services, and goods. Facilities, services, and goods donated for the charity's own use are recognised as income when receivable at their value to the charity.

Notes to the financial statements for the year ended 31 July 2021 (cont.)

When donated goods, services and facilities are distributed or consumed, an expense in respect of those items is included in the Statement of Financial Activities. At the year-end any goods that have not been distributed or consumed are recognised as stock; donated fixed assets are capitalised.

Income from charitable activities represents income receivable from goods, services and facilities supplied in furtherance of the charity's charitable objects. It includes income from seminary fees and other events and courses.

Grants and donations are only included in the SoFA when the general income recognition criteria are met.

Expenditure

Expenditure, including irrecoverable VAT, is recognised when it is incurred or, if earlier, when a legal or constructive obligation for payment arises provided that it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure on raising funds comprises the costs incurred on fundraising.

Governance costs, which are included in expenditure on charitable activities but are identified separately in the notes to the accounts, includes costs associated with the strategic management of the charity.

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity. Restricted funds are donations which are to be used in accordance with specific restrictions imposed by donors; they include donations received from appeals for specific activities or projects.

Intangible fixed assets

The cost of software is capitalised and amortised on a straight-line basis over its expected useful life, which is expected to be three years.

Tangible fixed assets

Items purchased or donated for the charity's own use are capitalised when the cost of purchased items, or the fair value of donated items, is more than £1,000 and the item is expected to benefit the charity over more than one accounting period. Depreciation is charged on a straight line basis so as to write down the value of each asset to its estimated residual value (if any) over its expected useful economic life. To achieve this objective the following rates of depreciation are charged:

Equipment: 3 years

The carrying values of tangible fixed assets are reviewed for impairment in periods when events or changes in circumstances indicate that the carrying value may not be recoverable.

Debtors

Debtors (including trade debtors and loans receivable) are measured on initial recognition at settlement amount after any trade discounts or amount advanced by the charity. Subsequently, they are measured at the cash or other consideration expected to be received.

Notes to the financial statements for the year ended 31 July 2021 (cont.)

Cash flow statement

The trustees have taken advantage of the exemption in S1a of FRS 102 from including a cash flow statement in the financial statements on the grounds that the charity is small.

Pension scheme arrangements

The charity operates defined contribution pension schemes for its employees. Obligations for contributions to these schemes are recognised as an expense when the liability arises. The assets of these schemes are held separately from those of the charity in independently administered funds.

Taxation

The charity has taken advantage of the various reliefs from taxation available to charities and no tax is payable on the charity's income.

Financial instruments

The charity's financial assets and financial liabilities all qualify as basic financial instruments, as defined by FRS102. Except for creditors and debtors are measured at their expected settlement value (normally the amount of cash that the charity expects to pay or receive).

Foreign currency translation

These financial statements are presented in sterling, which is the charity's functional currency.

- Income and expenditure denominated in a foreign currency are translated into sterling at the exchange rate prevailing on the date of the transaction.
- Monetary assets and liabilities denominated in a foreign currency are re-translated at the exchange rate prevailing at the balance sheet date.
- Non-monetary assets are measured at historic cost at the rate of exchange prevailing on the date of the transaction and are not subsequently re-translated.

All differences arising from the application of the above policy are charged (or credited) to the Statement of Financial Activities.

Cash flow statement

The trustees have taken advantage of the exemption in S1a of FRS 102 from including a cash flow statement in the financial statements on the grounds that the charity is small.

Critical accounting estimates and areas of judgement

The trustees do not consider that there are any material sources of estimation or uncertainty at the balance sheet date that could result in a material adjustment to the carrying values of assets and liabilities in the next reporting period.

Notes to the financial statements for the year ended 31 July 2021 (cont.)

