



Operation Mobilisation Annual Report and Financial Statements

Year ended 31 December 2020

Company Number 02564320

Charity Registration Number 1008196 (England and Wales)

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LETTER FROM THE CHAIR

2020 was a year like no other. We began the year eagerly looking forward to and planning for the visit of Logos Hope to our shores. With God's grace, we had been able to partner with a number of UK mission agencies and were working together on delivering what we hoped would be a truly memorable and transformative series of events across the UK. These would encourage many Christians to consider afresh what living a missional lifestyle could mean to them and how they witness to those both in their own communities and also further afield.

At a stroke normal life came to a halt and there was not a single person or organisation that was not impacted by the instruction to 'stay at home'. For OM in the UK, it meant the cancellation of the visit of Logos Hope as it became clear that we were simply not going to be able to facilitate the visit. Churches across the UK closed their doors and came to terms with the challenges of meeting together virtually whilst remaining in contact with their congregations. This in turn meant our teams of partner managers were not able to visit their partner churches as they normally would. Across the country, OM's mobilisation work amongst least reached and vulnerable communities had to be cease and of course all opportunities for travel came to an abrupt halt as all foreign travel was banned.

Our OM partners across the world were also seriously impacted. Those in nations not blessed with the same health and social care systems as we enjoy in the UK were especially impacted as people were forced to stay at home and lose the opportunity to work.

We took the very difficult decision to place a considerable number of the UK team on furlough and we are immensely grateful to all of those who were impacted in this way for their grace and understanding and wiliness to be flexible as we gradually emerged from full lockdown during the later stages of the year. We retained a core of colleagues in key roles who continues to work throughout 2020 and we are particularly grateful for this reduced team that worked hard to ensure we were able to continue to offer the support and services to both our workers in the field and to our partners across the UK.

We worked hard to ensure that prayer remained as the foundation of all OM ministry in the UK and globally. We continued to hold Global Prayer Meetings remotely every month, inviting many supporters into intercession for the world. As an organisation, we remained committed to praying ourselves, with monthly days of prayer and fasting, but also encouraging others to intercede for the needs around the world. The new opportunities afforded us via Zoom and Teams meant we were able to receive first-hand reports from many of our overseas workers.

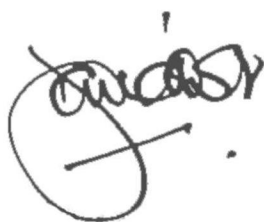
The services ministries team did a remarkable job throughout 2020 continuing to process the incredible number of receipts and payments that flow through our offices every year.

Our marketing and engagement team rose to the challenge of moving all that we did over to the digital sphere as prayer meetings and events moved online. We would like to offer our particular thanks to the IT team who performed so magnificently in providing support and backup enabling everyone to work remotely - save for a small core who continued to maintain the telephones and finance operations in the Quinta.

The partner journey team continued to reach out to partner churches and to offer prayer and other support during these challenging times.

We look back on a very difficult and challenging year, not only for OM but for the whole nation. We give thanks to God for the way in which our many partners across the UK gave so generously to His work. We also look back with gratitude and thanksgiving for how the Lord has led us. He has protected us and enabled us to continue with our mission to help followers of Jesus to share their faith at home, at work and around the world.

Finally, on behalf of the UK board of OM, I would like to thank our CEO Matthew Skirton and each member of the OM team in the UK for all their hard work and commitment throughout 2020.



D OST - BOARD CHAIR

The Board of Trustees present their annual report, together with the strategic report and audited financial statements, for the year ended 31 December 2020.

REFERENCE AND MANAGEMENT INFORMATION

Company Name: Operation Mobilisation

Company Registration Number: 02564320

Charity Registration Number: 1008196

Registered Office: The Quinta, Weston Rhyn, Shropshire, SY10 7LT

BOARD OF DIRECTORS/TRUSTEES

David Ost (Chair)

Michael Young (Company Secretary)

Celia Apeagyei-Collins (resigned 2nd October 2020)

Amos Fatokun (appointed 3rd June 2020)

Peter Lawrence

Paul Lindsay

Peter Maiden (resigned 1st June 2020)

Geffrey Meyer

Kathryn Myers

David Skews (Resigned 9th June 2021)

Michael Wildsmith (appointed 10th Feb 2021)

EXECUTIVE LEADERSHIP TEAM

Matthew Skirton Chief Executive Officer (CEO)

Rob Scoulding Strategic Engagement

Andrew Berry People in Mission

Jaco Swart Finance

Kevin Boyce Community

Tim Howard Operations

Paul Bell Human Resources

AUDITOR

WR Partners, Belmont House, Shrewsbury Business Park, Shropshire, SY2 6LG

BANKERS

National Westminster Bank PLC, Shrewsbury Corporate Office, Suite 5, Prospect House, Belle Vue Road, Shrewsbury, SY3 7NR

SOLICITORS

Wrigleys, 19 Cookridge Street, Leeds LS2 3AG

WORKING NAMES USED

- OM
- OM UK
- OM United Kingdom

TRUSTEES' REPORT - ABOUT THE ORGANISATION

Operation Mobilisation (OM) in the UK is part of an international Christian missions movement also known internationally as Operation Mobilisation. This report is concerned with the operation of the UK charitable company which works in partnership with other OM entities around the world. For the sake of clarity, future references to the wider OM organisation is termed "OM Worldwide" whilst the UK charitable company is simply termed "Operation Mobilisation" or "OM UK".

OM Worldwide was established in 1957 and now works in over 110 countries and on board the OM Ship "Logos Hope". Overall, there are over 3,300 workers from 128 nationalities, 51.2% of whom are serving outside their passport country. There are over 390 workers from the UK working in approximately 50 different countries.

Our work in the UK involves ongoing partnerships with churches, agencies, and individuals. We want to see Christians partnering with OM through the following three objectives: Pray, Give and Go.

STRUCTURE, GOVERNANCE AND MANAGEMENT

GOVERNING DOCUMENT

The organisation is a charitable company limited by guarantee, incorporated on 30 November 1990 and registered as a charity on 12 February 1992. Established under a Memorandum of Association which sets out the objects and powers of the charitable company, the company is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1. The only members are the Trustees.

ORGANISATIONAL STRUCTURE

The Board of Trustees is responsible for ultimate strategic decisions, having regard to International Policy under the Joint Ministries Agreement (JMA) (see page 8) and advice from senior management. As charity Trustees, they receive no remuneration for their services. All the Members of the Board are non-executive.

The Board normally meets four times a year and is assisted by a Finance and General Purposes Committee consisting of two Board members (one of whom is Chairman of the Committee), the Chief Executive Officer (also known as the UK Director) and members of the UK Executive comprising key management personnel.

The Trustees approve the strategic goals set for each year. These goals are reviewed and assessed regularly by the UK Executive and Trustees as part of the process of setting goals for the next and subsequent years. Day to day operational decisions are taken by the UK Executive headed by the CEO, Matthew Skirton.

Operation Mobilisation operates annual planning and budgeting systems. The annual strategy statement is approved along with the consequential budget by the Board of Trustees. Performance against the strategic goals is reviewed by the Board, including any proposed changes to the strategic goals and any major capital investments. There is a financial reporting system which compares results to the goals, with quarterly reports to the Board.

RECRUITMENT AND APPOINTMENT OF THE BOARD OF TRUSTEES

The Trustees are also the Directors under the company's Articles known as members of the Management Committee, normally known as the "Board of Trustees". Under the requirements of the Memorandum and Articles of Association, the Trustees are elected for a period of three years, after which they must be re-elected at the next Annual General Meeting.

Currently we have nine experienced and committed Trustees and are actively seeking to recruit new Trustees to ensure that the charitable company has the right balance of skills. Only the Members (who are in our case the Board of Trustees) have power to appoint new Trustees.

