



Crosslinks

God's word to God's world

Report & Financial Statements

For the year ended 31 December 2025

Company Registration No. 00193144

Charity Registration No. 1164474

Contents

- **Charity information: page 2**
- **Trustees' annual report: page 3-8**
- **Independent auditor's report: Page 9-11**
- **Statement of financial activities: page 12**
- **Balance sheet: page 13**
- **Statement of cash flows: page 14**
- **Notes to the financial statements: page 15-26**
- **Acknowledgements: page 27**

CROSSLINKS Company No: 00193144

Charity information

Company No.:	00193144
Registered Charity No:	1164474
Principal address	251 Lewisham Way, London SE4 1XF
President	Mr. David Mills MBE
Mission Director	Mr John McLernon
Trustees	Rev. Timothy Houghton Chair Rev. Nick Jones Ms. Deborah Kelly Mr. James Steer Mrs. Victoria Widdows Rt Rev. Roderick Thomas Mr. Greg Obong Oshotse Ms. Kate Randle Rev. Joel Edwards Mr. Mark Walkington Rev. Chris Howles (Appointed 24 June 2025) Mr. Nick Winther Treasurer
General Synod	Mr. Gabriel Chiu General Synod Representative Co-opted

The Mission Director and General Synod representative are non-voting members of the Board of Trustees. Other senior staff present by invitation.

Bankers	Lloyds Bank Plc, 25 Gresham Street, London, EC2V 7HN Danske Bank, Donegall Square North, Belfast. Northern Ireland Allied Irish Bank, 40-42 Ranelagh, Dublin 6. Republic of Ireland
Independent Auditor	Forvis Mazars LLP, 2 ND Floor, 6 Sutton Plaza, Sutton Court Road, Sutton, Surrey SM1 4FS
Solicitors	Lewis & Dick, 443 Kingston Road Ewell, Surrey KT19 0DG
Investment Manager	RBC Brewin Dolphin Securities Limited, 12 Smithfield Street, London EC1A 9BD

The Trustees present their report and financial statements for the year ended 31 December 2025.

Structure, governance and management

Crosslinks is a company limited by guarantee (No. 00193144) which was incorporated on 18 October 1923 and registered as a charity on 19 November 2015 with charity registration number 1164474. The historic role of Crosslinks was to hold property for Bible Churchmen's Missionary Society as bare trustee.

Any individual can become a member of Crosslinks, if prepared to sign his or her agreement with the basis of the Society, and to signify support for Crosslinks by prayer and gifts for at least a year. The number of members at December 2025 was 908 (2024: 913), with an unquantified number of other individual supporters.

A maximum of 13 individuals makes up the Board of Trustees, of whom 8 are elected on a 5-year cycle by members of Crosslinks prior to the Annual General Meeting normally held in June. Trustees can be elected for up to two periods of 5 years, after which there must be a gap of at least one year before being eligible to stand again for election. Profiles of members standing for election are sent to all members prior to the Annual General Meeting. The Board of Trustees may co-opt up to four members in addition to the eight elected members and care is taken to ensure there is a balance of skills and representation on the Board of trustees.

During the year various aspects of the activities of Crosslinks are presented to the Board of Trustees so they gain a more in-depth appreciation of the work done by the society. The Board of Trustees normally meets five times a year.

The Board of Trustees is responsible for the strategy and direction of Crosslinks, guarding its doctrinal position in the Christian world and monitoring performance on a regular basis, under the spiritual leadership of the Mission Director. The Mission Director (MD), with the assistance of the staff, is responsible for the day to day running within the policies set by the Board of Trustees.

Selection and induction of Trustees

To be a trustee of Crosslinks, members are nominated by five current members (one of whom must be a trustee) and must sign the Basis of the Society. If there are more candidates standing than vacancies on the Board of Trustees an election is held, with all current voting members entitled to vote. New Trustees are announced at the Annual General Meeting. Once a Trustee is elected, they are introduced at the first Board of Trustees meeting and provided with the necessary background papers and briefings.

Responsibilities of the trustees

Charity law requires the Trustees to prepare Financial Statements for each financial year which give a true and fair view of the state of affairs of Crosslinks and of its income and expenditure for the financial year. In preparing financial statements the Trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the principles and methods of the Charities SORP.
- make judgments and estimates that are reasonable and prudent.
- prepare the financial statements on a going concern basis unless it is inappropriate to assume that the charity will continue in operation.
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any departures disclosed and explained in the accounts.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of Crosslinks and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of Crosslinks and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees set the remuneration of the Senior Leadership Team and decide any cost-of-living increase to be granted to the whole of the UK staff on an annual basis each November.

Each trustee, as at the date of this report, has confirmed that insofar as they are aware there is no relevant information (that is information needed by the charity's auditors in connection with preparing this report) of which the charity's auditors are unaware and they have taken the reasonable steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Public benefit

The Trustees have complied with their duty as per the Charities Act 2011 and 2022 to have due regard to Public Benefit guidance published by the Charity Commission.

The Society advances religion for the public benefit by serving churches and individuals in the proclamation of the good news of the Christian gospel, in Britain, Ireland and around the world. We believe it is of eternal benefit to all people to have the opportunity to hear and respond to the invitation of salvation from our loving God.

The ways in which the Society seeks to serve churches and individuals in this endeavour are:

- Long-term through mission partners, associate mission partners and associate church planters.
- Short-term through team and individual placements, camps in Ireland and through the schools of biblical training.
- Through partnership with locally proposed mission projects and our bursary programme enabling the training of local pastors.

In each of these three areas there are clear ways in which each seeks to proclaim the good news of the Christian gospel through the lens of our two fundamental priorities of evangelistic (i.e. gospel) opportunities and training trainers.

Fundraising Policy

Crosslinks sees itself as a voluntary society of members, who make up the membership of the limited Company.

Crosslinks does not therefore raise funds direct from the public, but receives all of its income from members, individual supporters, churches, trusts, and it also receives legacies from past supporters and members.

Requests for financial support are made to the above groups, on the basis that they have already expressed an interest in the work of Crosslinks. Crosslinks does not contract with any third party for any fundraising activity. Crosslinks is registered with the Fundraising Regulator as well as the Fundraising Preference Service.

Any requests for support are carefully vetted by the Crosslinks team leadership, so that no undue pressure is put on any individual, whether vulnerable or not, and there is no unreasonable intrusion on an individual's privacy.

Reserves policy

Crosslinks should hold a level of free reserves (being total unrestricted funds excluding tangible fixed assets and Unfunded Pension Provision) equivalent to at least six months of the current year's expenditure, which amounts to £ 1,990,452. Free reserves, including fixed asset investments at 31 December 2025 were £357,686 which is 18% (or two months) of stated policy level. Trustees regularly review the steps required to achieve the amounts required in reserves policy, whether by sale of surplus tangible assets or review of current and future activities of the Society.

Investment policy

The historic assets of Crosslinks have been used to hold properties for the accommodation of senior staff, and for the two offices in London and Belfast, from which the Society has carried out its ministry of taking God's word to God's world. In addition, the resources of Crosslinks have also been held to provide working capital to meet the demands of the ministry throughout the year, but also to meet the current long-term liabilities of the 'unfunded scheme' which gave rights to staff and mission partners serving in the 1960's to 1980's (See note 13).

Surplus resources not needed for these requirements have been invested, and the trustees have delegated the day-to-day management of this general investment portfolio to Brewin Dolphin Securities Ltd (See page 2).

Brewin Dolphin has the authority and discretion to make investment decisions within the stated objectives of capital growth, a long-term time horizon of at least 10 years, and with a risk category commensurate with this capital growth objective. The Treasurer and Finance Director are in regular communication with Brewin Dolphin to monitor performance.