3. Donations

	Unrestricted Funds y/e 31 Jul '21 £	Restricted funds y/e 31 Jul '21 £	Total funds y/e 31 Jul '21 £	Unrestricted Funds y/e 31 Jul '20 £	Restricted funds y/e 31 Jul '20 £	Total funds y/e 31 Jul '20 £
Donations of cash & similar	600	29,850	30,450	63	0	63
Donations in kind	1,654	0	1,654	0	0	0
Other grants receivable	55,586	43,000	98,586	95,582	82	95,664
Total donations	57,840	72,850	130,690	95,645	82	95,727

Donations in kind comprise of donated facilities, namely an office that was made available rent-free between May 2021 and July 2021 for administrative activities (2020: none)

£72,850 of donations received were restricted in nature (2020: £82). £68,000 was given to be used to help launch and run Crosslands Forum. A further £4,850 was received to supplement the fees of any student who suffers financial hardship. Restricted funds received in the prior year were received to fund the translation of foundation material from English into the Turkish language

4. Income from charitable activities

	Unrestricted Funds y/e 31 Jul '21 £	Restricted funds y/e 31 Jul '21 £	Total funds y/e 31 Jul '21 £	Unrestricted Funds y/e 31 Jul '20 £	Restricted funds y/e 31 Jul '20 £	Total funds y/e 31 Jul '20 £
Fee income	311,126	0	311,126	271,439	0	271,439
Online sales	16,682	0	16,682	18,091	0	18,091
Other	2,676	0	2,676	799	0	799
Total charitable activities	330,485	0	330,485	290,329	0	290,329

Notes to the financial statements for the year ended 31 July 2021 (cont.)

5. Analysis of expenditure

	Unrestricted Funds y/e 31 Jul '21 £	Restricted funds y/e 31 Jul '21 £	Total funds y/e 31 Jul '21 £	Unrestricted Funds y/e 31 Jul '20 £	Restricted funds y/e 31 Jul '20 £	Total funds y/e 31 Jul '20 £
Expenditure on raising funds:						
Advertising, marketing, direct mail, and publicity	970	3,850	4,819	4,583	0	4,583
Total expenditure on raising funds	970	3,850	4,819	4,583	0	4,583
Expenditure on charitable activities:						
Seminary course delivery	94,348	0	94,348	100,411	0	100,411
Seminary course curriculum	8,732	0	8,732	12,044	0	12,044
Consumable equipment	2,974	0	2,974	932	0	932
Foundation course development	151	0	151	0	0	0
Foundation course delivery	4,605	0	4,605	5,853	0	5,853
Royalties	1,143	0	1,143	858	0	858
Translation costs	3,542	0	3,542	8,649	0	8,649
Employment costs	161,811	12,520	174,331	149,736	0	149,736
Staff training	1,086	91	1,177	731	0	731
Office rental and utilities	2,243	0	2,243	1,320	0	1,320
Travel and subsistence	811	113	925	2,322	0	2,322
Governance costs	409	34	443	731	0	731
Administrative costs	13,845	1,161	15,006	8,741	0	8,741
Total expenditure on charitable activities	295,700	13,920	309,619	292,329	0	292,329
Total expenditure	296,669	17,769	314,439	296,912	0	296,912

All expenditure in the year that was restricted in nature related to Crosslands Forum

6. Fees for examination or audit of the accounts

Fees of £2,100 were paid in relation to the independent examiner's fees for reporting on the accounts (2020: £1,920). In addition the charity paid £702 (2020: £631) to Stewardship for payroll bureau services.

Notes to the financial statements for the year ended 31 July 2021 (cont.)

7. Analysis of staff costs, the cost of key management personnel and trustee remuneration and expenses

	y/e 31 Jul '21 £	y/e 31 Jul '20 £
Wages and salaries	158,476	140,421
Social security costs	9,806	8,140
Other pension costs	5,275	1,175
	173,557	149,736

During the year there was one (2020: one) staff working for the charity whose contracts were with and were paid by related parties with whom Crosslands had secondment agreements. The total amount reimbursed was £18,072 (2020: £17,731)

The average monthly number of employees during the year was four (2020: three).

One employee received total employee benefits in excess of £60,000 and not more than £70,000 in the year (2020: one).

The key management personnel of the charity comprise the trustees named on page 6 and the Executive Director of Crosslands.

During the year key management received employee benefits totalling £65,000 (2020: £65,000).

No expenses were paid to trustees in the current year (2020: £33 to Mr D Steel in relation to travel expenses).

8. Intangible fixed assets

	Website £	Total £
Cost		
At 1 August 2020	0	0
Additions	4,800	4,800
At 31 July 2021	4,800	4,800
Amortisation		
At 1 August 2020	0	0
Charge for the year	133	133
At 31 July 2021	133	133
Net book value		
At 31 July 2021	4,667	4,667
At 31 July 2020	0	0

Notes to the financial statements for the year ended 31 July 2021 (cont.)