INDUCTION AND TRAINING OF TRUSTEES

Potential new Trustees are invited to attend several meetings before any decision is taken on their appointment and are provided with suitable material to give them background to the organisation. This includes the Memorandum and Articles of Association and an induction pack.

Trustees are also notified of developments in the charity sector by the Finance and General Purposes Committee.

INTERNATIONAL PARTNERSHIP

The charitable company shares the core values of an international partnership operating in over 110 countries worldwide, also known as "Operation Mobilisation". It is a signatory to a "Joint Ministries Agreement" (JMA) which sets out the ways in which the various constituent parts shall work together. In this report, this "international partnership" is called "Operation Mobilisation Worldwide" (or "OM Worldwide") and the charitable company is called "Operation Mobilisation" or "OM UK".

The charitable company is a member of the Evangelical Alliance and Global Connections.

OBJECTIVES AND ACTIVITIES

Operation Mobilisation's charitable objectives, as set out in the Memorandum of Association, are to do the following in any part of the world:

- The advancement of education (particularly for the improvement of literacy and vocational skills) for the benefit of all people;
- The direct relief of sickness and poverty by assisting sick or necessitous persons;
- The advancement of health; and
- The advancement of the Christian religion.

The principal activities carried out by OM are:

- The advancement of the Christian faith within the UK by equipping people for service in the UK and around the world; "education and the advancement of the Christian faith";
- Support for personnel from the UK working with overseas partners, and carrying out activities to promote the advancement of the Christian faith, relief work, education and the advancement of health; "support for overseas partners";
- Fundraising to provide grants to promote the advancement of the Christian faith, relief work, education, and the advancement of health; "direct payments"; and
- Compliance with legislative requirements associated with carrying out those Charitable purposes for the public benefit.

AIMS

Our aim is to mobilise people to share the Christian faith with every generation in every nation, pioneering and leading initiatives to redeem lives, rebuild communities and restore hope. Operation Mobilisation in the UK acts as a resourcing centre for the works of Operation Mobilisation Worldwide, motivating and equipping people to share God's love with people all over the world. It seeks to help plant and strengthen churches, especially in areas of the world where Christ is less known.

Within the UK, Operation Mobilisation seeks to work alongside the church to minister to diaspora communities.

Our medium and long term strategies are to develop ongoing relationships with churches, agencies and individuals which:

- encourage and support them in their Christian faith;
- assist in their education concerning various worldwide situations, focusing on methods of supporting the poorest, most vulnerable and exploited in society;
- deliver well-prepared opportunities for volunteers to take part in projects which transform lives and communities; and
- assist in raising funds to support the charitable work of OM Worldwide.

We also work alongside the church to advance the Christian religion among the least reached communities living in the UK.

PUBLIC BENEFIT

We have referred to the Charity Commission's guidance on reporting on public benefit when reviewing our aims and objectives and planning our activities. The Trustees are therefore confident that Operation Mobilisation meets the public benefit requirements.

ACHIEVEMENTS AND PERFORMANCE

GIFTS AND DONATIONS

In 2020, we celebrate that our income remained stable in spite of the pandemic and economic downturn. Throughout the year, we have seen gifts and donations of £9.49m

This year, public appeals have followed undesignated giving models, allowing the trustees to respond more dynamically to needs as they arise.

Our partners in the UK have continued to provide significant support for:

- the Mercy Appeal which distributed funds to projects in 11 countries. The primary emphasis of our efforts was in response to the global coronavirus pandemic providing hygiene kits, essential medical supplies and emergency food supplies to communities that did not enjoy government support as in the UK.
- the Mustard Appeal enabled us to continue the assistance of skills development and micro-finance projects in 7 countries. This catalytic fund supported projects such as Sarah's tailoring business on the shores of Lake Tanganyika. Here she uses the tailoring skills she has gained from OM's skills development programme, which has allowed her to provide masks to surrounding communities who would otherwise be unable to access provisions of their own.
- the Movements Appeal, which continues to accelerate the advancement of the Christian faith in often hard-to-reach places where Christ is least known. This was achieved through mobilising, training and equipping 'near culture' mission workers in 16 countries throughout Europe, Africa, Asia and the Middle East.
- the Christmas Appeal, entitled "Ordinary to Extraordinary", allowed us to be in a position to support ministries all over the world in 2021.

PARTNER DEVELOPMENT, EVENTS AND EXHIBITIONS

Due to the global pandemic, OM were unable to attend the typically busy calendar of public events and exhibitions as in previous years. This did not dampen the efforts of our Events Manager who pivoted to deliver a calendar of digital events instead. These included the following:

- Global Prayer Meetings: Typically held at our National Office, this public event moved online, allowing a new opportunity to expand our reach beyond the office geography. This event primarily reached alumni and committed partners, reaching 150 attendees at the peak of the first lockdown.
- Ordinary Lives: A new YouTube event, or vodcast, targeted at students and young workers aged 16-30. This magazine style programme allowed conversation on a number of topics surrounding a missional lifestyle. Incorporating external partners (such as UCCF and LICC), this event has reached over 100 individuals.

- **Movements:** Typically, a major donor event in London or Belfast, this also transitioned online to share stories from workers and their pioneering ministries around the world. This year we held two events.

During 2020 we hosted a presentation team who attended some church meetings around the UK, but the plans were cut short by the onset of the COVID-19 pandemic.

MISSION OPPORTUNITIES

In 2020 the following partners engaged in short and longer-term mission opportunities including:

- 24 teens and 7 young adults participated in the new online version of TeenStreet - a youth conference streamed from Germany aimed at growing and developing the Christian faith of teens and young adults. The theme was "Curious".
- 20 individuals and a group of 36 went on Short-Term Mission opportunities. Unfortunately we had to cancel 77 individuals and 7 groups due to Covid and OM International's no-travel policy. 8 people attended our first online Virtual Outreach joining OM Hungary - hearing about, and praying for, their ministries.
- Over 390 UK Nationals are involved in longer mission opportunities in OM programmes worldwide. Individuals serving with OM longer term are able to develop deeper relationships with their host communities. We saw 24 new people from the UK join this work in 2020. 18 went to serve overseas, and 6 joined UK teams. In spite of the worldwide pandemic, 390 UK Nationals continued serving long term in missions worldwide.

DISCIPLE MAKING MINISTRIES IN THE UK

We have workers based in London, Birmingham, Sheffield, Coventry, Nottingham and Wolverhampton. They have focused their ministries on the OM Mission Statement of wanting to see vibrant communities of Jesus followers among the least reached. Their ministries include meeting people, hosting bible studies, running media-based projects, organising children's events and supporting churches. Many had to find ways to adapt to new ways of working within the limitations of lockdown.

EQUIPPING MINISTRIES

As with every area of life, 2020 will be remembered as "the year impacted by the Covid pandemic." The pandemic reached UK while we were running both our Missions Discipleship Training (MDT) programme and English Language and Cultural Opportunities (ELCO) courses. In mid-March we made the decision to suspend training and quickly arrange repatriation for all our students. We had to find new methods to be active for the remainder of 2020. MDT and ELCO both went virtual, and ELCO have continued in this vein in 2021. The mobilisation and equipping of disciples remains at the heart of both programmes with graduates from both programmes now serving in a number of different mission locations around the world.

COMMUNICATING THE MESSAGE

In 2020 we appointed a new Social Media Officer (January) and Marketing Manager (October).

Much of our efforts in the first part of 2020 were consolidated in preparation of the arrival of *Logos Hope* in Autumn-Winter. This was sadly shelved due to the COVID-19 pandemic.