At the year end the portfolio held 75.9% equities, split between UK and international equities, 16.6% in fixed income, and 7.5% in cash.

Risk management

The Trustees have a risk management strategy which comprises:

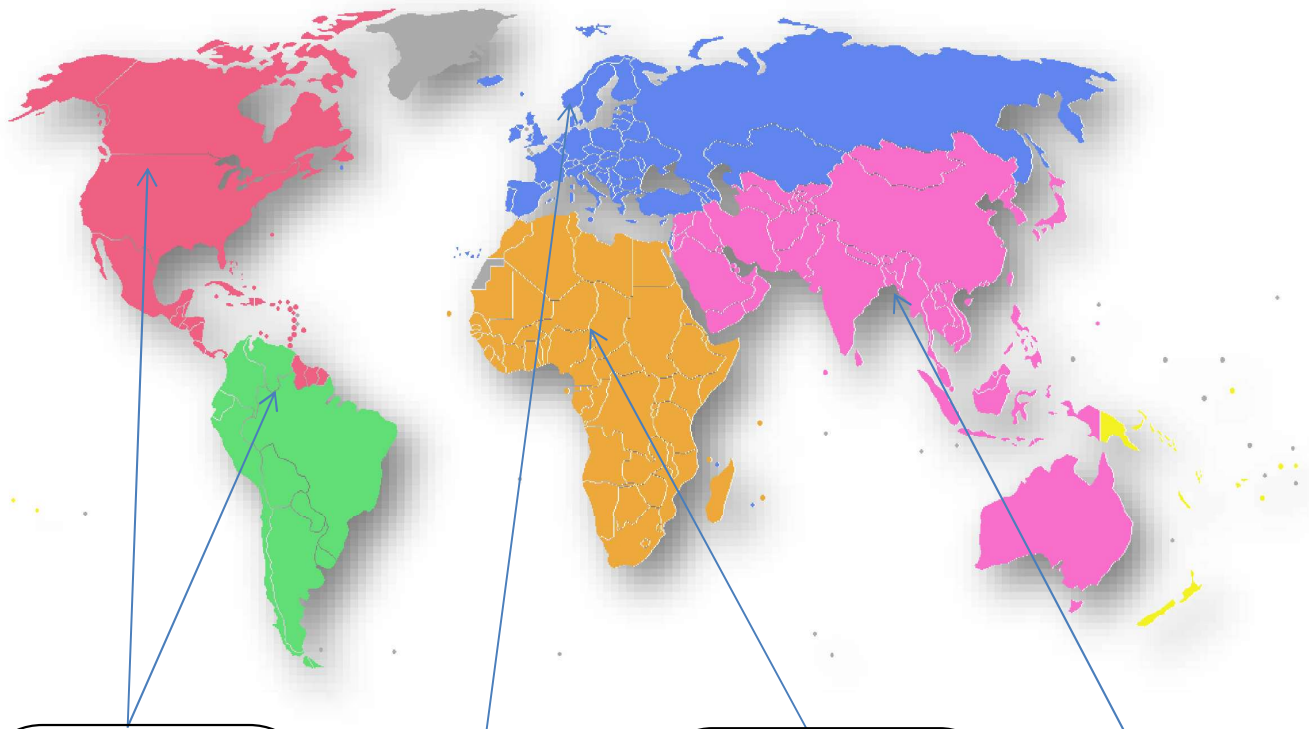
- An annual review of the risks Crosslinks may face.
- The establishment of systems and procedures to mitigate those risks identified in a risk register.
- The implementation of procedures designed to minimise any potential impact on Crosslinks should these risks materialise.

The trustees aim to review risk under the following 8 headings:

- 1) Governance risks, associated with the lack of strategic direction or distinctive ethos.
- 2) External risks
- 3) Personnel risks – Team leaders with the loss of key personnel in the UK or overseas.
- 4) Personnel risks – other staff.
- 5) Mission Partnership Team risks.
- 6) Mission Personnel Team risks, associated with all the means of mission deployed globally.
- 7) Financial risks, linked to the long-term support of this work.
- 8) Operational risks, associated with threats to the two UK offices in London and Belfast, including IT threats.

2025 Mission Activities

Crosslinks is currently working on 5 continents, and across all our means of mission as can be seen by the tables below.



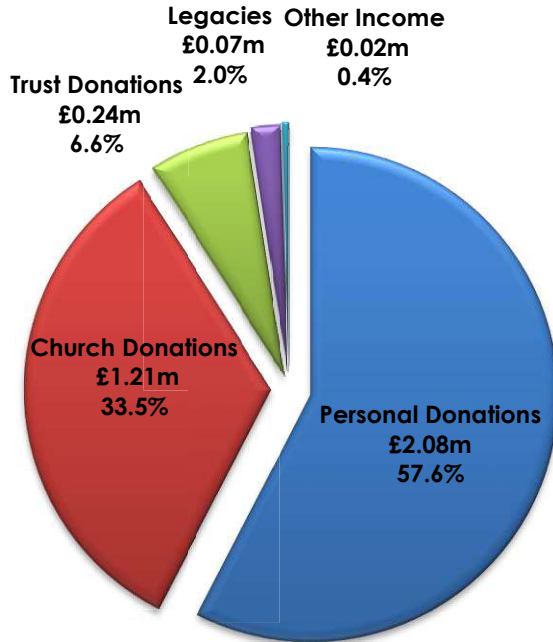
The Americas		Europe		Africa		Asia & Australia	
Long Term Programs		Long Term Programs		Long Term Programs		Long Term Programs	
Mission Partners	04	Mission Partners	48	Mission Partners	16	Mission Partners	02
MP Projects	03	MP Projects	10	MP Projects	07	MP Projects	01
Assoc. MPs	-	Assoc. MPs	04	Assoc. MPs	06	Assoc. MPs	06
AMP Projects	-	AMP Projects	-	AMP Projects	-	AMP Projects	-
Short term Programs		Short term Programs		Short term Programs		Short term Programs	
Individuals	01	Individuals	05	Individuals	02	Individuals	02
SBT	-	SBT	-	SBT	03	SBT	02
Teams	-	Teams	-	Teams	06	Teams	-
Indigenous		Indigenous		Indigenous		Indigenous	
Projects	02	Projects	03	Projects	6	Projects	04
Study Partners	04	Study Partners	07	Study Partners	96	Study Partners	04
Totals	14	Totals	77	Totals	142	Totals	21

2024 Mission Activities

The Americas		Europe		Africa		Asia & Australia	
Total	15	Total	90	Total	147	Total	18

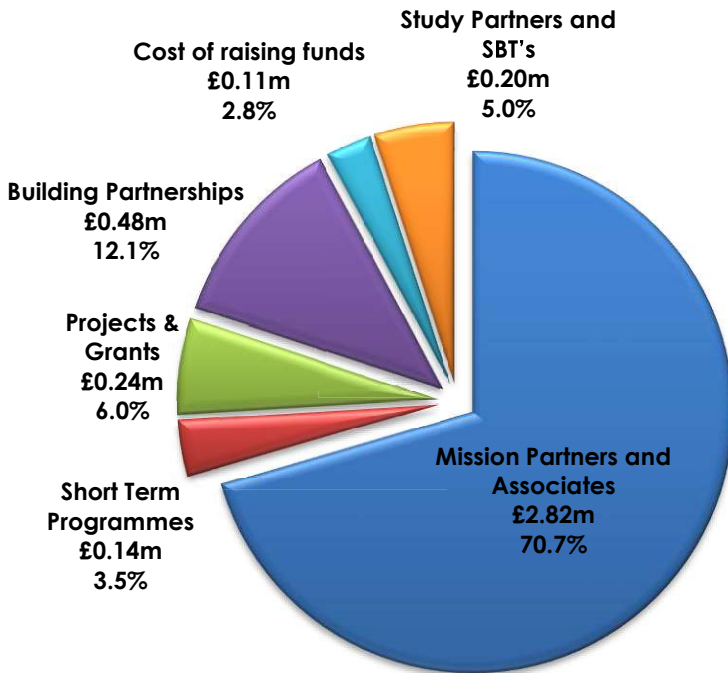
Finance Overview

In 2025 Crosslinks operated in 5 continents across the globe, taking *'God's word to God's world'* in Europe, Asia & Australasia, Africa, and The Americas. During the year we have been encouraged by the support of our Members, Churches, Trusts, individuals, and the legacies that we have received. This year Crosslinks received £ 3,620,600 against expenditure of £ 3,980,904 an operating deficit of £ 360,304 on the year's operating activities.