9. Tangible fixed assets

	Computer Equipment £	Total £
Cost		
At 1 August 2020	0	0
Additions	2,155	2,155
At 31 July 2021	2,155	2,155
Accumulated depreciation		
At 1 August 2020	0	0
Charge for the year	539	539
At 31 July 2021	539	539
Net book value		
At 31 July 2021	1,616	1,616
At 31 July 2020	0	0

10. Debtors

	31 July 2021 £	31 July 2020 £
Trade debtors	0	507
Prepayments and accrued income	16,578	8,154
	16,578	8,661

11. Creditors: amounts falling due within one year

	31 July 2021 £	31 July 2020 £
Trade creditors	6,810	1,402
Accruals	26,680	6,119
Deferred income (note 12)	42,880	22,201
Taxation and social security	0	0
	76,371	29,722

12. Deferred Income

	31 July 2021 £	31 July 2020 £
Balance at the beginning of the reporting period	22,201	120,102
Amount released to income	(22,201)	(120,102)
Amount deferred in year	42,880	22,201
Balance at the end of the reporting period	42,880	22,201

Notes to the financial statements for the year ended 31 July 2021 (cont.)

All deferred income related to student fees paid in advance for the following academic year. The income deferred at the period end will be released to income over the following periods:

	31 July 2021	31 July 2020
	£	£
Within one year	39,130	22,201
After one year	3,750	0
	42,880	22,201

13. Pension commitments

During the year employer's pension contributions totalling £5,275 (2020: £1,175) were payable to defined contribution personal pension schemes. No pension contributions were owing at the balance sheet date (2020: £nil).

14. Charity funds

During the year the movements in the charity's funds were as follows:

<i>Fund name</i>	1 Aug '20	Income	Expenditure	31 July '21
	£	£	£	£
Restricted - Turkish translation project	1,074	0	0	1,074
Restricted - Polish translation project	954	0	0	954
Restricted - Russian translation project	6,782	0	0	6,782
Restricted - Seminary bursary	0	4,850	0	4,850
Restricted - Crosslands Forum	0	68,000	(17,769)	50,231
Unrestricted funds	105,285	388,325	(296,669)	196,941
	114,095	461,175	(314,439)	260,832

The restricted funds represent funds made available for:

- the translation of foundation material from English into Russian, Polish and Turkish;
- costs incurred in relation to setting up and running Crosslands Forum; and
- a student bursary to supplement the fees of any student who suffers financial hardship in order to allow them to continue on the seminary programme.

Analysis of net assets by fund

The assets and liabilities of the various funds were as follows:

	Unrestricted funds	Restricted – Crosslands Forum	Restricted - Seminary bursary	Restricted - translation project	Total
	£	£	£	£	£
Intangible fixed assets	2,333	2,333	-	-	4,667
Tangible fixed assets	1,616	-	-	-	1,616
Debtors	16,578	-	-	-	16,578
Cash at bank and in hand	249,794	50,889	4,850	8,810	314,343
Creditors falling due within one year	(73,380)	(2,991)	-	-	(76,371)
	196,941	50,231	4,850	8,810	260,832

Notes to the financial statements for the year ended 31 July 2021 (cont.)

In the previous year the movements in the charity's funds were as follows:

<i>Fund name</i>	1 Aug '19 £	Income £	Expenditure £	31 July '20 £
Restricted - Turkish translation project	992	82	0	1,074
Restricted - Polish translation project	954	0	0	954
Restricted - Russian translation project	6,782	0	0	6,782
Unrestricted funds	16,223	385,974	296,912	105,285
	24,951	386,056	296,912	114,095

Analysis of net assets by fund

In the previous year the assets and liabilities of the various funds were as follows:

	Unrestricted funds £	Restricted - translation project £	Total £
Debtors	8,661	0	8,661
Cash at bank and in hand	126,346	8,810	135,156
Creditors falling due within one year	(29,722)	0	(29,722)
	105,285	8,810	114,095

15. Related party disclosures

Related parties are defined as trustees, key management and their connected persons.

The charity shares a trustee (Mr P Moore) with another charity, A29 Europe. During the period, the charity received donations totalling £0 (2020: £13,582) from A29 Europe.