As a result of the COVID-19 outbreak, the Marketing and Engagement team pivoted towards promoting

ways to respond to the crisis. Our Mercy Appeal received an unprecedented response during the Easter season, allowing OM workers around the world to respond to communities that lack infrastructure or basic hygiene systems. This included providing aid to overcrowded refugee camps in Europe/Near East and translating hygiene awareness training into local languages including Pidgin for hard-to-reach communities in Papua New Guinea.

In response to the pandemic, the team also supported other shifts in activity in the Mobilisation Team, supporting the launch of the Gap Year Challenge and MDT Live! This invited a unique and highly creative campaign, the Gap Year That Can, which was supported by an extensive digital media campaign. This provided a significant amount of traffic to the website and provided an exposure for the team into better digital marketing techniques.

During the second half of the year, a significant energy was put towards the execution of our Christmas Campaign. Not only was this OM's first undesignated Christmas Appeal, but the first global Christmas Appeal. This was a process led by the UK team and translated into at least four different languages around the world – Spanish, Portuguese, German and Mandarin.

The creation of a digital church resource pack, aimed at providing resources for churches delivering online services during advent was well received. We received over 300 individual requests for this resource, more than half of which came from new churches to the organisation.

PRINCIPLE RISKS AND UNCERTAINTIES

A summary of the principle risks is below, along with the appropriate risk mitigation strategy.

Potential Risk	Risk Management Strategy
Critical Incident	A crisis management plan is in place and is regularly reviewed.
Failure of critical systems or equipment	Key IT equipment and the telephone system have same-day service contracts. We have a rolling programme for renewing older critical equipment. A disaster recovery plan covering loss of premises and/or data is in place.
Inadequate finance resources (including reserves)	Expenditure is budgeted according to strategy; I&E against operational budget are reviewed monthly by the Executive Leadership and quarterly by the Board of Trustees.
Failure to comply with legislation, including UKVI, HMRC, Safeguarding, the Charity Commission, Acts of Parliament and other laws	Induction procedures make new staff aware of the requirements. Leadership are regularly briefed on their responsibilities and training is provided where needed. Processes in place to keep abreast of ongoing changes in legislation.
Loss of key staff	Consideration for succession planning is part of all HR processes.

COVID-19 RISKS AND RESPONSE

A summary of the risks and mitigation strategies regarding the Covid-19 virus is below:

Risk	Factors	Notes/Mitigation
Reduction in Support Gift Income	Numbers of workers overseas Supporters disposable income Sending church finances	Personal support levels are not currently causing concern, and initiatives are underway to grow this area. Recruiting remains lower so new admin fees are likely to fall.
Reduction in number of long term workers overseas	Support gift income Appetite and ability to travel Availability of insurance Practical restrictions in different countries	We continue to be engaged in sending a small number of long term workers into mission overseas. Applications and enquiries remain lower than normal. Our personnel team continue to receive regular update briefings from colleagues overseas.
Reduction in Fund Gift Income	Potential contraction of UK Economy impacting individual, church and trust finances	Fund gifts are currently in line with the budget, though we continue to monitor these carefully.
Reduction in Appeal Gift Income	Potential contraction of UK Economy impacting individual, church and trust finances Media coverage of appeal topic	The strategy to grow undesignated funding through appeals continues. The responsibility for direct marketing for fundraising has been moved from the generosity team to the marketing and engagement team. This has delivered a more agile and targeted response to appeal management.

Reduction in Short Term Opportunities (STO) Trip bookings and opportunities	<p>Potential contraction of UK Economy impacting individual and church finances</p> <p>Appetite and ability to travel</p> <p>Availability of insurance</p> <p>Limited opportunities in other countries</p> <p>OM Internationals travel restrictions</p>	STO overseas remains challenging with the current travel restrictions. We continuing to hope for a very slow recovery in quarters 3 and 4 of 2021.
Reduction in student numbers and/or training opportunities	<p>Appetite and ability to travel</p> <p>Availability of insurance</p> <p>UK lockdown restrictions</p>	Current training is limited to online courses. We remain hopefully that in-person residential training might be possible in late quarter 3 and quarter 4.
Reduction of opportunities to engage with churches	<p>UK lockdown restrictions</p> <p>Individual church's risk management strategies</p>	We have been able to connect with churches digitally, including hosting an online roundtable event to explore the "mission gap" with churches.

PLANS FOR FUTURE PERIODS

In 2021, we are anticipating that with the introduction of vaccines there will be a slow but steady relaxation of travel constraints both in the UK and overseas. As many insurance companies limit their coverage in the UK based on foreign office guidelines, there may be a lag in our ability to send people overseas on shorter term opportunities. We anticipate that the 'slump' in applications for long term service overseas and in the UK will continue until there is widespread vaccination or 'herd immunity'.

At some point during the year, we anticipate again being able to run in-person training opportunities as well as short term outreaches in the UK. In the meantime, we will seek to engage the UK church and wider OM world with on-line opportunities of training and seeing the needs for people and prayer through 'virtual outreach and vision tours'. Once restrictions are eased, we look forward to continuing our ongoing ministries into various communities in the UK.

During 2021 our website will be completely overhauled to deliver a clearer and more intuitive experience for all who use it. We will continue to explore the options to implement a new client relationship managements (CRM) system to enable much closer mutually beneficial relationships with partners. The 'Live Out Love' campaign will be rolled out across OM in the UK in 2021 and will form the underpinning message behind all that we do- to engage, excite and connect people to journey with us on a missional lifestyle journey- by living out the love of Jesus to those around us.

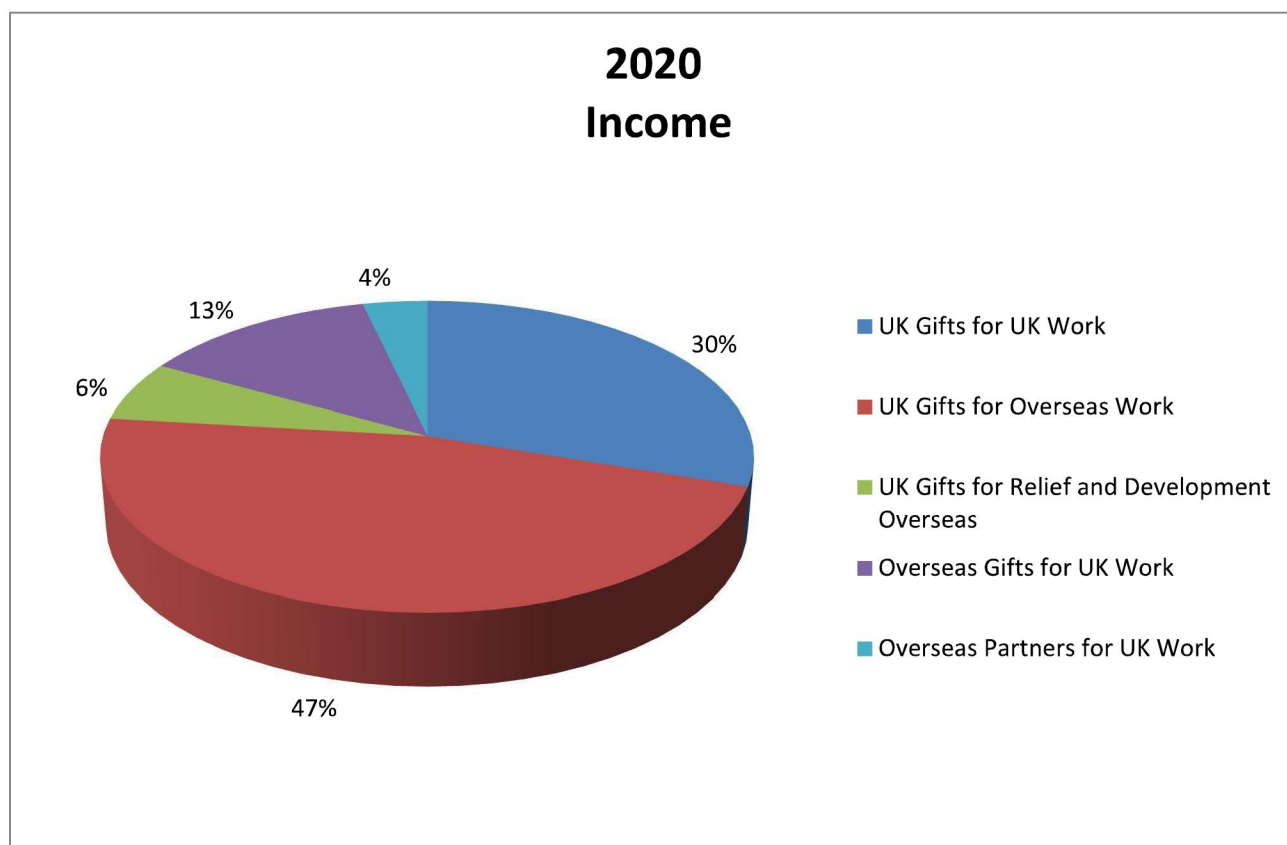
We continue to evaluate the suitability of all our premises in line with the strategic plan. With new requirements being planned for vehicles entering London and Birmingham, we will need to update some of our fleet. Several older vehicles will be scrapped. We are conducting cybersecurity training for all staff to help manage the increasing threats posed by online attacks. We also plan to continue upgrading our IT systems.