2025 Income £3.62m

- Personal Donations £2.08m (57.6%)
- Church donations £1.21m (33.5%)
- Trust Donations £0.24m (6.6%)
- Legacies £0.07m (2.0%)
- Others £0.02m (0.4%)



2025 Expenditure £3.98m

- Mission Partners and Associates £2.82m (70.7%)
- Short Term Programmes £0.14m (3.5%)
- Projects & Grants £0.24m (6.0%)
- Building Partnerships £0.48m (12.1%)
- Cost of raising funds £0.11m (2.8%)

Financial review

Income totalled £ 3,620,600 which was £ 163,943 lower than 2024 (£ 3,784,543), a decrease of 4.33% on 2024.

Donations from individuals relating to continuing support amounted to £ 2,084,478 a decrease of £6,556 on 2024 (£ 2,091,034). Donations from churches of £ 1,211,257 showed an increase of £ 131,388 on 2024 (£ 1,079,869).

Legacies received in the year amounted to £ 70,626 (2024: £ 248,857), which is £ 178,231 lower.

Trust Income received in the year amounted to £ 238,357 (2024: £ 324,518), which is £ 86,161 lower.

Expenditure amounted to £ 3,980,904 which was £ 95,422 higher than last year (2024: £ 3,885,482), an increase of 2.76%.

The net deficit before actuarial gain/(loss) on pensions and assets revaluation was £ 324,225 compared to net deficit of £ 68,022 in 2024. We are grateful for the continuing support of our members, Churches, Trusts, and individuals to Crosslinks.

During the year our investments gained £ 36,079 (2024: £ 32,917). The value of the investment portfolios increased by 9.0% in 2025 (2024: 9.0% increase) compared to an increase of 21.6% for the FTSE 100 (2024: 9.7% increase). The value of the portfolio at 31 December 2025 was £ 483,185 (2024: £ 466,198).

Cash of £ 139,557 at 31 December 2025 held in bank accounts to meet Crosslinks day to day expenditure (2024: £ 452,152).

Crosslinks owns property for its own use as offices or accommodation for its staff. The value of the property portfolio at 31 December 2025: £ 2,811,281 (2024: £ 2,923,000). This is shown under the heading of Tangible Fixed Assets in the Balance Sheet.

The Investments and Tangible Fixed Assets together more than cover the Long-Term Unfunded Pension liability of £ 480,000 as at 31 December 2025 (2024: £ 490,000).

The cash resources and working capital position at the balance sheet date reflect the benefit of commitments by our supporters to meet their obligations and promises year by year.

The actuarial valuation of the Crosslinks unfunded pension scheme liability has decreased by £ 10,000 (2024: £ 65,000) and now stands at £ 480,000 (2024: £ 490,000).

All current and future Mission Partners and UK Staff are invited to join the Church of England Defined Contribution Scheme (called Pension Builder Classic). This scheme is auto enrolment compliant. Employer contributions are calculated on the basis of 20% of Church of England National Minimum Stipend for Mission Partners and 20% of salary for UK Staff.

As a result of the above, the financial statements show a net reserves position, after provision in full for the future fiscal impact of pension liabilities, of £ 3,130,912 (2024: £ 3,533,178).

Against this background, the Trustees remain hugely grateful to God for the continuing support of churches, Individuals and Trusts,

Going Concern

The Trustees continue to monitor the issues that affect both the short- and long-term viability of the Society to ensure that it remains a going concern.

Our careful budgeting and monitoring process ensures that all Mission Partners are fully funded and three-year projections provide early warning of any corrective action that is needed. Other mission activities are committed to, only based on funds that have been received or promised and with no financial liability to the Society.

There are sufficient funds from projected income and cash reserves, if necessary, to cover the budgeted central operating costs of running the Society for at least the next three years.

Review of activity and future plans

Crosslinks exists to enable local churches and their members to take part in God's mission. We promote and enable engagement by:

- Proclaiming the gospel of the Lord Jesus Christ in order to make disciple-making disciples of Jesus.
- Training and equipping pastor/teachers and evangelists who will proclaim the gospel of the Lord Jesus Christ in order to make disciple-making disciples of Jesus.

At the end of 2025 there were 86 Mission personnel serving with Crosslinks in 26 countries. The Senior Leadership team support them through personal visits, online meetings and conferences. In early January 2025 Crosslinks ran a residential conference in Kenya for Africa Mission Partners and their families, providing spiritual refreshment, encouragement, and fellowship. In all, 56 attended. A larger conference is planned for 2027 which will bring together all our Mission Partners.

New mission personnel continued to be selected, prepared, and placed overseas. The Mission activities of the Society are summarised geographically on page 5 of these statements. During the year 4 MPs resigned at the end of their deployments. 2 MPs were placed around the world.

Our training ministry "BEST" is currently committed to support 111 Study Partners from 25 countries, who are actively engaged in theological and ministry courses in 35 different colleges in 20 countries.

Trustees met in November 2025 for a conference. One of the conference aims was to share further developments on the strategic priorities set in our Centenary year 2022.

During 2025 Chris Howles, joined as Trustee.

The trustees are grateful for the progress that continues to be made by Crosslinks mission personnel and projects, through the Lord's provision and expects that this will continue.

Our prayer is that these efforts, by the grace of God, will result in disciple making disciples across the entire world.

Auditors

A resolution will be proposed at the Annual General Meeting that Forvis Mazars LLP be appointed as auditors to Crosslinks.

BY ORDER OF THE BOARD



Victoria Widdows (Jun 22, 2026 11:31:14 GMT+1)

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Mrs V. Widdows
Trustee

Date: 17 June 2026

Independent auditor's report to the Members of Crosslinks

Opinion

We have audited the financial statements of Crosslinks (the 'charity') for the year ended 31 December 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2025 and of its income and expenditure for the year then ended.
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern.

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within the Trustees' Report has been prepared in accordance with applicable legal requirements.

Independent auditor's report to the Members of Crosslinks

Matters on which we are required to report by exception.

In light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 3, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Based on our understanding of Crosslinks and its activities, we identified that the principal risks of non-compliance with laws and regulations related to the Charities Act 2011, UK tax legislation, pensions legislation, employment regulation and health and safety regulation, anti-bribery, corruption and fraud, money laundering, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, such as the Companies Act 2006 and the Charities Statement of Recommended Practice.

We evaluated the trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates, in particular in relation to use of restricted and endowment funds, and significant one-off or unusual transactions.