A trustee, Mr I Roberts, although not a trustee of Oak Hill, is a member of the Oak Hill Council and is regarded as senior management. During the period, the charity made payments to Oak Hill totalling £18,072 (2020: £17,731) for reimbursement of salary costs relating to the secondment of faculty member Dr T Ward.

Except as disclosed in note 7 'Analysis of staff costs', there have been no other transactions with related parties during the year.

CROSSLANDS

England & Wales - Charity number 1167211

Accounts

Crosslands
Unaudited financial statements
for the year ended 31 July 2020

Charity number: 1167211

Crosslands

*Unaudited financial statements
for the year ended 31 July 2020*

Contents

Trustees' report for the year ended 31 July 2020	1
Independent Examiner's Report to the Trustees of Crosslands	6
Statement of financial activities for the year ended 31 July 2020	7
Balance sheet as at 31 July 2020	8
Notes to the financial statements for the year ended 31 July 2020	9



Trustees' report for the year ended 31 July 2020

The trustees present their report together with the financial statements of Crosslands for the year ended 31 July 2020.

Objectives and Activities

Crosslands aims to provide excellent in-context theological training and resources for churches and church leaders in the UK, Europe and 10:40 window. Crosslands provides accessible theological education through two core programmes, Foundation and Seminary.

The Foundation programme is well established. It is studied individually, in a learning site (open to anyone within a geographical area) or a study group (a closed group usually ran within a church or a para-church organisation) accessed through our online platform, BibleMesh. Both learning sites and study groups teach the content in accordance with specific guidelines determined by Crosslands. They operate autonomously but are bound by a contract signed by the leader. This contract confirms their commitment to our aims, objectives and values and outlines their responsibilities.

The Seminary programme is run in-house with content accessed through a combination of online resources and teaching at residential and seminar days throughout the year. Students are allocated tutor groups of 5-7 students and hubs of 40 – 50 students.

The CIO's objectives, as set out in the constitution are:

- to provide for the public benefit Christian training to educate and equip church leaders, mainly but not exclusively in the UK, Europe and 10:40 window, to have the knowledge and skills required to care for the spiritual, moral and welfare needs of their churches and wider communities;
- to provide for the public benefit Christian resources that educate church congregations and individuals in accordance with Christian beliefs as outlined in our Statement of Faith; and
- to advance the Christian faith for the benefit of the public in such charitable ways as the Charity Trustees think fit from time to time.

The main activities undertaken during the year in relation to these objectives were:

- establishing a recognised, strong and distinct brand for in-context theological training;
- developing an excellent curriculum that equips people of all stages of Christian development;
- attracting a growing body of enrolled and potential students from across Europe;
- employing a strong, cohesive and diverse faculty of academics and practitioner-tutors;
- establishing an operational business plan to become a financially sustainable not-for profit organisation.

When planning the activities of the charity, the trustees have considered the Charity Commission guidance in relation to public benefit and in particular the guidance on the Advancement of Religion for the Public Benefit. The ways that the charity operates for the benefit of the wider public are detailed below:

- Curriculum is developed in such a way as to be contextually adaptable and appropriate. This is to equip and train Christians to intentionally invest in local communities.
- Content is accessible and relevant to a wide variety of people, including the Foundation programme which is available to those with little or no formal education.
- Delivery model is designed to make training accessible to people in remote and dispersed locations, who would not normally be able to access high quality training.
- Retail price of modules are aggressively discounted to make content available to a wide variety of students, to allow people to integrate study into their current context and so encourage people to study in groups which we believe provide greater educational outcomes.

Trustees' report for the year ended 31 July 2020 (cont.)

Achievements and Performance

The trustees consider the achievements of the CIO during the year to be:

- The number of students enrolled in our Seminary programme at the start of the academic year (September 2019) was 33% higher than in the prior year. In addition to this we introduced a January student intake. The rolling nature of our programme facilitated a smooth integration of these students with our existing student population.
- 10 students successfully completed their final year of our unaccredited seminary course and we had our first two student complete the four-year MA in Christian Ministry in partnership with South Eastern Baptist Theological Seminary.
- A continued diversification of our Seminary student body, with more than 87% of students located outside of London and SE England including students from 15 countries outside the UK and a 13% increase in the proportion of female students enrolled in our Seminary Programme
- 11 students successfully completed the first year of our tailored Kids and Youth Ministry variant of our Seminary Core Programme.
- The development and implementation of a Music Ministry and Women in Ministry variants of our Seminary Core Programme.
- The continued development of the Crosslands brand and reputation has resulted in student applications for the academic year 2020/21 being on a par with the prior year despite the uncertainty resulting from the pandemic. There has been increased interest in our January 2021 intake.
- The continued growth in the number of Foundation Learning sites and Study groups.
- Steady growth in the number of tutors working with us. We were delighted to have Mel Lacy and Matt Searles join our tutor body in September 2019 with a further four new tutors starting in September 2020.
- The flexible and innovative nature of our Seminary delivery model allowed us to respond to the global COVID 19 pandemic with minimal disruption to the student experience. The cancellation of several conferences, restrictions on travel, and taking our usual summer residentials online allowed cost savings to be made for the financial year ending 31 July 2020. The pandemic resulted in a small number of students being placed on furlough by their employer, however as furloughed employees are still permitted to continue with training this has not had further implications for Crosslands. In addition to this we had a small number of students working as key workers. Tailored study plans were created for those students allowing them to complete the work required of them and continue on their course.

Financial review

The results for the year and the financial position of the charity are shown on pages 6 to 14.

The Statement of Financial Activities shows a surplus of income over expenditure during the year of £89,144 (2019: deficit of £6,372) with total reserves of £114,095 (2019: £24,951).

The charity received support from its founding partner, Acts29, of £95,582 (2019: £56,000)

Trustees' report for the year ended 31 July 2020 (cont.)

The trustees have considered the charity's requirement for reserves in light of the main risks to the organisation. The purpose of the Operating Reserve Policy for Crosslands is to ensure the stability of the mission, programs, employment, and ongoing operations of the organisation. The Operating Reserve is intended to provide an internal source of funds for situations such as a sudden increase in expenses, onetime unbudgeted expenses, unanticipated loss in funding, or uninsured losses. The reserve may also be used for one-time, nonrecurring expenses that will build long-term capacity, such as staff development, research and development, or investment in infrastructure. Operating Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. It is the intention of Crosslands for Operating Reserves to be used and replenished within a reasonably short period of time. The Operating Reserve Policy will be implemented in concert with the other governance and financial policies of Crosslands and is intended to support the goals and strategies contained in these related policies and in strategic and operational plans.

The Trustees have set a target level of reserves equal to four months of average operating costs. Currently the charity holds reserves of £105,285 (2019: £16,223).

Structure, Governance and Management

The organisation is a Charitable Incorporated Organisation, incorporated and registered as a charity on 19th May 2016. Crosslands was created by two organisations – Acts 29 and Oak Hill.

The company is established under a constitution, which contains the objects and powers of the organisation.

At any time there must be a minimum of four trustees. The board of Trustees is responsible for the appointment of new Trustees.

Every Trustee must be appointed for a term of up to three years by a resolution passed at a properly convened meeting of the Charity Trustees.

All trustees work voluntarily and receive no salary from the charity. Any expenses reclaimed or royalties paid from the charity are described in notes 10 and 11 of the accounts.

All trustees appointed are in full support of the charity's aims and objectives.

Any newly appointed trustees will be given a copy of the current version of the constitution and a copy of the CIO's latest Trustees' Annual Report and statement of accounts.

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud or error.

Reference and administrative details

Charity name:

Crosslands

Trustees:

Mr R Cunnington (appointed 9 Jul '20)

Mr P Moore

Mr I Roberts

Dr D Strange (resigned 14 Sep '20)

Mr D Steel (appointed 20 Feb '20)

Mr S Timmis (resigned 4 Feb '20)

Charity registration number:

1167211

Registered office:

26 Rothbury Terrace, Newcastle upon Tyne,
NE6 5XH

Professional advisors

Stewardship Services (UKET) Limited (Examiners)

CAF Bank Ltd (Bankers)

Trustees' report for the year ended 31 July 2020 (cont.)

Trustees' Responsibilities

Charity law requires us as trustees to prepare financial statements for each financial period that give a true and fair view of the state of the affairs of the charity, as at the balance sheet date, and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, they will:

- select suitable accounting policies and apply them consistently;
- observe methods and principles in the applicable Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- State whether the applicable account 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 not appropriate to assume that the company will not continue on that basis.

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Account and Reports) Regulations, and the provision of the Constitution.

The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees confirm that the accounts comply with current statutory requirements and those of the organisation's governing document.

