



CROSSLANDS

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

Charity number: 1167211

Crosslands

Unaudited financial statements for the year ended 31 July 2025

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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

		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 £
Description by activity	Note						
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 Cunningham, 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'.