We are planning for all staff to return to working at our offices once restrictions are lifted.

STRATEGIC REPORT - FINANCIAL REVIEW

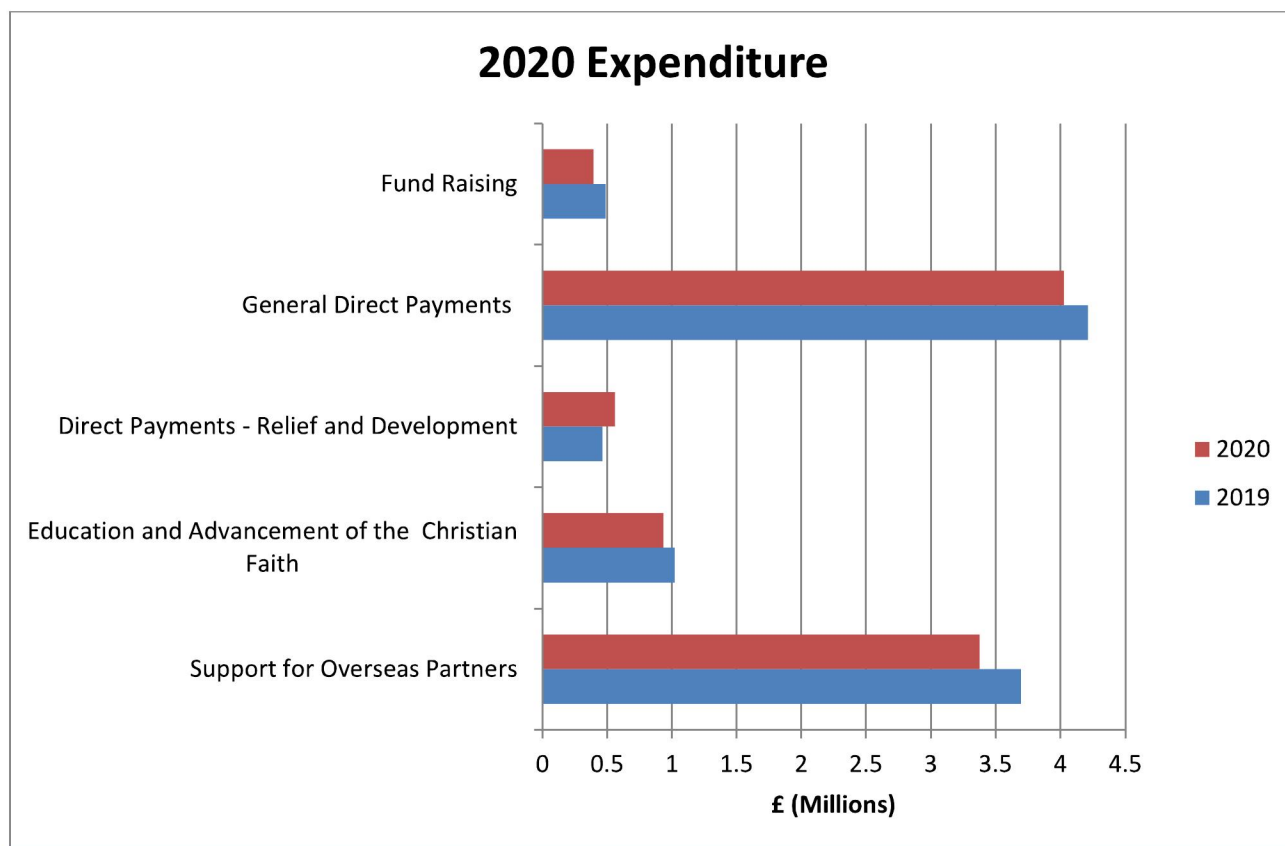
INCOME

Our total income for 2020 was £10 million (£9.87 million in 2019). This included income from UK supporters of £7.27 million (£7.3 million in 2019). 90% of our income came from donations and gifts (96% in 2019). The following is an analysis of donations and gifts by category:



EXPENDITURE

Total expenditure was £9.29 million in 2020 (£9.93 million in 2019) and is analysed into the following classifications as shown in the bar chart:



Overall expenditure has seen a significant decrease due to Covid restrictions limiting ministry opportunities.

FUNDRAISING

Only 4.24% of the total for 2020 was spent on fundraising, the other 95.76% being spent on our charitable activities (2019 4.92%).

Support for Overseas Partners – support for personnel from the UK working both in the UK and with overseas partners and carrying out activities to promote the advancement of the Christian faith, relief work, education and the advancement of health. In 2020 this support has decreased by just over £365k compared with 2019 (2020 £3.38m, 2019 £3.74m)

Education and the Advancement of the Christian Faith – evangelism within the UK and training and equipping people in the UK for service in the UK and around the world. There has been a slight decline of expenditure in this area of £86k. (2020 £0.94m, 2019 £1.02m)

Direct Payments: Relief and Development – amounts given to help OM's Worldwide work overseas, including education and health. In 2020, expenditure in this area rose by over £100,000 due to appeal responses varying year to year (2020 £0.56m, 2019 £0.46).

Direct Payments: Other – Other amounts given to support OM's work worldwide by (a) UK supporters and (b) OM from its own resources. This will include the advancement of the Christian faith, relief work, education and the advancement of health. (2020 £3.98, 2019 £4.14m)

A fuller explanation of the analysis used can be found in Note 6 of the Accounting policies on page 16. The full results of the company for the year ended 31st December 2020 are set out in the financial statements on pages 14 to 34. Dividends are not permitted under the Articles of Association.

RESERVES POLICY

The Trustees consider that reserves equivalent to between three and six months operating expenditure, plus an amount equal to the designated reserves (Fixed Asset Fund - see Note 18), is required to allow for the uncertain timing of income together with the size and complexity of the operation. Any excesses will be considered for distribution to OM fields overseas.

- There are total reserves of £5.37m, of which £1.34m are restricted.
- The total of unrestricted reserves at 31st December 2020 is £4.03 million.
- Included in the above £4.03 million is undesignated reserves of £1.28 million (2019: £1.03m), which equates to just over 5 months of operating expenditure.
- Three months operating expenditure per the 2021 budget is £0.75 million.
- Designated, unrestricted reserves total £2.75m.
- Free reserves excluding designated funds amount to £805k (2019 £597k).

It is encouraging to note the improvement in the free reserves.