ON BEHALF OF THE BOARD:

Mr I Roberts (Trustee)

25 March 2021

Independent Examiner's Report to The Trustees of Crosslands ('the Charity')

I report to the charity trustees on my examination of the accounts of the Charity for the year ended 31 July 2020 on pages 7 to 15 following, which have been prepared on the basis of the accounting policies set out on pages 9 to 10.

Responsibilities and basis of report

As the charity's trustees of the Charitable Incorporated Organisation you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

Since the Charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Jacob Farley ACA
Institute of Chartered Accountants in England and Wales

14 April 2021

Stewardship
1 Lamb's Passage
London
EC1Y 8AB

Statement of financial activities for the year ended 31 July 2020

Description by activity	Note	Unrestricted	Restricted	Total funds	Unrestricted	Restricted	Total funds
		Funds	income funds		Funds	income funds	
		Year ended	Year ended	Year ended	Year ended	Year ended	Year ended
		31 Jul '20	31 Jul '20	31 Jul '20	31 Jul '19	31 Jul '19	31 Jul '19
		£	£	£	£	£	£
Incoming resources	3						
<i>Income and endowments from:</i>							
Donations and legacies		95,645	82	95,727	101,635	1,746	103,381
Charitable activities		290,329	0	290,329	201,345	0	201,345
Total		385,974	82	386,056	302,980	1,746	304,726
Resources expended	4						
<i>Expenditure on:</i>							
Raising funds		4,583	0	4,583	5,355	0	5,355
Charitable activities		292,329	0	292,329	302,600	3,143	305,743
Total		296,912	0	296,912	307,955	3,143	311,098
Net income/ expenditure		89,062	82	89,144	(4,975)	(1,397)	(6,372)
Net movement in funds		89,062	82	89,144	(4,975)	(1,397)	(6,372)
Reconciliation of funds:	9						
Total funds brought forward		16,223	8,728	24,951	21,198	10,125	31,323
Total funds carried forward		105,285	8,810	114,095	16,223	8,728	24,951

No transfers were made between funds in the current or prior period. There were no other recognised gains other than those noted above.

The notes on pages 8 to 14 form part of these accounts.

Balance sheet as at 31 July 2020

	Note	Unrestricted Funds 31 Jul '20 £	Restricted income funds 31 Jul '20 £	Total funds 31 Jul '20 £	Unrestricted Funds 31 Jul '19 £	Restricted income funds 31 Jul '19 £	Total funds 31 Jul '19 £
Current assets							
Debtors	7	8,661	0	8,661	72,486	0	72,486
Cash at bank and in hand		126,346	8,810	135,156	83,180	8,728	91,908
Total current assets		135,007	8,810	143,817	155,666	8,728	164,394
Creditors: amounts falling due within one year	8	(29,722)	0	(29,722)	(139,443)	0	(139,443)
Net current assets		105,285	8,810	114,095	16,223	8,728	24,951
Total assets less current liabilities		105,285	8,810	114,095	16,223	8,728	24,951
Total net assets		105,285	8,810	114,095	16,223	8,728	24,951
Fund Balances	9						
Restricted income funds		0	8,810	8,810	0	8,728	8,728
Unrestricted funds		105,285	0	105,285	16,223	0	16,223
Total funds		105,285	8,810	114,095	16,223	8,728	24,951

The notes on pages 10 to 14 form part of the accounts.

Approved by the Trustees for issue on 25 March 2021.

Mr I Roberts (Trustee)

Charity registration number 1167211

Notes to the financial statements for the year ended 31 July 2020

1. Basis of preparation

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value. The accounts have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and with the Charities Act 2011 and UK Generally Accepted Practice as it applies from January 2015.

The accounts have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective since 2005 which has since been withdrawn.

The accounts have been prepared on the going concern basis, as there are no material uncertainties about the charity's ability to continue. Based on the adequacy of the charity's reserves as at the balance sheet date, along with their knowledge of the charity's ability to meet bills, payments and other liabilities as they fall due, the directors have a reasonable expectation that the charity has sufficient resources to continue in operational existence for the foreseeable future. In making this assessment the trustees have considered the impact of Covid-19 and have concluded that its impact on net income will not be material.

The charity constitutes a public benefit entity as defined by FRS 102.