Independent auditor's report to the Members of Crosslinks

Our audit procedures were designed to respond to those identified risks, including non-compliance with laws and regulations (irregularities) and fraud that are material to the financial statements. Our audit procedures included but were not limited to:

- Discussing with the trustees and management their policies and procedures regarding compliance with laws and regulations.
- Communicating identified laws and regulations throughout our engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the charity which were contrary to applicable laws and regulations, including fraud.
- Our audit procedures in relation to fraud included but were not limited to:
 - Making enquiries of the trustees and management on whether they had knowledge of any actual, suspected, or alleged fraud.
 - Gaining an understanding of the internal controls established to mitigate risks related to fraud.
 - Discussing amongst the engagement team the risks of fraud; and
 - Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of the audit report

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

Signed:


Nicola Wakefield (Jun 22, 2026 21:10:37 GMT+1)

Nicola Wakefield

(Senior Statutory Auditor)

for and on behalf of Forvis Mazars LLP

Chartered Accountants and Statutory Auditor

6 Sutton Plaza, Sutton Court Road, Sutton, Surrey, SM1 4FS

Date: **22/06/2026**

Statement of financial activities for the year ended 31 December 2025

	Notes	Unrestricted £	Restricted £	2025 Total £	2024 Total £
Income					
Donations and legacies	2	3,145,718	459,000	3,604,718	3,744,278
Investment income	3	9,185	1,605	10,790	13,316
Other income		5,092	-	5,092	26,949
Total Income		<u>3,159,995</u>	<u>460,605</u>	<u>3,620,600</u>	<u>3,784,543</u>
Expenditure					
Cost of Raising Funds	4	111,951	-	111,951	114,148
Charitable activities	5	3,388,673	480,280	3,868,953	3,771,334
Total Expenditure		<u>3,500,624</u>	<u>480,280</u>	<u>3,980,904</u>	<u>3,885,482</u>
Operating (Deficit)		(340,629)	(19,675)	(360,304)	(100,939)
Net gains on investments	10	30,748	5,331	36,079	32,917
Transfers					
Transfers between funds		6,506	(6,506)	-	-
Net Movement in funds after transfers		<u>(303,375)</u>	<u>(20,850)</u>	<u>(324,225)</u>	<u>(68,022)</u>
Revaluation of Property Asset	9	(11,719)	-	(11,719)	(167,600)
Loss on sale of Property Asset		(24,230)	-	(24,230)	-
Gain on defined benefit pension scheme	13	-	-	-	-
(Loss)/gain on unfunded pension scheme	13	(42,092)	-	(42,092)	9,850
Net Movement of funds		<u>(381,416)</u>	<u>(20,850)</u>	<u>(402,266)</u>	<u>(225,772)</u>
Reconciliation of funds					
Total funds brought forward	14, 15	3,126,173	407,005	3,533,178	3,758,950
Total funds carried forward	14, 15	<u>2,744,757</u>	<u>386,155</u>	<u>3,130,912</u>	<u>3,533,178</u>

The charity statement of financial activities includes all recognised gains or losses in the year

CROSSLINKS Company No.: 00193144
Balance sheet at 31 December 2025

	Notes	£	2025 £	£	2024 £
Fixed assets					
Tangible fixed assets	9	2,867,071		2,930,805	
Investments	10	483,185		466,198	
			3,350,256		3,397,003
Current assets					
Debtors	11	249,180		277,425	
Cash at bank & in hand	20	139,557		452,152	
		388,737		729,577	
Creditors: Amounts falling due within one year	12	(128,081)		(103,402)	
Net current assets or liabilities					
			260,656		626,175
Net asset or liabilities excluding pension asset or liability					
Provision for Unfunded Pension	13		(480,000)		(490,000)
Usable surplus for C of E Scheme	13		-		-
Total net assets or liabilities					
			3,130,912		3,533,178
Funds					
Restricted	14		386,155		407,005
Unrestricted	15		2,744,757		3,126,173
			3,130,912		3,533,178

Approved by the Trustees on 17th June 2026
and signed on their behalf by:



Mr N. Winther
Treasurer



Victoria Widdows (Jun 22, 2026 11:31:14 GMT+1)

Mrs V. Widdows
Vice-Chair

Statement of cash flows for the year ended 31 December 2025

	Notes		2025		2024
		£	£	£	£
Net cash outflow from operating activities	19		(282,736)		(749,390)
			<hr/>		<hr/>
Returns on investments and servicing of finance					
Investment Income		10,790		13,316	
		<hr/>		<hr/>	
Net cash inflow from returns on investments & servicing of finance			10,790		13,316
Capital expenditure & financial investment					
Disposal of investments		102,577		74,971	
Sale of fixed asst		75,770			
Movement in Cash		(2,729)		157	
Purchase of fixed assets		(135,512)		(1,973)	
Purchase of investments		(80,755)		(80,711)	
		<hr/>		<hr/>	
Cash outflow for capital expenditure & financial investment			(40,649)		(7,556)
			<hr/>		<hr/>
(Decrease)/ Increase in cash	20		(312,595)		(743,630)
			<hr/> <hr/>		<hr/> <hr/>

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

1 Crosslinks is a charitable company registered in England and Wales (Co. No. 00193144) and with the charity commission (Charity No. 1164474). The registered address is 251 Lewisham way, London SE4 1XF.

1.1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial Statement are as follows:

1.2 Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities Statement of Recommended Practice applicable to Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January, 2019) - (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Crosslinks meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

1.3 Going Concern

The trustees have prepared the financial statement on a going concern basis. The trustees have carefully considered the budgets for the 12 months from the date of signing. The trustees believe that Crosslinks has sufficient funds to meet their liabilities as they fall due.

1.4 Income

Income is recognised when the charity has entitlement to the funds, and it is probable that the funds will be received, and the amount can be measured and is not deferred. Interest receivable is dealt with on an accrual's basis. Investment income is dealt with on an accrual's basis.

1.5 Fund accounting

All funds received by Crosslinks are applied to the support of direct or indirect mission costs in accordance with the objects of the charity. Where applicable, tax is recovered under the Gift Aid scheme.

As a prerequisite of deploying mission partners, we seek funding partnerships to support an initial 3 years of living expenses and other costs of mission including central administration. All funds received are managed in the name of the individual Mission Partners or other means of mission but are held collectively within general unrestricted funds for the benefit of all mission in process at any one time.

Unrestricted funds

These are funds which can be used in accordance with the charity's objects at the discretion of the trustees.

Restricted funds

These are funds which can only be used for restricted purposes within the objects of the charity. Restrictions may arise when specified by the donor or when funds are raised for restricted purposes.

1.6 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be reliably measured. Cost of raising funds - This comprises all costs incurred in attracting voluntary income. Costs of charitable activities - This comprises all costs directly related to the objects of Crosslinks.

1.7 Depreciation

Material individual fixed assets are capitalised at cost. Depreciation is calculated to write off the cost of fixed assets in use at the balance sheet date on the basis described in note 9.

Depreciation and surpluses or losses on the disposal of fixed assets used for charitable purposes are reflected in the Statement of Financial Activities before stating net income before transfers. The charity adopts a policy of revaluation for its properties. Further detail is provided in note 9.

Notes to the financial statements**for the year ended 31 December 2025 (Continued)****1 Accounting policies (continued)****1.8 Pension contributions**

The Society makes use of a defined contribution scheme administered by the Church of England Pensions Board. Contributions payable to the pension schemes are charged to the Statement of Financial Activities to spread the cost of pensions over the service lives of employees in the pension scheme. Mission Partners and UK staff who are ordained are members of the Church of England Clergy Pension scheme for whom Crosslinks makes no contributions. See note 13 for further information. The Society also provides unfunded pensions for some former Mission Partners and UK staff (see note 13).

1.9 Branch offices

The results for the office in Ireland have been incorporated into these financial statements.

1.10 Investments

Investments are stated at market value on the last day of business in the accounting period. Gains and losses on the disposal of investments together with unrealised gains or losses on the annual revaluation are disclosed in aggregate in the Statement of Financial Activities.