INVESTMENT POLICY

The Trustees have powers to invest surplus funds in investments, securities and property as they think fit, subject to the provisions of any relevant legislation. This policy is reviewed periodically by the Board using professional advice where appropriate.

PAY POLICY FOR SENIOR STAFF

The Trustees consider the Board of Trustees, and the Executive Leadership team (as detailed on page 4) comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charitable company on a day to day basis. All Trustees give of their time freely and no trustee received remuneration in the year. Details of Trustees' expenses and related party transactions are disclosed in notes 8 and 23 to the accounts.

The pay of the senior staff is reviewed annually and, where finances permit, increases are awarded in line with increases in average earnings. We benchmark pay against other similar mission organisations.

FUNDRAISING POLICY

OM in the UK raises funds through mailings, appeals, individual support raising and by approaching trusts. We hold consent or have legitimate interest to contact the parties that receive our mailings and aim to comply fully with GDPR requirements. As part of our compliance with GDPR we ensure that people only receive the information they want.

If a partner requests their data is deleted, or if a partner is suspected of being vulnerable, we can make sure that partner does not receive solicitations for funds. They would then only receive information and updates about areas or projects they have requested.

Our missionaries approach their own friends, families and churches to raise financial support. We also apply to Trusts to support specific projects. All people serving with OM for more than a month receive training on how to raise funds for their mission work as part of the joining and orientation process. They are encouraged to have an online fundraising page, the content for which is checked and monitored by our fundraising and marketing teams. Once they are serving with us, they are requested to send copies of their newsletters and updates to our personnel department who can monitor any information about their fundraising requests.

Fundraising for the work of OM in other countries is carried out through OM in the UK and we send out newsletters to donors in the UK who support our work overseas. We therefore monitor communications for both the solicitation of funds and reporting back on the use of funds.

We do not use external professional fundraisers, nor have we ever used lists of contacts supplied by third parties. We aim to comply with the Fundraising Regulator's Code of Fundraising Practice. During 2020, we received no complaints regarding our fundraising practices.

We would send a maximum of six mailings to any individual per year unless they have elected to subscribe to specific mailings. As part of our data retention policy we regularly review the data held and remove those parties who no longer meet the criteria for holding their details.

BREXIT

The trustees continue to monitor the effects of Brexit. We have not found that it has had a material impact on the organisation.

RESPONSIBILITIES OF THE BOARD OF TRUSTEES

Company and charity law requires the Board, as Trustees and Directors, to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of Operation Mobilisation and the results for the period. In preparing the financial statements, the Trustees have:

- selected suitable accounting policies and then applied them consistently;
- made judgements and estimates that are reasonable and prudent;
- followed applicable accounting standards without any material departures; and
- prepared the financial statements on a going concern basis.

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

MEMBERS OF THE BOARD

Members of the Board of Trustees, who are Directors for the purposes of company law and Trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 4.

In accordance with company law, as the company's Directors, we certify that:

- so far as we are aware, there is no relevant audit information of which the company's auditors are unaware;
- as the Directors of this company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant information and to establish that the charity's auditors are aware of that information;
- as far as we are aware, there were no serious incidents or other matters relating to the charity that should have been declared under section 169 of the Charities Act 2011 and recognise that false or misleading information constitutes a default under statutory requirements under section 60 of the Charities Act 2011; and
- we have complied with the duty in Section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit when reviewing the charitable objectives and aims of Operation Mobilisation, as well as in planning future activities.

The Trustees, who are also directors for the purposes of Company Law, present their annual and strategic report and the financial statements for the year ended 31 December 2020. These financial statements comply with statutory requirements, the Memorandum and Articles of Association and the 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 (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

In approving the Trustees' Report, the Trustees are also approving the Strategic Report in their capacity as Company Directors.

Approved by the Board of Directors 8 September 2021 and signed on its behalf by:


M Young

M Young
Board Chair

INDEPENDENT AUDITOR'S REPORT

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF OPERATION MOBILISATION

OPINION

We have audited the financial statements of Operation Mobilisation (the 'charity') for the year ended 31 December 2020 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 charitable company's affairs as at 31 December 2020 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 charitable company 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

OTHER INFORMATION

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report, other than the financial statements and our auditor's report thereon. 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 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 Strategic Report and 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 Strategic Report and the Directors' Report included within the Trustees' Report has been prepared in accordance with applicable legal requirements.

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 Strategic Report or 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 and the Charities Accounts (Scotland) Regulations 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 specific 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 21, 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

We have been appointed as Auditor under the Companies Act 2006 and report in accordance with regulations made under this Act.

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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these 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. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We reviewed the susceptibility of the Charity's financial statements to material misstatement and identified the principal risks, implementing a series of testing procedures to provide us with sufficient comfort to issue our opinion.
- We reviewed the Charity's regulatory environment to ensure we could conclude that it had acted in accordance with the framework relevant to the Charity and its environment and identify any instances of non-compliance.
- We also assessed the Charity's internal control procedures to ensure we could appropriately scrutinise these controls and establish whether our understanding of the control environment was sufficient to supplement our additional testing procedures.
- The engagement team consisted of a team that the engagement partner believes is equipped with the relevant level of technical and Charity awareness to carry out our work to the required standard

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 charitable company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees as a body in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable company's trustees as a body for our audit work, for this report, or for the opinions we have formed.

Signed:

WR Partners

Date:

20 September 2021

A Malpass BA, FCA

Senior Statutory Auditor, For and on behalf of

WR Partners, Belmont House, Shrewsbury, SY2 6LG

Chartered accountants and statutory auditors

STATEMENT OF FINANCIAL ACTIVITIES

Year ended 31 December 2020

INCLUDING INCOME AND EXPENDITURE ACCOUNT

				2020	2019
	Note	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
		£	£	£	£
INCOME					
Income from Generated Funds					
Donations and Gifts	2	2,844,670	6,649,888	9,494,558	9,480,695
Income from Investments					
Rental Income		14,500	-	14,500	18,000
Interest Income		4,698	2,197	6,895	8,715
Income from Charitable Activities					
Literature and Other Sales		522	3,285	3,807	24,498
Services to Overseas Partners		20,060	(2,976)	17,084	36,181
Other		424,102	43,811	467,913	305,990
Total Income		3,308,552	6,696,205	10,004,757	9,874,079
EXPENDITURE					
Cost of Generating Funds					
Fundraising Costs	3 & 4	394,435	-	394,435	488,456
Charitable Activities					
Education and the Advancement of the Christian Faith	3 & 4	817,897	119,149	937,046	1,023,516
Support for Overseas Partners	3 & 4	1,738,032	1,637,883	3,375,915	3,741,146
Direct Payments	3 & 4	20,323	4,565,736	4,586,059	4,675,830
Sub Total Charitable Activities		2,576,252	6,322,768	8,899,020	9,440,492
Total Expenditure		2,970,687	6,322,768	9,293,455	9,928,948
Net Income/(Expenditure)	7	337,865	373,437	711,302	(54,869)
Gain on Investments		37,049	-	37,049	2,728
Transfer of funds		67,923	(67,923)	-	-
Net movement of funds		442,837	305,514	748,351	(52,141)
Fund Balance brought forward					
1 January		3,585,226	1,036,777	4,622,003	4,674,144
Fund Balance carried forward					
31 December	16 & 17	4,028,063	1,342,291	5,370,354	4,622,003

The company income and expenditure all relate to continuing operations.

The company has no recognised gains or losses other than the net income/(expenditure) for the year.