There have been no changes in the accounting policies in the reporting year. No changes to accounting estimates have occurred in the reporting year. No material prior year errors have been identified in the reporting year.

2. Accounting policies

Recognition of income

These are included in the Statement of Financial Activities (SoFA) when:

- The charity becomes entitled to resources;
- It is more likely than not that the economic benefits associated with the transaction or gift will flow to the charity; and
- The monetary value can be measured with sufficient reliability.

Offsetting

There has been no offsetting of assets and liabilities, or income and expenses.

Donations

Grants and donations are only included in the SoFA when the general income recognition criteria are met.

Liability recognition

Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay our resources and the amount of the obligation can be measured with reasonable certainty.

Deferred income

Material items of deferred income have been expressly included in the accounts.

Notes to the financial statements for the year ended 31 July 2020 (cont.)

Creditors

The charity has creditors which are measured at settlement amounts less any trade discounts.

Provisions for liabilities

A liability is measured on recognition at its historical cost and then subsequently measured at the best estimate of the amount required to settle the obligation at the reporting date.

Tangible fixed assets for use by charity

These are capitalised if they can be used for more than one year, and cost at least £1,000. Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life.

Debtors

Debtors (including trade debtors and loans receivable) are measured on initial recognition at settlement amount after any trade discounts or amount advanced by the charity. Subsequently, they are measured at the cash or other consideration expected to be received.

Cash flow statement

The trustees have taken advantage of the exemption in S1a of FRS 102 from including a cash flow statement in the financial statements on the grounds that the charity is small.

Pension scheme arrangements

The charity operates defined contribution pension schemes for its employees. Obligations for contributions to these schemes are recognised as an expense when the liability arises. The assets of these schemes are held separately from those of the charity in independently administered funds.

Taxation

The company is a registered charity; it has taken advantage of the various reliefs from taxation available to charities and no tax is payable on the charity's income.

Notes to the financial statements for the year ended 31 July 2020 (cont.)

3. Analysis of incoming resources

	Unrestricted Funds y/e 31 Jul '20 £	Restricted funds y/e 31 Jul '20 £	Total funds y/e 31 Jul '20 £	Unrestricted Funds y/e 31 Jul '19 £	Restricted funds y/e 31 Jul '19 £	Total funds y/e 31 Jul '19 £
Donations:						
Donations and gifts	63	0	63	40,269	0	40,269
General grants provided by other charities	95,582	82	95,664	61,366	1,746	63,112
Total donations	95,645	82	95,727	101,635	1,746	103,381
Charitable activities:						
Fee income	271,439	0	271,439	185,105	0	185,105
Online sales	18,091	0	18,091	9,400	0	9,400
Other	799	0	799	6,840	0	6,840
Total charitable activities	290,329	0	290,329	201,345	0	201,345
Total income	385,974	82	386,056	302,980	1,746	304,726

All income in the current year was unrestricted except for £82 (2019: £1,746) received in order to fund the translation of foundation material from English into the Turkish language (2019: Polish and Turkish languages).

Notes to the financial statements for the year ended 31 July 2020 (cont.)

4. Analysis of expenditure

	Unrestricted Funds y/e 31 Jul '20 £	Restricted funds y/e 31 Jul '20 £	Total funds y/e 31 Jul '20 £	Unrestricted Funds y/e 31 Jul '19 £	Restricted funds y/e 31 Jul '19 £	Total funds y/e 31 Jul '19 £
Expenditure on raising funds:						
Advertising, marketing, direct mail and publicity	4,583	0	4,583	5,355	0	5,355
Total expenditure on raising funds	4,583	0	4,583	5,355	0	5,355
Expenditure on charitable activities:						
Seminary course delivery	100,411	0	100,411	84,363	0	84,363
Seminary course curriculum	12,044	0	12,044	9,843	0	9,843
Study days	0	0	0	20	0	20
Consumable equipment	932	0	932	1,943	0	1,943
Foundation course development	0	0	0	2,809	0	2,809
Foundation course delivery	5,853	0	5,853	1,253	0	1,253
Royalties	858	0	858	990	0	990
Translation costs	8,649	0	8,649	8,936	3,143	12,079
Employment costs	149,736	0	149,736	167,563	0	167,563
Staff training	731	0	731	2,392	0	2,392
Office rental and utilities	1,320	0	1,320	5,734	0	5,734
Travel and subsistence	2,322	0	2,322	4,738	0	4,738
Governance costs	731	0	731	776	0	776
Administrative costs	8,741	0	8,741	8,871	0	8,871
Other Acts 29 academies	0	0	0	2,369	0	2,369
Total expenditure on charitable activities	292,329	0	292,329	302,600	3,143	305,743
Total expenditure	296,912	0	296,912	307,955	3,143	311,098

5. Fees for examination or audit of the accounts

Fees of £1,920 were paid in relation to the independent examiner's fees for reporting on the accounts (2019: £1,440). In addition to this fee for payroll service of £631 (2019: £1,200) were paid to the independent examiner.