1.11 Operating leases

Rentals applicable to operating leases where all the benefits and risks of ownership remain substantially with the lessor are charged to the Statement of Financial Activities as incurred over the term of the lease.

1.12 Foreign currencies

Transactions in foreign currencies are translated at the rates prevailing at the date of the transaction. Balances denominated in foreign currency are translated at the rate of exchange prevailing at the year end.

1.13 Critical Accounting Judgements and Estimation Uncertainty

The directors evaluate estimates and judgements incorporated into the financial statements. Estimates are based on historical information, assume a reasonable expectation of future events, and are based on current trends and economic data, obtained both externally and within the charity:

Property Valuations

Property is disclosed at fair value at the date of the financial statements. We rely on external RICS valuations for 2024. The trustees have reviewed the valuations and consider them to be the fair value of the properties at the year-end.

Pension liabilities

The pension liability is valued every year by external actuaries, and the trustees consider this to a fair value.

1.14 Admin Costs (Note 7)

The admin costs are calculated by removing the costs which relates to the cost of raising funds (Note 4), building partnerships (Note 5), and central support fees from total expenditure of the four UK teams.

2 Donations & legacies

	Unrestricted	Restricted	2025 Total	2024 Total
	£	£	£	£
Donations from Individuals	1,780,201	304,277	2,084,478	2,091,034
Donations from Churches	1,112,370	98,887	1,211,257	1,079,869
Legacies	70,626	-	70,626	248,857
Donations from Trusts	182,521	55,836	238,357	324,518
	<u>3,145,718</u>	<u>459,000</u>	<u>3,604,718</u>	<u>3,744,278</u>

Notes to the financial statements

for the year ended 31 December 2025 (Continued)

3 Investment Income

	Unrestricted	Restricted	2025 Total	2024 Total
	£	£	£	£
Rental income	-	-	-	-
Interest Received	400	-	400	3,364
UK Stock Exchange dividends	8,785	1,605	10,390	9,952
	<u>9,185</u>	<u>1,605</u>	<u>10,790</u>	<u>13,316</u>

4 Costs of raising funds

	Mission Partnership Team	Ireland	2025 Total	2024 Total
	£	£	£	£
Salaries and pension	65,146	22,874	88,020	91,869
Mission Travel	3,810	327	4,137	5,257
Magazines & literature	17,477	172	17,649	15,520
Other costs	552	1,593	2,145	1,502
	<u>86,985</u>	<u>24,966</u>	<u>111,951</u>	<u>114,148</u>

The above costs are an estimate of the contribution the Mission Partnerships team and the Ireland team makes to the raising of funds and is a percentage of these two teams' costs.

5 Charitable activities

	Direct costs	Admin costs (Note 7)	2025 Total	2024 Total
	£	£	£	£
Mission Partners and Associates	2,575,401	232,841	2,808,242	2,731,467
Short-term programmes (Teams & Individuals), camps	127,645	11,521	139,166	134,371
Projects and grants (Note 6)	218,111	19,630	237,741	271,094
Study Partners and SBT's	181,683	16,351	198,034	143,281
Building Partnerships	445,793	39,977	485,770	491,121
	<u>3,548,633</u>	<u>320,320</u>	<u>3,868,953</u>	<u>3,771,334</u>

The building partnership line above is an estimate of the cost incurred by each team enabling the above charitable activities and is a percentage of team costs.

6 Projects & Grants

Permanent Projects		£
France/Belgium/Germany	Inter-Action	16,027
Ethiopia	Nekemte school for the deaf	10,899
India	Education for Liberation	1,285
Uganda	Karamoja	10,696
Cuba	Predica Fiel	1,924
Arctic	Arctic Diocese	16,053
		<u>56,884</u>

Notes to the financial statements**for the year ended 31 December 2025 (continued)****Projects & Grants – Cont'd**

Crosslinks Indigenous Projects (Grants)		£
India	North India Bible Training	27,165
Kenya	St Julian's Centre	40,170
Serbia	Project Timothy	17,594
Kenya	Gracepoint Youth Worker	14,930
Latvia	Pardaugava Reformed Church	14,031
Kenya	Marsabit Youth Worker	14,957
Nepal	Kantipur Church	10,083
Cuba	Ceron, Cristobal	1,243
Ethiopia	Indigenous Evangelism and Renewal	40
South Africa	Christ Central Soweto	6,034
Belgium	GBU Worker - Belgium	5,005
UK	Ministry Fund	5,000
Egypt	Diocese of Egypt	0
Nigeria	Namata, Habibu	1,422
Nigeria	Chanta, Ezekiel	306
Nigeria	Ayuba Ashiru	306
		158,286
	Grants of £1,000 or less	2,941
		161,227
	Total Project & Grants	218,111

6.1 Other Project Activities

In addition to the support of Mission Partners and Associate Mission Partners, the following payments were made in 2025 for project activities listed below, all covered by designated income.

Associate Mission Partners Projects		£
South Africa	Buchanan, Hope Church	71,978
		71,978
Mission Partners Projects		£
Ukraine	Innes – Ukraine Response	0
Italy	Oden Gospel Worker	15,729
Portugal	Clarke, Comundade de Graca	8,978
Italy	Aranzulla, Project Fund	2,712
Nepal	Watkinson, SBT Support Fund	6
Uganda	Howles, UMS Building	0
Kenya	Mwangi Youth Workers Training	5,664
Argentina	Walkers Francisco & Ely Aguirre	1,153
South Africa	Burt, Children's Worker Fund	949
		35,191
BEST		£
South Africa	Tomalin, Adam	475
Kenya	Mogita, Abel Moriasi	5,011
Kenya	Kahane, Alex Muiruri	68
Uganda	Egati Eric	2,922
Uganda	Cwinyacai Walter	2,924
Kenya	Munyoroku, Henry	4,781
Tanzania	Katunzi Grayson	0
Nigeria	Jos Evangelical Theological	1,009

Notes to the financial statements

for the year ended 31 December 2025 (continued)

Projects & Grants – cont'd

BEST – cont'd

Zambia	Moono, Bright	2,950
Argentina	Perez, Gibbons, Gaston	4,415
Zambia	Chilufya, Joseph	4
Argentina	Fernandez, Maria Emilia	13
Uganda	Ntambi Derrick	0
South Africa	Nkosi, Bonginkosi	2,920
Tanzania	Elphace, Raymond	2,150
South Sudan	Nguale, Marko Weya	2,578
Chile	Yulan, Belen Soledad	2,500
Chile	Gonzalez, Luis Gomez	2,616
Zambia	Mulenga, Ernest	0
Ghana	Abosi, Joseph	0
Kenya	Odhiambo, Erick Otieno	1,694
Kenya	Atsali, Samuel	1,498
Kenya	Opiyo, Evans	2,550
Kenya	Owade, Mary Adhiambo	1,392
Tanzania	Philipo, David	1,624
Togo	Amou, Koffi	1,298
Uganda	BUILD North Karamoja students	651
Serbia	Jovetic, Radomir	999
Tanzania	Chihamba, Faraja	1,314
South Africa	Maseko, Banele	2,480
Belgium	Arnaud, Toni	1,742
South Africa	Mangwira John	0
Ethiopia	Senbeto, Fekede Gemechu	204
Kenya	Bulyaar, George Thogula	0

54,781

Others

Payments of £1,000 or less

32,310

194,260

7 Administration costs allocation

	Mission Personnel Team £	The Hub £	Mission Partnership Team £	Ireland Team £	2025 Admin Costs £	2024 Admin Costs £
Salaries and pensions	287,242	259,060	162,866	114,369	823,537	825,371
Office expenses & other costs	21,293	174,032	11,872	11,683	218,880	248,006
Governance Costs	-	46,970	-	-	46,970	41,537
Communication costs	-	-	95,954	860	96,814	51,408
Total Expenditure by Teams	308,535	480,062	270,692	126,912	1,186,201	1,166,322
Less: Costs of raising funds (Note 4)	-	-	(86,984)	(24,967)	(111,951)	(114,148)
Less: Costs relating to Building Partnerships	(194,307)	(97,154)	(106,870)	(87,439)	(485,770)	(491,121)
Less: Central Support Fees	-	(268,160)	-	-	(268,160)	(249,658)
Total Administration Costs	114,228	114,748	76,838	14,506	320,320	311,395

The total expenditure of the four UK teams is shown above. The administration costs are calculated by removing the costs which relate to the cost of raising funds (Note 4) and building partnerships (Note 5). No trustees were remunerated during the year (2024: None) for their services as trustees.