BALANCE SHEET

COMPANY NUMBER: 2564320

As at 31 December 2020

	Note	£	2020 £	2019 £
FIXED ASSETS				
Tangible Assets	9	2,645,781		2,718,729
Investments	10	474,136		437,087
			3,119,917	3,155,816
CURRENT ASSETS				
Stocks - goods for resale		22,437		8,428
Debtors	11	1,285,602		1,150,844
Cash at Bank and in Hand		1,327,530		763,100
		2,635,569		1,922,372
CREDITORS - amounts falling due within one year	12	(118,813)		(191,467)
NET CURRENT ASSETS			2,516,756	1,730,905
TOTAL ASSETS LESS CURRENT LIABILITIES			5,636,673	4,886,721
CREDITORS - amounts falling due after one year	13		(266,319)	(264,718)
			5,370,354	4,622,003
FUNDS				
Unrestricted Funds - Designated	17 & 18		2,748,702	2,550,676
Unrestricted Funds - General	17 & 18		1,279,361	1,034,550
Restricted Funds	17 & 18		1,342,291	1,036,777
			5,370,354	4,622,003

These Financial Statements were approved by the Board of Directors on 8/9/2021.

Signed on behalf of the Board of Directors.


M Young
Board Chair

STATEMENT OF CASH FLOWS**Year ended 31 December 2020**

		2020	2019
	Note	£	£
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	19	604,548	(108,859)
CASH FLOWS USED IN INVESTING ACTIVITIES			
Interest received		6,895	8,715
Purchase of tangible fixed assets		(47,183)	(37,436)
Proceeds from sale of tangible fixed assets		170	332
NET CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES		(40,118)	(28,389)
CASH FLOWS FROM/ (USED IN) FINANCING ACTIVITIES			
Loan repayments/advances		-	-
NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES		-	-
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD	20	564,430	(137,248)
Opening Cash at 1 January		763,100	900,348
Closing Cash at 31 December		1,327,530	763,100

ACCOUNTING POLICIES

1 - GENERAL

Operation Mobilisation is a Company limited by Guarantee and was incorporated on 12 February 1992. The objectives and activities of the charity are listed on page 10 of the annual report.

2 - BASIS OF PREPARATION

The financial statements have been prepared in accordance with applicable Accounting Standards in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Operation Mobilisation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note. The financial statements have been prepared in Pound Sterling as this is the currency of the primary economic environment in which the company operates.

3 - ACCOUNTING CONVENTION

These financial statements have been prepared under the historic cost convention, as modified by the revaluation of investments.

4 - CRITICAL ACCOUNTING JUDGMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In applying the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions in determining the carrying amounts of assets and liabilities. The Trustees' judgements, estimates and assumptions are based on the best and most reliable evidence available at the time when the decisions are made, and are based on historical experience and other factors that are considered to be applicable. Due to the inherent subjectivity involved in making such judgements, estimates and assumptions, the actual results and outcomes may differ.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods, if the revision affects both current and future periods.

Critical accounting judgements

The critical accounting judgements that the Trustees have made in the process of applying the charity's accounting policies that have the most significant effect on the amounts recognised in the statutory financial statements are discussed below.

- Assessing indicators of impairment

In assessing whether there have been any indicators of impairment in relation to assets, the Trustees have considered both external and internal sources of information such as market conditions and experience of recoverability. There have been no indicators of impairments identified during the current financial year.

- Income recognition

Operation Mobilisation accounts for monies received as donations on behalf of other OM entities worldwide as income and matching expenditure as the money is transferred via OM worldwide's international transfer system. The Trustees have referred to the guidance in the 2015 Statement of Recommended Practice (FRS 102) when determining whether to account for these transactions as agent or principal and consider Operation Mobilisation to be acting as principal.

Key sources of estimation uncertainty

The key assumptions concerning the future, and other key sources of estimation uncertainty, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

- Determining residual values and useful economic lives of property, plant and equipment

The charity depreciates tangible assets over their estimated useful lives. The estimation of the useful lives of assets is based on historic performance as well as expectations about future use and therefore requires estimates and assumptions to be applied by management. The actual lives of these assets can vary depending on a variety of factors, including technological innovation, product life cycles and maintenance programmes. Judgement is applied by management when determining the residual values for plant, machinery and equipment. When determining the residual value management aim to assess the amount that the company would currently obtain for the disposal of the asset, if it were already in the condition expected at the end of its useful economic life. Where possible this is done with reference to external market prices.

5 - FUND ACCOUNTING

- **Unrestricted Funds** are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.
- **Designated Funds** are unrestricted funds that the Trustees have set aside for specific purposes
- **Restricted Funds** are subject to restrictions on their use, either imposed by the donor or included in the terms of an appeal.

6 - INCOMING RESOURCES

Gifts received are accounted for as soon as it is prudent and practicable to do so, generally the earlier of the date of notification or receipt. Gifts in kind are included at an estimated value.

Any income stream to which the charity is entitled is recognised where there is a probability of receipt. This includes legacies once probate has been granted.

7 - RESOURCES EXPENDED

Expenditure is comprised of the costs of charitable activities, fundraising and governance. This includes staff costs. Indirect costs are allocated pro rata to direct costs.

FUNDRAISING COSTS

Costs incurred in motivating individual partners to donate to the work of Operation Mobilisation Worldwide.

DIRECT CHARITABLE EXPENDITURE

Includes all expenditure directly related to the objects of the charity and comprises the following:

- **Direct Payments**
This represents amounts given to support OM's work worldwide by (a) UK supporters and (b) OM from its own resources.
- **Support for Overseas Partners**
The amount detailed here includes the cost to the UK National Office of support for UK personnel (including those overseas) in the areas of personnel, finance etc. It also includes expenditure incurred in educating and informing supporters of OM's work worldwide and the general public on the work of the charity. It includes such things as regular prayer letters, project information sheets, advertising and the costs associated with developing and implementing these.
- **Education and the Advancement of the Christian Faith**
This represents expenditure by our training bases in Birmingham and London on evangelistic and training activities within the UK.
- **Relief of Sickness and Poverty**
This is amounts given to help with OM Worldwide's work overseas. This includes expenditure on education and health.

8 - FIXED ASSETS AND DEPRECIATION

Tangible fixed assets are stated at cost less depreciation. The charity recognises fixed assets with a cost of over £300 in the asset register, equipment below this value is simply recorded in the income and expense statement for the year.

Depreciation is provided in order to write-off the cost of tangible fixed assets on a straight line basis over their estimated useful lives, normally using the following rates:

Freehold buildings:

Purchase	2% per annum
Renovation	6.7%

Long leasehold buildings:

Lease Purchase	Write off over remainder of lease – maximum 50 years
Renovation	3.3%/10%

Computer equipment	33% per annum
Other fixtures, fittings and equipment	20% per annum
Motor Vehicles	20-50% per annum

9 - STOCK

Stock has been valued at the lower of cost or net realisable value.

10 - FOREIGN CURRENCIES

Income and expenditure items denominated in foreign currency are translated into sterling and recorded at the rate ruling for the month of the transaction. Balance Sheet items denominated in foreign currency are translated into sterling and recorded at the rate ruling for December. These rates (provided by the International Finance Office) are used in Operation Mobilisation worldwide.

11 - ASSET FUND

The Asset Fund is a designation of the funds that are tied up in fixed assets.

12 - PENSIONS

Contributions are made by the company on behalf of its staff to the Global Connections Pension scheme, which is a defined contribution scheme.

13 - OPERATING LEASES

Rentals paid under operating leases are charged in the Statement of Financial Activities on a straight line basis.

14 - VALUATION OF INVESTMENTS

Fixed asset investments are stated at market value at the balance sheet date. Any movements in market value arising during the year are shown as unrealised gains or losses in the Statement of Financial Activities. Investments comprise investment property and longer-term cash deposits. Cash deposits are included at the year-end balance on the relevant bank account. Investment property is valued using a directors' estimate of the market value, supported by professional valuations as appropriate.