Notes to the financial statements for the year ended 31 July 2020 (cont.)

6. Staff costs

	y/e 31 Jul '20 £	y/e 31 Jul '19 £
Wages and salaries	140,421	156,400
Social security costs	8,140	10,106
Other pension costs	1,175	1,057
	149,736	167,563

During the year there was one (2019: one) staff working for the charity whose contracts were with and were paid by related parties with whom Crosslands had secondment agreements with. The total amount reimbursed was £17,731 (2019: £16,416).

One employee received total employee benefits in excess of £60,000 and not more than £70,000 in the year (2019: 0).

The average monthly number of FTE employees by activity during the year was as follows:

	y/e 31 Jul '20 £	y/e 31 Jul '19 £
Charitable activities	2	2
Governance	1	1
Total	3	3

7. Debtors

	31 July 2020 £	31 July 2019 £
Trade debtors	507	60,412
Prepayments and accrued income	8,154	12,074
	8,661	72,486

Notes to the financial statements for the year ended 31 July 2020 (cont.)

8. Creditors: amounts falling due within one year

	31 July 2020 £	31 July 2019 £
Trade creditors	1,402	14,024
Accruals and deferred income	28,320	122,415
Taxation and social security	0	3,004
	29,722	139,443

At the year end the charity had deferred income of £22,201 (2019: £120,102) relating to student fees paid in advance for the following academic year. All deferred income from 2019 has been released to income in 2020.

9. Charity funds

Fund name	At 1 Aug '19	Income	Expenditure	At 31 July '20
Restricted - Turkish translation project	992	82	0	1,074
Restricted - Polish translation project	954	0	0	954
Restricted - Russian translation project	6,782	0	0	6,782
Unrestricted funds	16,223	385,974	296,912	105,285
	24,951	386,056	296,912	114,095

Fund name	At 1 Aug '18	Income	Expenditure	At 31 July '19
Restricted - Turkish translation project	200	792	0	992
Restricted - Polish translation project	0	954	0	954
Restricted - Russian translation project	9,925	0	3,143	6,782
Unrestricted funds	21,198	302,980	307,955	16,223
	31,323	304,726	311,098	24,951

The restricted funds represent funds made available for the translation of foundation material from English into Russian, Polish and Turkish.

10. Trustee and key management personnel remuneration and benefits

The key management personnel of the charity comprise the trustees and the Executive Director of Crosslands.

During the year Mr S Timmis received royalty payments from the charity totalling £840 (2019: £489) for co-authoring course material used by the charity.

During the year Mrs J Charteris received total employee benefits totalling £65,000 (2019: £65,000) in her role as Executive Director.

Notes to the financial statements for the year ended 31 July 2020 (cont.)

10. *Trustee expenses*

The following amounts were reimbursed to trustees during the period:

	y/e 31 Jul '20 £	y/e 31 Jul '19 £
Mr J Woodrow	0	304
Mr D Steel	33	0

11. *Related party disclosures*

Related parties are defined as trustees, key management and their connected persons.

A former trustee, Mr S Timmis, although not a trustee of Acts 29, was CEO of that charity. During the period, the charity received donations totalling £82,000 (2019: £56,000) from Acts 29.

The charity shares a trustee (Mr P Moore) with another charity, A29 Europe. During the period, the charity received donations totalling £13,582 (2019: £0) from Acts 29. The charity did not make any payments during the year (2019: £2,620) to A29 Europe.

A trustee, Mr I Roberts, although not a trustee of Oak Hill, is a member of the Oak Hill Council and is regarded as senior management. During the period, the charity made payments to Oak Hill totalling £17,731 (2019: £16,416) for reimbursement of salary costs relating to the secondment of faculty member Dr T Ward.