Audit Fees for 2025 were £ 20,640 plus VAT (2024: £ 19,845 plus VAT).

Notes to the financial statements

for the year ended 31 December 2025 (continued)

8 Staff costs

	2025	2024
	£	£
Salaries	634,702	655,364
Social security costs	77,408	65,176
Pension contributions (C of E)	111,427	104,831
	<u>823,537</u>	<u>825,371</u>

Staff numbers	2025		2024	
	Full time	Part time	Full time	Part time
Partnership	4	-	3	1
Personnel	3	2	3	1
Ireland	1	2	1	2
Hub	6	-	5	-
	<u>14</u>	<u>4</u>	<u>12</u>	<u>4</u>

In addition, there are 70 (2024: 76) Mission Partners and 16 (2024: 16) Associate Mission Partners for whom the charity is responsible.

Two employees were paid at a rate between £60k - £70k in 2025 (2024: One) a further £25k of Pension contributions were made for these employees.

The key management personnel of the Charity comprise the Senior Leadership Team (4) whose employee benefits total £ 274,933 (2024: £ 254,631).

9 Tangible Fixed assets

	Freehold property	Furniture and equipment	Vehicles	Total
Cost or valuation		£	£	£
At 1 January 2025	2,923,000	23,919	-	2,946,919
Additions	-	1,555	133,957	135,512
Revaluation	(11,719)	-	-	(11,719)
Sales	(100,000)	-	-	(100,000)
Write offs	-	(6,251)	-	(6,251)
	<u>2,811,281</u>	<u>19,223</u>	<u>133,957</u>	<u>2,964,461</u>
Depreciation				
At 1 January 2025	-	16,114	-	16,114
Charge for the year	-	4,283	83,244	87,527
Write offs	-	(6,251)	-	(6,251)
	<u>-</u>	<u>14,146</u>	<u>83,244</u>	<u>97,390</u>
Net book value				
At 31 December 2025	<u>2,811,281</u>	<u>5,077</u>	<u>50,713</u>	<u>2,867,071</u>
At 31 December 2024	<u>2,923,000</u>	<u>7,805</u>	<u>-</u>	<u>2,930,805</u>

The historical cost of the freehold property shown above was £ 1,962,701 (2024: £2,057,701).

**Notes to the financial statements
for the year ended 31 December 2025 (continued)**

The building element of freehold properties is written off on a straight-line basis over 50 years. Furniture and equipment are depreciated at 15% per annum on a reducing balance basis or 20% per annum on cost depending upon the estimated useful life of the assets.

Our properties are valued on a 3-year basis by a RCIS Surveyor. However, between valuation dates, an annual desktop review is undertaken to measure fair value using relevant indices (primarily House Price Index) and supported by actual sale information of equivalent properties.

10 Investments

	2025	2025	2024	2024
	Cost	Market	Cost	Market
	£	value	£	value
	£	£	£	£
Listed on the Stock Exchange	382,895	469,558	397,289	456,948
Cash held as part of the investment portfolio	10,674	10,674	7,378	7,378
Cash Held in Charities Official Investment Fund	2,953	2,953	1,872	1,872
	<u>396,522</u>	<u>483,185</u>	<u>406,539</u>	<u>466,198</u>

Movement in Investments during the year

	2025	2024
	£	£
Value at 1 January	466,199	427,698
Additions of listed investments	80,755	80,711
Disposals of listed investments	(102,577)	(74,971)
Movement in cash	2,729	(157)
Gains on investments	36,079	32,917
	<u>483,185</u>	<u>466,198</u>

Included in the portfolio are the following investments which represent more than 5% of the total value of the portfolios.

	2025	2024
	Market value	Market Value
	£	£
Vanguard Funds Plc FTSE 100 UCITS ETF GBP DIS	35,101	28,798
SSGA SPDR ETFs EUROPE I PLC SPDR S&P 500 ETF USD NAV	28,122	-
Vanguard Investment UK LT US Equity IDX	27,458	36,453

11 Debtors

	2025	2024
	£	£
Accrued Income	246,278	239,734
Prepayments	2,902	37,691
	<u>249,180</u>	<u>277,425</u>

Accrued Income includes legacies of £124,481 (2024: £126,775).

12 Creditors

	2025	2024
	£	£
Social Security	26,029	20,582
Accrued expenses	102,052	82,820
	<u>128,081</u>	<u>103,402</u>

13 Pensions

Crosslinks participates in the following 5 separate pension schemes, 4 of which are within the Church Workers Pension Fund (CWPF) of the Church of England Pension Board (CEPB).

a. Crosslinks CWPF Pension Builder Classic scheme, for all current lay UK staff and Mission Partners

Crosslinks participates in the Pension Builder Scheme section of CWPF for lay staff. CWPF is administered by the Church of England Pensions Board, which holds the CWPF assets separately from those of the Employer and other participating employers.

CWPF has two sections:

1. the Defined Benefits Scheme
2. the Pension Builder Scheme, which has two subsections;
 - a. deferred annuity section known as Pension Builder Classic, and,
 - b. cash balance section known as Pension Builder 2014.

Pension Builder Scheme

Both sections of the Pension Builder Scheme are classed as defined benefit schemes.

Pension Builder Classic provides a pension, accumulated from contributions paid and converted into deferred annuity during employment based on terms set and reviewed by the Church of England Pensions Board from time to time. Discretionary increases may also be added, depending on investment returns and other factors.

Pension Builder 2014 is a cash balance scheme that provides a lump sum which members use to provide benefits at retirement. Pension contributions are recorded in an account for each member. Discretionary bonuses may be added before retirement, depending on investment returns and other factors. The account, plus any bonuses declared is payable, unreduced, from age 65.

There is no sub-division of assets between employers in each section of the Pension Builder Scheme.

The scheme is considered to be a multi-employer scheme as described in Section 28 of FRS 102. This is because it is not possible to attribute the Pension Builder Scheme's assets and liabilities to specific employers and means that contributions are accounted for as if the Scheme were a defined contribution scheme. The pensions costs charged to the SoFA in the year are the contributions payable (2025: £384,038 2024: £378,976).

A valuation of the Pension Builder Scheme is carried out once every three years. The most recent valuation was carried out to which information is available was as at 31 December 2022.

Notes to the financial statements**for the year ended 31 December 2025 (continued)**

For the Pension Builder Classic section, the valuation revealed a continued very healthy surplus of £57.4m on the ongoing assumptions used. At the most recent annual review, the Board chose to grant a discretionary bonus of 6.7% to both pensions not yet in payment and pensions in payment in respect of service prior to April 1997; and a bonus on pensions in payment in respect of post April 2006 service so that the pension increase was 2.7% (where usually it would be calculated based on inflation up to 2.5%). This followed improvements in the funding position over 2024. There is no requirement for deficit payments at the current time.

The next valuation was 31 December 2025 and results to be received during 2026.