15 - GOING CONCERN

The Trustees have reviewed the charity's financial position and are encouraged by the ongoing level of giving and the improvement in the free reserves position. With the recognition of the company's net current asset position (see note 18 of accounts), the directors have confidence that the charity has adequate resources to remain in operation for at least the next twelve months and can continue to adopt the going concern basis of accounting in preparing the financial statements.

16 - FINANCIAL INSTRUMENTS

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31ST DECEMBER 2020

1 - TAXATION

The company is a registered charity whose charitable activities are fully exempt from United Kingdom corporation and capital gains tax.

2 - ANALYSIS OF DONATIONS AND GIFTS

	2020 £	2019 £
Income from UK Supporters		
Legacies	666,108	782,862
Gifts in Kind	-	600
Other	1,566,506	1,660,758
Income from Overseas Supporters	267,318	137,898
Income from OM Fields Overseas	344,738	421,140
Total Unrestricted Income	2,844,670	3,003,258
Restricted Donations and Gifts		
Income from UK Supporters for Fields Overseas	4,542,397	4,113,141
Income from overseas supporters	1,516,999	1,824,397
Income for Relief and Development work	590,492	539,899
Total Restricted Income	6,649,888	6,477,437
Total Income	9,494,558	9,480,695

3 - ANALYSIS OF TOTAL UNRESTRICTED EXPENDITURE

Ministry	Administration	Personnel	Travel	Communication	Grant	Professional Fees Inc Audit	Other	Total	2019 Total
£	£	£	£	£	£	£	£	£	£
Education and the advancement of the Christian Faith:									
£824	£109,393	£588,830	20,965	25,629	-	6,529	65,727	817,897	835,139
Overseas Partners - Support									
1,752	232,460	1,251,264	44,551	54,461	-	13,875	139,669	1,738,032	1,774,671
Direct Payments									
-	-	-	-	-	20,323	-	-	20,323	50,697
Fundraising									
117	5,545	338,138	11,154	38,566	-	-	915	394,435	488,456
2,693	347,398	2,178,232	76,670	118,656	20,323	20,404	206,311	2,970,687	3,148,963

4 - ANALYSIS OF TOTAL RESTRICTED EXPENDITURE

Ministry	Administration	Personnel	Travel	Communication	Grant	Professional Fees Inc Audit	Other	Total	2019 Total
£	£	£	£	£	£	£	£	£	£
Education and the advancement of the Christian Faith:									
12,696	4,882	33,208	1,560	28,427	-	130	38,246	119,149	188,377
Overseas Partners - Support									
402,593	143,084	532,708	39,048	68,773	-	5,486	446,191	1,637,883	1,966,475
Direct Payments									
-	-	-	-	-	4,565,736	-	-	4,565,736	4,625,133
Fundraising									
-	-	-	-	-	-	-	-	-	-
415,289	147,966	565,916	40,608	97,200	4,565,736	5,616	484,437	6,322,768	6,779,985

Direct Payments includes £560,238 (2019 £463,454) for specific OM Worldwide projects for the relief of sickness and poverty.

5 - AUDITOR'S REMUNERATION

	2020	2019
	£	£
Audit fee 2020	21,600	21,159
Total	21,600	21,159

6 - ANALYSIS OF GOVERNANCE COSTS

Governance costs are now included in the total resources expended as shown above. These totalled £51,498 in 2020 (2019 £55,023).

7 - NET EXPENDITURE BEFORE TRANSFERS

Net expenditure before Transfers for the year are stated after charging the following:

	2020	2019
	£	£
Exchange (gains)/losses	25,610	19,800
Loss on Disposal fixed assets	1,082	21,939
Depreciation of owned fixed tangible assets	114,680	113,310
Other operating leases rent	90,703	89,950

8 - STAFF COSTS AND DIRECTORS' REMUNERATION

	2020	2019
	£	£
Salaries and Wages	2,160,588	2,205,771
Employer National Insurance contributions	143,469	145,140
Pension contributions	70,730	68,219
	2,374,786	2,419,130

No employee received remuneration in excess of £60,000 in the year (2019 also none).

The key management personnel of the charity comprise the trustees plus a 7 person UK executive team looking after the day-to-day affairs of the charity. The total employee benefits of the key management personnel of the Trust were £226,603 (2019: £214,134).

The average number of persons employed by the company during the year was:

	2020	2019
Support to other missions	59	58
Education and the Advancement of the Christian faith	48	48
Fundraising and Governance	30	36
	137	142

Charity Trustees who are not employees or included above received no remuneration for their services (2019 £nil). Directly incurred expenses, when claimed, are reimbursed, and in 2020 totalled £2,292 for travel, subsistence and administration expenses for five directors (2019 £3,516 for eight directors). The information disclosed in this note refers to persons categorised as employees by the Inland Revenue and Department of Social Security for the purposes of assessing income tax and national insurance contributions respectively.

9 - TANGIBLE FIXED ASSETS

	L & B Freehold £	L & B Leasehold £	Fixtures & Fittings £	Motor Vehicles £	Total £
COST					
At 1st Jan 2020	2,772,500	513,556	295,679	69,633	3,651,367
Disposals	0	0	(17,791)	(14,917)	(32,789)
Additions	0	0	43,483	3,700	47,183
AT 31st December	2,772,500	513,556	321,371	58,416	3,665,842
Depreciation					
At 1st Jan 2020	(393,750)	(228,881)	(256,035)	(53,972)	(932,638)
Provision	(61,050)	(16,985)	(34,615)	(6,230)	(118,880)
Disposals	0	0	17,620	13,837	31,457
AT 31st December	(454,800)	(245,866)	(273,030)	(46,365)	(1,020,061)
Net Book Values					
AT 31st December 2020	2,317,700	267,690	48,340	12,051	2,645,781
AT 31st December 2019	2,378,750	284,675	39,643	15,661	2,718,729

10 - INVESTMENTS

	2020 £	2019 £
Investment Properties	450,000	425,000
Donated shares	24,136	12,087
	474,136	437,087

The investment property is in North London and was previously used for our charitable purposes. However, this property was deemed to be surplus to our requirements from an operational point of view in 2017 and has been reclassified by the Trustees as held for investment as of 1st January 2017, with a valuation of £450,000. This is rented out to generate an income for the Charity. This valuation is reviewed annually by way of a desktop review, and at the end of 2019 this was valued at £425,000. A review at the end of 2020 indicated that this valuation had increased again to £450,000 as shown above.

11 - DEBTORS

	2020	2019
	£	£
Due within one year		
Other Debtors	1,188,706	1,034,887
Prepayments and accrued income	26,589	53,910
	<u>1,215,295</u>	<u>1,088,797</u>
Due after one year but within 5 years		
Other	70,307	62,047
TOTAL DEBTORS	<u><u>1,285,602</u></u>	<u><u>1,150,844</u></u>
Included in debtors are beneficial loans as follows:		
Due within one year	26,181	26,112
Due after one year	70,307	62,047
	<u><u>96,488</u></u>	<u><u>88,159</u></u>

The above loans have been made in furtherance of the objectives of Operation Mobilisation. These are generally low interest or interest free loans with variable repayment terms as agreed with individuals.

12 - CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020	2019
	£	£
Tax and National Insurance	37,314	39,197
Deferred Income	-	43,634
Accruals	21,949	21,001
Trade Creditors	17,074	37,812
Other Creditors	42,475	49,823
Total	<u><u>118,813</u></u>	<u><u>191,467</u></u>

The movement in Deferred Income was:

	2020	2019
	£	£
Balance at 1st January	43,364	10,399
Amount released to incoming resources	(43,364)	(10,399)
Amount deferred in the year	-	43,364
Balance at 31st December	<u><u>-</u></u>	<u><u>43,364</u></u>

Deferred income comprises specific gifts given for projects or individuals where the expense is wholly restricted to 2021 or beyond.