For the Pension Builder 2014 section, the valuation revealed a surplus of £26m on the ongoing assumptions used. There is no requirement for deficit payments at the current time.

The legal structure of the scheme is such that if another employer fails, Crosslinks could become responsible for paying a share of the failed employer's pension liabilities.

All current and future lay UK staff and Mission Partners are invited to join this scheme. Contributions are calculated at 20% of National Minimum Stipend for Mission Partners and 20% of salary for UK staff.

At 31 December 2025 Crosslinks had 64 (2024: 67) active members of the CEPB Pension Builder Scheme.

b. Crosslinks Church of England Pensions Scheme for clergy, whether UK Staff or Mission Partners or Associate Mission Partners.

Crosslinks participates in this scheme by virtue of its membership of the Partnership for World Mission (PWM), a network of historical Church of England Mission Agencies.

Under the terms of the PWM agreement, there is a statutory requirement under the Pension Measure 1997 that the Church Commissioners are required to meet the pension costs of clergy employed by Church of England members of PWM.

At 31st December 2025 there were 15 (2024: 14) Active Crosslinks clergy who benefited from this provision at no cost to Crosslinks.

c. Crosslinks Unfunded Pension Scheme (Closed)

Crosslinks has made pension payments of £ 52,092 (2024: £ 55,150) to former UK staff and mission partners which are not funded by the arrangements with The Church of England Pension Board. As at 31 December 2025 the liability for the pension is estimated by the society's actuary, First Actuarial at £ 480,000 (2023: £ 490,000) and this has been provided in full. The overall liability decreased by £ 10,000 in the year (2024: decreased £ 65,000).

The main assumptions used in the valuation of this liability are the discount rate applied and the annual increase in the CPI. The discount rate was estimated at 5.3% (2024: 5.4%) for the year. The annual increase in the CPI has been estimated at 2.7% per annum for 2025 and 2.7% thereafter.

	2025	2024
	£	£
Provision for pensions at 1 January	490,000	555,000
Payment in the year	(52,092)	(55,150)
Increase/(decrease)in provision for the year	42,092	(9,850)
	<u>480,000</u>	<u>490,000</u>

This represents the trustees' estimate of the discounted value of future liabilities for unfunded pension payments for the 27 current pensioners in payment. The provision relates to the potential liability to members and former members of the BCMS 1972 Retirement Pension Scheme, including those who also joined the Scottish Amicable scheme in 1983. Within these numbers, adjustments have been made for 14 pensioners who have waived these pensions from Crosslinks for the benefit of Crosslinks. We are incredibly grateful to these individuals for their support of the Society in this way.

There is also 1 further individual identified as a prospective unfunded pensioner and provision has been made for their potential future pension liability.

d. Crosslinks CWPF lay UK Staff and Mission Partners Defined benefit Scheme

Crosslinks participates in the Defined Benefits Scheme section of CWPF for lay staff, which is now closed to future accrual. The Scheme is administered by the Church of England Pensions Board, which holds the assets of the scheme separately from those of the Employer and the other participating employers.

CWPF has two sections:

1. the Defined Benefits Scheme
2. the Pension Builder Scheme, which has two subsections;
 - a. a deferred annuity section known as Pension Builder Classic, and
 - b. a cash balance section known as Pension Builder 2014.

Defined Benefits Scheme

The Defined Benefits Scheme ("DBS") section of the Church Workers Pension Fund provides benefits for lay staff based on final pensionable salaries.

For funding purposes, DBS is divided into sub-pools in respect of each participating employer as well as a further sub-pool, known as the Life Risk Pool. The Life Risk Pool exists to share certain risks between employers, including those relating to mortality and post-retirement investment returns.

The division of the DBS into sub-pools is notional and is for the purpose of calculating ongoing contributions. This does not alter the fact that the assets of the DBS are held as a single trust fund out of which all the benefits are to be provided. From time to time, a notional premium is transferred from employers' sub-pools to the Life Risk Pool and all pensions and death benefits are paid from the Life Risk Pool.

The scheme is a multi-employer scheme as described in Section 28 of FRS 102. It is not possible to attribute DBS assets and liabilities to specific employers, since each employer, through the Life Risk Section, is exposed to actuarial risks associated with the current and former employees of other entities participating in DBS. This means that contributions are accounted for as if DBS were a defined contribution scheme.

If, following an actuarial valuation of the Life Risk Pool, there is a surplus or deficit in the pool, further transfers may be made from the Life Risk Pool to the employers' sub-pools, or vice versa. The amounts to be transferred (and their allocation between the sub-pools) will be settled by the Church of England Pensions Board having taken advice from the Actuary.

A valuation of DBS is carried out once every three years. At the most recent valuation at 31 December 2024 there was a surplus of £65.6m.

The next actuarial valuation is due at 31 December 2025 and results to be received during 2026.

Since 31 December 2023, the Board has entered into a full buy-in agreement with Aviva to insure all accrued benefits within the DBS of the CWPF.

The Church of England Pensions Board agreed that deficit contributions should cease with effect from 31 December 2022 for employers whose pools were estimated to be materially in surplus. As a result, there is no obligation recognised as a liability within the Employer's financial statements as at 31 December 2025.

The movement in the provision is set out below.

Notes to the financial statements

for the year ended 31 December 2025 (continued)

Lay UK Staff. The pensions costs charged to the SoFA in the year contributions are payable towards benefits and expenses accrued in that year (2025: £ Nil, 2024: £ Nil), plus any impact of deficit contributions, giving a total charge of £ Nil for 2025 (2024: £ Nil).

	2025	2024
	£	£
Balance sheet liability at 1 January	-	-
Deficit contribution paid	-	-
Interest cost (recognised in SoFA)	-	-
Remaining change to the balance sheet liability*(recognised in SoFA)	-	-
	<hr/>	<hr/>
Balance sheet liability at 31 December	-	-
	<hr/> <hr/>	<hr/> <hr/>

* Comprises change in agreed deficit recovery plan and change in discount rate between year-ends.

Where relevant this liability represents the present value of the deficit contributions agreed as at the accounting date and has been valued using the following assumptions, set by reference to the duration of the deficit recovery payments:

	December 2025	December 2024	December 2023
Discount rate.	N/A	N/A	N/A

Lay Mission Staff. The pensions costs charged to the SoFA in the year contributions are payable towards benefits and expenses accrued in that year (2025: £ Nil, 2024: £ Nil), plus any impact of deficit contributions, giving a total charge of £ Nil for 2025 (2024: £ Nil).

	2025	2024
	£	£
Balance sheet liability at 1 January	-	-
Deficit contribution paid	-	-
Interest cost (recognised in SoFA)	-	-
Remaining change to the balance sheet liability*(recognised in SoFA)	-	-
	<hr/>	<hr/>
Balance sheet liability at 31 December	-	-
	<hr/> <hr/>	<hr/> <hr/>

* Comprises change in agreed deficit recovery plan and change in discount rate between year-ends.

Where relevant this liability represents the present value of the deficit contributions agreed as at the accounting date and has been valued using the following assumptions, set by reference to the duration of the deficit recovery payments:

	December 2025	December 2024	December 2023
Discount rate.	N/A	N/A	N/A

At 31st December 2025 there were 29 (2024: 29) lay UK Staff and Mission Staff pensioners and 92 (2024:95) deferred pension members in the Fund.