13 - CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR

	2020	2019
	£	£
Loans	53,100	53,100
Accruals	213,219	211,618
Total	266,319	264,718

The Accruals figure is the Re-Entry Reserve, which is to provide for any allowances given to individuals from the UK after they retire from or leave Operation Mobilisation. There is no formal agreement schedule. However, the amount provided here is likely to be paid out between nil and 25 years.

14 - FINANCIAL INSTRUMENTS

	2020	2019
	£	£
Financial Assets measured at Amortised cost	1,259,015	1,096,934
Financial Liabilities measured at Amortised cost	112,650	140,735

Financial assets measured at amortised cost comprise other debtors.

Financial liabilities measured at amortised cost comprise trade and other creditors.

15 - FINANCIAL COMMITMENTS

At 31 December 2020 there were total commitments under non-cancellable operating leases as follows:

	2020	2019
	£	£
Payment Due within:		
Less than one year	43,159	54,631
Over One year but less than five years	122,115	93,120
Five years and over	293,414	329,400
TOTAL	458,688	477,151

16 - CALLED UP SHARE CAPITAL

The company is limited by guarantee and therefore there is no share capital.

17 - STATEMENT OF FUNDS

	At 1 January 2020	Income	Expenditure	Utilised/ Transfers	At 31 December 2020
	£	£	£	£	£
Unrestricted					
Designated					
Asset Fund	2,475,382	-	-	(62,629)	2,412,753
UKNO	75,294	5,807	(24,828)	279,676	335,949
Total Designated	2,550,676	5,807	(24,828)	217,047	2,748,702
General	1,034,550	3,302,745	(2,945,859)	(112,075)	1,279,361
TOTAL UNRESTRICTED	3,585,226	3,308,552	(2,970,687)	104,972	4,028,063
Restricted					
UK Supporters for Fields Overseas	-	3,249,198	(3,249,198)	-	-
Relief of Sickness & Poverty	30,525	590,492	(560,238)	-	60,779
WACA	319,985	596,791	(462,591)	19,072	473,257
Special Projects	220,850	1,649,380	(1,455,095)	(60,413)	354,722
UKNO restricted - appeals	91,276	320,248	(366,163)	550	45,911
UKNO restricted - short term missions	860	22,209	(19,027)	-	4,042
UKNO restricted - other	129,934	267,887	(210,456)	(16,813)	170,552
Asset Fund	243,347	-	-	(10,319)	233,028
TOTAL RESTRICTED	1,036,777	6,696,205	(6,322,768)	(67,923)	1,342,291
TOTAL FUNDS	4,622,003	10,004,757	(9,293,455)	37,049	5,370,354

DESIGNATED FUNDS

The income funds of the charity include the following designated funds that have been set aside out of unrestricted funds held by the Trustees for specific purposes:

The Designated Asset Fund represents funds that are tied up in fixed assets. The utilisation of these funds is commensurate with the change in the total value of fixed assets during the year due to acquisitions, disposals and depreciation.

The Other Designated fund is monies allocated for specific projects by the Trustees.

RESTRICTED FUNDS

The restricted funds of the charity consist of certain income for which there is a restriction on their use and are detailed as follows:

- Relief of Sickness and Poverty – monies raised in the UK and overseas specifically for the relief of sickness and poverty worldwide.
- WACA – monies held in the UK for the work of WACA, an OM overseas field, which is therefore a restricted fund. From 1st January 2021, WACA is being managed by another charity based in Switzerland. These restricted funds were transferred to this legal entity as at that date.
- Special Projects – Gifts raised and distributed by the charity's founder.
- UK National Office restricted appeals – funds raised by UK national office as a result of specific appeals.
- UK National Office restricted Short Term Missions - funds received from participants to cover the cost of their short term missions experience.
- UK Other – funds held in relation to evangelism and outreach projects.
- Asset funds – monies tied up in assets for the restricted funds. As above, the utilisation of reserves reflects the movement in the value of assets in the year.

All expenditure is in furtherance of charitable objectives consistent with the constitution of the charitable company.

18 - ANALYSIS OF NET ASSETS BETWEEN FUNDS AS AT 31 DECEMBER 2020

	Fixed Assets	Net Current Assets	Long Term Creditors	Total
	£	£	£	£
Unrestricted Funds				
Asset Reserve	2,412,753	-	-	2,412,753
Designated funds	-	335,949	-	335,949
Other	474,136	1,071,544	(266,319)	1,279,361
Total Unrestricted Funds	2,886,889	1,407,493	(266,319)	4,028,063
Restricted Funds				
Asset Reserve	233,028	-	-	233,028
Other	-	1,109,263	-	1,109,263
Total Restricted Funds	233,028	1,109,263	-	1,342,291
Total	3,119,917	2,516,756	(266,319)	5,370,354

As at 31 December 2019

Unrestricted Funds				
Asset Reserve	2,475,382	-	-	2,475,382
Designated funds	-	75,294	-	75,294
Other	437,087	862,181	(264,718)	1,034,550
Total Unrestricted Funds	2,912,469	937,475	(264,718)	3,585,226
Restricted Funds				
Asset Reserve	243,347	-	-	243,347
Other	-	793,430	-	793,430
Total Restricted Funds	243,347	793,430	-	1,036,777
Total	3,155,816	1,730,905	(264,718)	4,622,003

19 - RECONCILIATION OF NET EXPENDITURE TO NET CASHFLOW FROM OPERATING ACTIVITIES

	2020	2019
	£	£
Net income/ (expenditure)	748,351	(52,141)
(Gain)/Loss on investments	(37,049)	(2,728)
Interest received	(6,895)	(8,715)
Depreciation	118,880	113,310
Gift in Kind donated	-	-
Loss on sale of fixed assets	1,082	21,939
Decrease in stocks	(14,009)	9,118
(Increase)/ decrease in debtors	(134,760)	(101,764)
Decrease in creditors	(71,052)	(87,878)
Net cash (outflow)	604,548	(108,859)

20 - RECONCILIATION OF NET CASHFLOW TO MOVEMENT IN NET FUNDS

	2020	2019
	£	£
Increase (decrease) in cash for the year	564,430	(137,248)
Changes in net funds resulting from cashflows	564,430	(137,248)
Opening net funds	763,100	900,348
Closing net funds	1,327,530	763,100

21 - ANALYSIS OF CASH AND CASH EQUIVALENTS

	Net Funds as at 1/1/20	Cashflow in year	Net Funds as at 31/12/20
	£	£	£
Cash Deposits	248,520	30,724	279,244
Cash at Bank and in Hand	514,580	533,706	1,048,286
Total Cash and Cash equivalents	763,100	564,430	1,327,530

22 - SUBSIDIARY COMPANIES

The organisation no longer operates any subsidiary companies.

23 - RELATED PARTY TRANSACTIONS

Included in the accounts are the following transactions and balances with related parties to be disclosed in accordance with the provisions of FRS102.

During 2010, a £10,000 loan was provided to the Alum Rock Hall Trust, an entity under the common control of the charity. At the end of 2019, £2,800 was due and is included with other debtors (2019 £2,800). OM has paid £8,600 expenses on behalf of the Trust during the year (2019 £nil) and at the end of 2020 an additional debtor of £19,891 (2019 £11,291.36) is included with other debtors.

Total aggregate donations by Trustees and connected persons amounted to £150,963 (2019 £113,588) given predominately to support OM work overseas in response to appeals for funds from them.

24 - PENSION COMMITMENTS

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. Contributions totalling £70,730 (2019: £68,219) were paid in the year. At the year-end £5,777 (2019: £6,106) was outstanding and included within creditors.

25 - POST BALANCE SHEET EVENTS

As disclosed in note 17, on 1st January 2021 the net assets of WACA were transferred to another charity based in Switzerland.