	2025	2024
	£	£
C of E pension Liability at 1 January	-	-
Payment in the year	-	-
(Decrease)/increase in Liability at Triennial Valuation	-	-
	<hr/>	<hr/>
	<hr/> <hr/>	<hr/> <hr/>

Notes to the financial statements

for the year ended 31 December 2025 (continued)

14 Restricted funds

	Karamoja	Mission Partner Projects	Associate Mission Partners	Total
	£	£	£	£
Funds at 1 January 2025	48,198	137,245	221,562	407,005
Income	2,289	94,045	364,271	460,605
Expenditure	(17,955)	(77,900)	(384,425)	(480,280)
Gain on investment	5,331	-	-	5,331
Transfers between funds	-	-	(6,506)	(6,506)
Balance as at 31 December 2025	<u>37,863</u>	<u>153,390</u>	<u>194,902</u>	<u>386,155</u>

The Karamoja fund represents donations received to fund lump sum payments to Ugandan pastors on retirement within the two Karamoja dioceses. Mission Partner Project funds comprise some 16 (2024: 16) individual funds. These funds represent appeals made by Crosslinks for specific projects controlled by the Mission Partner for specific restricted purposes. Associate Mission Partners funds are funds for which Crosslinks acted in a trustee capacity.

15 Unrestricted funds

	2025	2024
	£	£
Funds at 1 January	3,126,173	3,360,200
Income	3,159,995	3,350,112
Expenditure	(3,500,624)	(3,388,362)
Gain on investments	30,748	25,504
Revaluation of Property Assets	(11,719)	(167,600)
Loss on sale of Property Asset	(24,230)	-
Revaluation in unfunded pension liability	(42,092)	9,850
Transfer between funds	6,506	(63,531)
Funds at 31 December	<u>2,744,757</u>	<u>3,126,173</u>

16 Allocation of net assets between funds

	Restricted	Unrestricted	2025	2024
	£	£	Total	Total
	£	£	£	£
Tangible fixed assets	-	2,867,071	2,867,071	2,930,805
Investments	37,456	445,729	483,185	466,198
Net current assets	348,699	(88,043)	260,656	626,175
Unfunded Pension Provision	-	(480,000)	(480,000)	(490,000)
Total funds at 31 December 2025	<u>386,155</u>	<u>2,744,757</u>	<u>3,130,912</u>	<u>3,533,178</u>

Notes to the financial statements**for the year ended 31 December 2025 (continued)****17 Other Financial Commitments**

	2025	2024
	£	£
Operating leases		
Expires within 1 year	20,992	185
Expires within 2-5 years	38,146	-
	<u> </u>	<u> </u>

18 Related Party Transactions

Eight members (2024: 8 members) of the Trustees and senior staff were a Trustee of a Church and/or organisation who made donations of £ 86,893 (2024: £ 74,452) to Crosslinks during the year.

A total of £ 728 (2024: £ 432) was reimbursed in 2025 to trustees to cover out of pocket expenses, mainly travelling to trustee meetings.

A total of £ 12,995 (2024: £ 10,537) was donated to the charity by Trustees and senior management team.

No trustees received any remuneration or other benefits relating to employment in the period from Crosslinks.

19 Statement of cash flows reconciliation

	2025	2024
	£	£
Net expenditure before other recognised gains and transfers	(324,225)	(68,022)
Investment (gains)	(36,079)	(32,917)
Investment income	(10,790)	(13,316)
	<u>(371,094)</u>	<u>(114,255)</u>
Depreciation including write back	87,527	4,060
Decrease/(Increase) in debtors	28,245	(9,710)
Increase(Decrease) in creditors	24,679	(701,335)
Pension payment for CofE scheme	-	127,000
Pension payment for unfunded liability	(52,093)	(55,150)
	<u> </u>	<u> </u>
Net cash (outflow) from operating activities	<u>(282,736)</u>	<u>(749,390)</u>

20 Movement in Cash

	2025	2024
	£	£
At 1 January	452,152	1,195,782
Movement	(312,595)	(743,630)
	<u> </u>	<u> </u>
At 31 December	<u>139,557</u>	<u>452,152</u>

21 The Bartlett Trust

In the year to 31st December 1990, the Bible Churchmen's Missionary Society an unincorporated association and charity No 249986 (and transferred to Crosslinks in 2015), set up The Bartlett Trust to provide funds for capital expenditure for the benefit of Trinity College (Bristol Limited) a company limited by Guarantee No. 1056656 and registered charity No. 311793. The trustee is the Bible Churchmen's Missionary Trust Limited, now Crosslinks. Assets acquired from the Trust funds are considered to be property of the Trust, Trinity College (Bristol) Ltd receiving free and beneficial use of those assets. Accordingly, the assets are not reflected in the Accounts of Crosslinks.

Since 1990 certain property assets have been sold and net proceeds from the sales have been applied to the development of the College site. Such funds continue to be held under the terms of the Bartlett Trust Deed. The Trust incurred or committed to expenditure of £ 2,724,979 (2024: £ 2,724,979) on the development of Stoke House, a college property, as follows:

	£
Original Development – 1990	1,195,912
Sale Proceeds – 15 Lime Close, Bentry (2002)	99,950
Sale Proceeds – 105 Knole Lane, Bentry (2013)	138,500
Sale Proceeds – 81 Pine Road, Bentry (2014)	160,617
Sale Proceeds – 12 Fern Close, Bentry (2015)	180,000
Sale Proceeds – 24 Little Stoke Road, Bentry (2023)	950,000
	<hr/>
	2,724,979

22 Statement of financial activities for the year ended 31 December 2024

	Unrestricted	Restricted	2024 Total	2023 Total
	£	£	£	£
Income				
Donations and legacies	3,311,203	433,075	3,744,278	3,513,654
Investment income	11,960	1,356	13,316	11,695
Other income	26,949	-	26,949	22,070
	<u>3,350,112</u>	<u>434,431</u>	<u>3,784,543</u>	<u>3,547,419</u>
Total Income				
Expenditure				
Cost of Raising Funds	114,148	-	114,148	118,843
Charitable activities	3,274,214	497,120	3,771,334	3,579,557
	<u>3,388,362</u>	<u>497,120</u>	<u>3,885,482</u>	<u>3,698,400</u>
Total Expenditure				
Operating (Deficit)	(38,250)	(62,689)	(100,939)	(150,981)
Net gains on investments	25,504	7,413	32,917	24,411
Transfers				
Transfers between funds	(63,531)	63,531	-	-
	<u>(76,277)</u>	<u>8,255</u>	<u>(68,022)</u>	<u>(126,570)</u>
Net Movement in funds after transfers				
Revaluation of Property Asset	(167,600)	-	(167,600)	127,151
Gain on defined benefit pension scheme	-	-	-	127,000
Gain(loss) on unfunded pension scheme	9,850	-	9,850	(54,004)
	<u>(234,027)</u>	<u>8,255</u>	<u>(225,772)</u>	<u>73,577</u>
Net Movement of funds				
Reconciliation of funds				
Total funds brought forward	3,360,200	398,750	3,758,950	3,685,373
Total funds carried forward	<u>3,126,173</u>	<u>407,005</u>	<u>3,533,178</u>	<u>3,758,950</u>

The charity statement of financial activities includes all recognised gains or losses in the year

Acknowledgements

The mission work of Crosslinks is based on cooperation and partnerships with our many Churches, Members, Individuals and Trusts. We would like to thank those who have been in gospel partnership with us throughout 2018.

Churches

We would like to thank the various partner churches who continue to support Crosslinks, through their support for a Mission Partner or a particular Means of Mission. We would also like to thank those churches who contribute towards the central support costs of the society.

Members

Crosslinks would like to thank its membership for their continuing support both spiritually and financially. Without this membership the mission society would not survive so we are grateful to them.

Legacies

We continue to give thanks to the Lord for providing for Crosslinks in this way. We are incredibly grateful to all those who have chosen to leave legacies to Crosslinks in the last year.

Trusts

We would like to thank the Trusts who have given so generously to Crosslinks.